

City Council
City of Hillsboro, Texas
Minutes of Regular Meeting
June 21, 2022

Present:

Eric Fleming, Councilmember
Dana Robinson, Councilmember
Frances Zarate, Councilmember
Leann Richmond, Councilmember
Scott Johnson, Mayor Pro Tem

Megan Henderson, City Manager
Tony Cain, Asst. City Manager
Dale Snyder, Dir. Finance/HR
Chris Moore, Main Street Manager
Karen S. Warren, City Secretary

Mayor Andy Smith and Councilmember Larry Lloyd were absent.

Mayor Pro Tem Scott Johnson called the meeting to order at 6:00 p.m.

The Invocation was given by Councilmember Dana Robinson and Councilmember Fleming led the Pledge of Allegiance.

Hear Statements from Persons Wishing to Address the Council.

No one addressed Council at this time.

Consent Agenda

Agenda numbers 5 through 7 require no formal public hearing and are subject to being approved in a single motion. However, any City Council Member or the City Manager may remove an item from the Consent Agenda to allow discussion and voting on the item individually.

(Agenda Item #5)

Deliberate and Act on the Approval of the Minutes for the Regular Meeting on June 7, 2022.

(Agenda Item #6)

Act on the Approval of Bills.

(Agenda Item #7)

Deliberate and Act on a Resolution Regarding the Annual Review of the City's Investment Policy.

[Finance Director Dale Snyder provided Council with the following information in the Council packets prior to the meeting: The Texas Public Funds Investment Act requires an annual review of the City's Investment Policy and authorized brokers. There are no changes to the current City Investment Policy which was adopted at the September 18, 2012 Regular City Council Meeting. (There were no changes in 2013-2021)

City staff recommended approval of the resolution which reflected no changes in 2022 to the current City Investment Policy.]

Resolution No. R2022-06-52

On motion by Councilmember Richmond and second by Councilmember Zarate the consent agenda was approved for agenda items #5, #6 and #7.

On roll call the following votes were cast:

Ayes: Fleming, Robinson, Zarate, Richmond, Johnson

Nays: None Absent: Lloyd

Regular Agenda

(Agenda Item # 8)

Deliberate and Act on a Resolution Adopting the City of Hillsboro Strategic Plan 2022-2027.

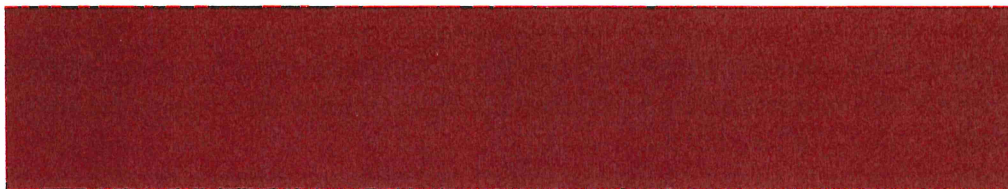
City Manager Megan Henderson provided Council with the following information in the Council packets prior to the meeting: [The City had determined that long-range planning to identify and meet challenges and opportunities was in the best interest of the City and citizens of Hillsboro and retained the engineering and planning firm MRB Group to conduct a Strategic Planning effort. The subsequent Strategic Planning process commenced with an economic base analysis; went on to engage community members, City staff, and Council leadership; and diligently collected all those perspectives to inform the creation of goals, strategies, and actions. The resulting document contained the Mission and Vision for the City of Hillsboro; the values espoused by the City organization; and goals, strategies and actions to focus resources towards implementation of work that would bring Hillsboro to its desired future state.] Mrs. Henderson introduced MRB group representatives Jordan Everhart and Brooke Thompson and noted that Main Street Manager Chris Moore was present to film the presentation. Mr. Everhart presented the following "Hillsboro 2022-2027 Strategic Plan" PowerPoint presentation:



2022-2027 STRATEGIC PLAN

COUNCIL PRESENTATION

JUNE 21ST, 2022



ACKNOWLEDGEMENTS

City Council

Andrew Smith, Mayor
Eric Fleming, Place 1
Larry Lloyd, Place 2
Dana Robinson, Place 3
Frances Zarate, Place 4
Leann Richmond, Place 5
Dr. Scott Johnson, Place 6,
Mayor Pro Tem

City Staff

Megan Henderson, City Manager
Tony Cain, Asst. City Manager & Chief of Public Safety
Chris Moore, Main Street Manager
Richard Reinhardt, City Planning Official
Art Mann, Economic Development Director
Karen Warren, City Secretary
Clay Sparks, Police Department
John Graham, Parks/Cemetery/Airport Superintendent
David Pruitt, Fire and Rescue Major
Susan Mann, Library Director
Walter Garcia, Public Works Director
Dale Snyder, Finance/HR Director
Samantha Montes, Recreation Director

Special Thanks

To the many residents of this great community that contributed time and effort throughout the public input process. Your passion, vision, and commitment to the City are greatly appreciated!
MRB|group

Jordan Everhart, AICP, PMP
Matt Horn, ICMA-CM
Janet Sheguit, TRMC
Brooke Thompson



2022-2027 STRATEGIC PLAN

PURPOSE OF THE PLAN



2022-2027 STRATEGIC PLAN

PLAN FOUNDATION



2022-2027 STRATEGIC PLAN

OUR MISSION

The City of Hillsboro's mission is to offer reliable services, refreshing public spaces, and plentiful economic and social opportunities so that our residents feel secure, connected, and positive about the future of Hillsboro.



2022-2027 STRATEGIC PLAN

OUR VISION

Hillsboro is a vibrant small city where people can easily connect with what matters: each other, diverse businesses and activities, beautiful spaces, and larger markets a short drive away.



2022-2027 STRATEGIC PLAN

OUR CORE VALUES

Service
Inclusion
Integrity
Innovation
Openness



2022-2027 STRATEGIC PLAN

OUR CORE VALUES

Service. We respond to the needs of our residents and businesses with empathy and sincerity. We are committed to providing quality services with competence and professionalism. We are servant-hearted: invested in the City of Hillsboro and willing to go above and beyond to ensure the best for our citizens.

Inclusion. We value and celebrate Hillsboro's diversity and look for ways to engage and serve all members of the community equally. We create an environment of collaboration and teamwork, where everyone's contributions are valued.

Integrity. We model ethical behavior by treating the community and each other with respect, honesty, and fairness. We live out these principles in our interpersonal dealings, in our work product, and when no one is watching.



2022-2027 STRATEGIC PLAN

OUR CORE VALUES

Innovation. We are creative and forward-thinking. We are problem-solvers that are focused on improving our processes and services and adapting to meet the changing needs of the community.

Openness. We uphold accountability and transparency by communicating the City's intentions, our progress, and our processes. We respect our citizens' right to know how their resources are used and their intelligence to interpret results for themselves.



2022-2027 STRATEGIC PLAN

OUR GOALS

- Goal 1: Ensure responsible, equitable growth.
- Goal 2: Foster transparency and connection.
- Goal 3: Support preservation and beautification.
- Goal 4: Deliver efficient, effective government.
- Goal 5: Build better Infrastructure.
- Goal 6: Deliver essential services.
- Goal 7: Boost economic development.
- Goal 8: Enhance quality of life.



2022-2027 STRATEGIC PLAN

OUR GOALS

Goal 1: Ensure responsible, equitable growth.

Surpass a population of 13,000 by adding residential units consistent with the city's needs and future land use plan.

Goal 2: Foster transparency and connection.

Connect citizens with government by reliably and routinely using print, dashboard, social media, and meetings to inform citizens and enlist their input and collaboration.



2022-2027 STRATEGIC PLAN

OUR GOALS



Goal 3: Support preservation and beautification.

Enhance Hillsboro's unique character, historic charm, and present vibrancy by incentivizing renovation and adaptive reuse of historic structures, enforcing property standards, and beautifying the entrances to town.

Goal 4: Deliver efficient, effective government.

Retain and expand a collaborative team of employees who maintain technical qualifications, advance the city's service delivery, and operate equitably, accountably, and transparently.



2022-2027 STRATEGIC PLAN

OUR GOALS

Goal 5: Build better Infrastructure. Formally assess the conditions of street, water and sewer infrastructure and implement projects and processes that will, if continued over time, bring and keep those systems in predominantly "good" condition.

Goal 6: Deliver essential services. Deliver streets, water, wastewater, parks, public safety and other essential services and systems that are dependable, in good repair, and of acceptable and/or improving quality.



2022-2027 STRATEGIC PLAN

OUR GOALS



Goal 7: Boost economic development.

Implement business retention and attraction programs so that a variety of small and large businesses meet our resident's employment, entertainment, and commercial needs and establish Hillsboro as a vital part of Central Texas' economic landscape.

Goal 8: Enhance quality of life. Maintain a system of clean, functional, and varied enrichment facilities and programs throughout the city, including best-in-class library and team sports.



2022-2027 STRATEGIC PLAN

GOAL 1: ENSURE RESPONSIBLE, EQUITABLE GROWTH.

Strategies

- 1.1 Ensure that Hillsboro's land use policies encourage a balance of land uses for both residential and non-residential development.
- 1.2 Ensure the local transportation network encourages mobility and connectivity for all modes of transportation.
- 1.3 Develop a data-driven understanding of Hillsboro's housing market relative to key indicators including affordability, workforce, and senior populations.
- 1.4 Pursue infill and adaptive reuse development of vacant and underutilized properties.
- 1.5 Ensure efficiency and adequate staffing for developer coordination, plan review and permitting processes.

Summary of Actions

- Bring existing codes, ordinances and planning document up-to-date.
- Understand baseline needs such as water, transportation, and housing.
- Improve the communication and processes between developers and the City.
- Encourage redevelopment of existing properties including downtown.



2022-2027 STRATEGIC PLAN

GOAL 2: FOSTER TRANSPARENCY AND CONNECTION.

Strategies

- 2.1 Enhance internal communication processes.
- 2.2 Provide timely, accurate, and accessible information to the community.
- 2.3 Enlist the input and collaboration of citizens.

Summary of Actions

- Develop a baseline of internal communication between departments and create Standard Operating Procedures.
- Develop a Communication Plan that describes how information is communicated to the public.
- Improve ways on how the community can provide feedback to the City.



2022-2027 STRATEGIC PLAN

GOAL 3: SUPPORT PRESERVATION AND BEAUTIFICATION.

Strategies

- 3.1 Improve the cleanliness and appearance of residential and non-residential properties through transparent and effective code enforcement.
- 3.2 Support the community's desire to have attractive and unique neighborhoods and corridors.
- 3.3 Enhance local participation in city-wide beautification efforts.

Summary of Actions

- Update codes and ordinances and communication those with the community.
- Implement a program to clean City right-of-ways.
- Identify gateway beautification projects and key points in the City.
- Identify ways to help property owners in overcoming barriers to home or property improvement.



2022-2027 STRATEGIC PLAN

GOAL 4: DELIVER EFFICIENT, EFFECTIVE GOVERNMENT.

Strategies

- 4.1 Maintain a collaborative team between Council and City management.
- 4.2 Ensure consistency and continuity across all departments.
- 4.3 Create a culture focused on professional development and employee retention.
- 4.4 Ensure actions and decisions align with the Strategic Plan.

Summary of Actions

- Strengthen relationship between Council and City leadership.
- Understand internal processes and how staff work together.
- Understand current staff needs (e.g. professional development, trainings, technology).
- Exploring best practices for hiring and employee retention.
- Updating and reporting of the Strategic Plan.



2022-2027 STRATEGIC PLAN

GOAL 5: BUILD BETTER INFRASTRUCTURE.

Strategies

- 5.1 Understand baseline needs of existing infrastructure to assess future maintenance needs.
- 5.2 Ensure that new and existing infrastructure is planned for and maintained.
- 5.3 Identify and pursue needed technology infrastructure.

Summary of Actions

- Understand the cost and conditions of existing infrastructure.
- Develop and implement a 10-year Capital Improvement Plan (CIP) program.
- Develop and implement an asset management and preventative maintenance program.
- Conduct a technology infrastructure needs assessment and implement broadband infrastructure.



2022-2027 STRATEGIC PLAN

GOAL 6: DELIVER ESSENTIAL SERVICES.

Strategies

- 6.1 Ensure that staff is technically qualified problem-solvers that create a positive experience for our citizens.
- 6.2 Deliver services using equipment, facilities, and technologies that are relevant, maintained, and dependable.

Summary of Actions

- Continue to cross-train staff to provide technical continuity and expand the knowledge base within the departments.
- Maintain existing mutual aid agreements with nearby communities.
- Develop and implement a routine maintenance and improvements schedule.



2022-2027 STRATEGIC PLAN

GOAL 7: BOOST ECONOMIC DEVELOPMENT.

Strategies

- 7.1 Attract new businesses.
- 7.2 Retain and facilitate expansion of existing businesses.
- 7.3 Facilitate development of entrepreneurship and small businesses.
- 7.4 Create a permitting and development review process that is clear to the community and business owners.
- 7.5 Identify and pursue solutions for workforce needs.
- 7.6 Pursue the redevelopment of the Outlet Mall.

Summary of Actions

- Develop and implement Business Retention and Expansion programs for industrial, retail, professional, and downtown businesses.
- Develop and maintain partnerships with small business.
- Review and update codes, ordinances, and the communication of the permitting process between the City and potential business owners.
- Develop an understanding of workforce needs and build on relationships with local businesses, the High School, and Hill College.



2022-2027 STRATEGIC PLAN

GOAL 8: ENHANCE QUALITY OF LIFE.

Strategies

- 8.1 Expand the library to create better and larger lobby, children's area, genealogy center and meeting space.
- 8.2 Develop and deliver dynamic library programming in the library building and throughout the community.
- 8.3 Enhance the City's parks, trails, and recreational facilities.
- 8.4 Develop and deliver recreation opportunities for people of all ages and athletic abilities.

Summary of Actions

- Expanding the library's building and its programming and collections.
- Evaluate existing park and recreation facilities and update the Parks Master Plan.
- Coordination and facilitation of recreation events and activities year-round.



2022-2027 STRATEGIC PLAN

On motion by Councilmember Fleming and second by Councilmember Richmond, the resolution adopting the City of Hillsboro Strategic Plan 2022-2027 was approved.

On roll call the following votes were cast:

Ayes: Fleming, Robinson, Zarate, Richmond, Johnson

Nays: None Absent: Lloyd

Resolution No. R2022-06-53

(Agenda Item # 9)

Hear and Deliberate on City Manager's Report:

- a. Update on Strategic Goals 5-8
 - v. Build Better Infrastructure
 - vi. Deliver Essential Services
 - vii. Boost Economic Development
 - viii. Enhance Quality of Life

City Manager Henderson noted that she covered Strategic Goals 1-4 at the June 7, 2022 Regular City Council Meeting and would cover Goals 5-8 this evening.

- b. Recent and Upcoming Staff Activity and Events. (This will be covered on p.16 of the minutes)

Strategic Goal #5: Build Better Infrastructure

Estimated Engineering, Surveying, and Construction Costs				Funding			
Street	General	W/WW	Total	Agency Grant/ Loan Funds	Source	Local Funds	Source
Church Street	\$868,283	\$803,350	\$1,671,633			\$1,671,633	COs
Old Brandon Road	\$1,179,773	\$151,050	\$1,330,823			\$1,330,823	COs
Park Drive	\$942,576	\$396,000	\$1,338,576	\$227,000	TDA CDBG	\$1,111,576	COs
Walnut Street	\$1,130,765	\$1,003,350	\$2,134,115			\$2,134,115	COs
Meter Project		\$1,652,501	\$1,652,501			\$1,652,501	Financing
Water Tower		\$4,770,518	\$4,770,518	\$3,150,000	TWDB DWSRF	\$1,620,518	COs
Downtown Sidewalk Project	\$592,855		\$592,855	\$500,000	TDA MS	\$92,855	Gen Fund
Safe Routes to Schools	\$594,259		\$594,259	\$594,259	TxDOT SRTS	\$0	
Totals	\$5,308,511	\$8,776,769	\$14,085,280	\$4,471,259		\$9,614,021	

Strategic Goal #5: Build Better Infrastructure

Project Progress			
Concept	Funding	Prof Svc Procurement	Pre-Design Design Bidding Award Construction
Street	Total	Status	Notes
Church Street	\$1,671,633	Pre-Design	This combined "Street and Infrastructure" project will move into the design phase next week. As soon as design is finished we will go out for bid. Water line for Park Drive will bid first to keep things moving for the CDBG grant contract.
Old Brandon Road	\$1,330,823	Pre-Design	
Park Drive	\$1,338,576	Pre-Design	
Walnut Street	\$2,134,115	Pre-Design	
Meter Project	\$1,652,501	Construction	This project is behind schedule. They were initially expected to install approx. 200 meters / week, and due to supply and scheduling issues they have been averaging 75. Some modifications have been made to the project to allow them to keep moving, and they anticipate completion mid-August.
Water Tower	\$4,770,518	Phase I: Construction Phase II: Award	This project is behind schedule. We are waiting for TWDB to approve our moving forward with the contractor selected for Phase II.
Downtown Sidewalk Project	\$592,855	Bidding	Bids were opened for this project last week, and the bid came in just over the project budget. We will recommend approval on July 5 th , and work can commence as soon as the funder signs off.
Safe Routes to Schools	\$594,259	Design	We have been waiting for 2 months for TxDOT to sign off on the plans. As soon as they do, we will go out for bid on this project.

Strategic Goal #6: Deliver Essential Services

	Staffing	Facilities	Equipment	Recommendations
Airport	low	D	C	add an airport employee
Cemetery	fair	B	C	add additional mowing service
Police	low	D	D	2 new employees beginning; need 5 more; revise salaries and add vehicles
Fire/ EMS	fair	D	D	revise salaries and add ambulance
Animal Control	fair	C	B	maintain and increase salaries as able, add truck
Code Enforcement	fair	C	C	maintain and increase salaries as able, add truck
Inspections	good	C	B	maintain and increase salaries as able
Municipal Court	good	A	B	new employee beginning
Utility Billing	good	A	C	new employee beginning
Water	low	D	D	2 new employees beginning; add 1 more and backhoe; make some repairs to shop
Sewer	fair	C	D	add jet washer
Trash	good	N/A	N/A	add second cleanup; add rolling carts; talk about brush
Streets	very low	D	D	add 4 employees and maintainer

Strategic Goal #7: Boost Economic Development

7.1 Business Attraction

Currently seeking downtown entertainment and restaurants
Working with several industrial prospects

7.2 Business Retention/ Expansion

Maintaining contact with industrial businesses to meet emerging needs
Working with industrial expansion prospect

7.3 Entrepreneurship/ Small Business

Downtown: Gun store just opened, 2 new restaurants coming soon
Main Street Furniture closed

7.5 Workforce Development

Job Fair held last week:
- over 20 employers
- over 500 job openings

Strategic Goal #8: Enhance Quality of Life

Facilities: Clean, functional and varied

- Library
- Parks
 - City Park: contractor beginning soon to refinish Pavilion

- Wallace Park
 - Sesquicentennial Park
 - Carter Davis Park
 - Leadership Park: new mulch to be installed soon
- Boys & Girls Club (private with some City support)

Programs: varied by topic, audience and location

- Youth Sports
 - Baseball/ Softball: project to host 600 games this season
 - Games/ practices nearly every day since April
 - Tournaments this week (16 teams) and next week (18 teams)
 - Summer Reading Program: 412 at kickoff event, 164 kids registered
 - Summer library events - Magician last week at Historic City Hall: 275 attended
 - Fun in the Park: held last week, 300 hot dogs served
 - Movies in the Park: held throughout the summer; 30+ last Saturday

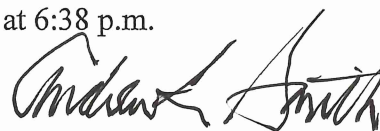
b. Recent and Upcoming Staff Activity and Events

- 2 new employees in DPS
- 3 employees departing in DPS
- 1 new employee in Utility Billing
- 1 new employee in Municipal Court
- 2 new employees in Water
- 1 employee departing in Admin - City Secretary Karen Warren will be leaving at the end of July.

Recent Events

- Juneteenth Celebration held Saturday at Peabody Grounds
- Texas Through Time car show

There being no further business, the meeting was adjourned at 6:38 p.m.



Andrew L. Smith, Mayor

ATTEST:



Karen S. Warren, City Secretary