

# Agenda

## Board of Commissioners Work Session

7:00 PM November 28, 2022

Board Meeting Room, Town Hall Annex, 105 E. Corbin St.

This meeting will be live streamed on the

[Town of Hillsborough YouTube channel](#)



1. **Opening of the work session**
2. **Agenda changes and approval**
3. **Presentations**
  - A. Orange County Schools Strategic Plan
4. **Appointments**
  - A. Historic District Commission - Appointment of Mathew Palmer for a term expiring Nov. 30, 2025
  - B. Historic District Commission - Appointment of Gary Miller for a term expiring Nov. 30, 2025
5. **Items for decision - consent agenda**
  - A. Miscellaneous budget amendments and transfers
6. **In-depth discussion and topics**
  - A. Update on Train Station Design
  - B. Potential Engagement Meeting on Safety
  - C. Strategic Plan Update
  - D. Fiscal Year 2024 Budget Retreat Discussion
7. **Committee updates and reports**
8. **Closed Session**
  - A. Closed Session as authorized by North Carolina General Statute Section 143-318.11 (a)(6) regarding personnel matters
9. **Adjournment**

Interpreter services or special sound equipment for compliance with the Americans with Disabilities Act is available on request. If you are disabled and need assistance with reasonable accommodations, call the Town Clerk's Office at 919-296-9443 a minimum of one business day in advance of the meeting.

101 E. Orange St., PO Box 429, Hillsborough NC 27278  
919-732-1270 | [www.hillsboroughnc.gov](http://www.hillsboroughnc.gov) | @HillsboroughGov



## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date: Nov. 28, 2022  
Department: Community Services  
Agenda Section: Presentation  
Public hearing: No  
Date of public hearing:

#### PRESENTER/INFORMATION CONTACT

Dr. Monique Felder, Superintendent, OC Schools

#### ITEM TO BE CONSIDERED

**Subject:** Orange County Schools Strategic Plan

**Attachments:**

Presentation slides

**Summary:**

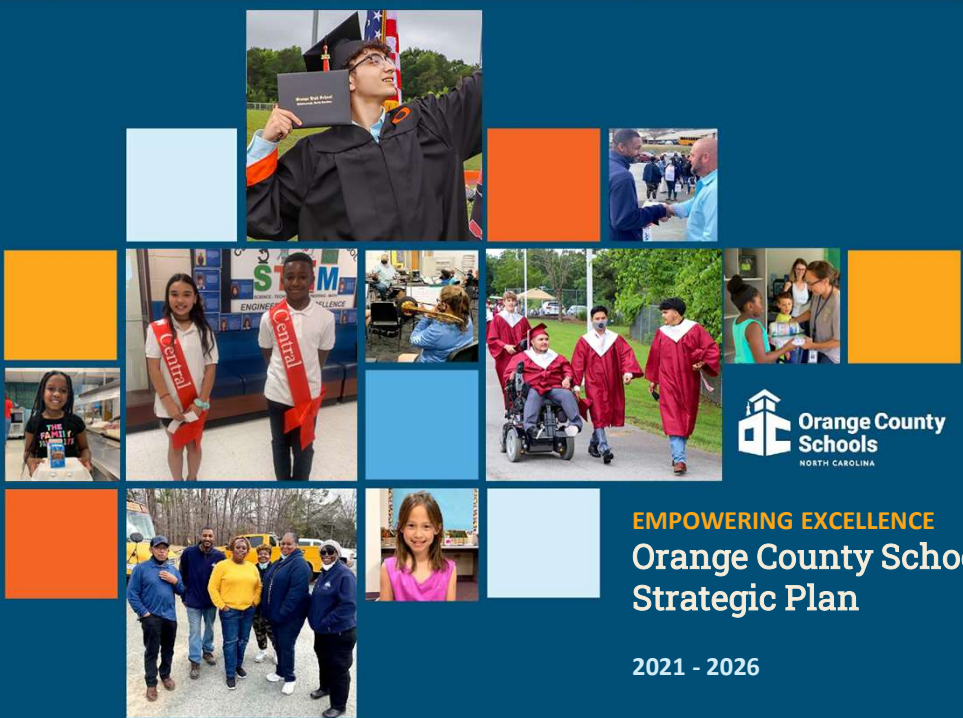
Dr. Felder has requested 20 minutes to share the new strategic plan for information.

**Financial impacts:**

**Staff recommendation and comments:**

**Action requested:**

Receive report




**Orange County Schools**  
NORTH CAROLINA

**EMPOWERING EXCELLENCE**  
**Orange County Schools'**  
**Strategic Plan**

2021 - 2026


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**OUR VISION**  
Preparing every learner for lifelong service and success.

**OUR MISSION**  
Orange County Schools' mission is to educate students in a safe, inclusive environment where we engage, challenge and inspire them to reach their maximum potential.

**ENGAGE. CHALLENGE. INSPIRE.**



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## BELIEF STATEMENTS


### PROVIDE A SAFE ENVIRONMENT

Every student deserves an emotionally and physically safe environment in which to learn.



### PRIORITIZE EQUITY

Every student must have equitable access to resources and engaging opportunities to support their individual educational journey by ensuring that systems, structures, policies, and practices do not discriminate against students. We prioritize equity to be front and center in all we do.





### PUT STUDENTS FIRST

OCS places students first by making student-centered decisions. The primary consideration in every decision is what is best for our students.



### COLLABORATE

Students, staff, families, and the community at-large collaborate for the betterment of our district and community.



### ACCOUNTABLE FOR WHAT WE DO

We hold ourselves accountable for outcomes for every student. We are transparent in everything we do.



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### VALUE DIVERSITY

OCS values all our students, regardless of race, color, ethnicity, national origin, religion, disability, sex, sexual orientation, gender, gender identity, gender expression, age, language, family composition or socioeconomic status.



### EXCELLENCE IN ALL WE DO

Every student deserves rigorous and creative educational opportunities that allow them to excel and grow through excellent teaching and learning. OCS supports staff with excellent resources to continue their professional growth to meet the needs of every student.

### SERVE THE WHOLE CHILD

In service to children, we provide an education that addresses the social, emotional, intellectual, and physical needs of each and every student.





### INCLUSIVE CULTURE & CLIMATE STARTS WITH US

OCS cultivates mutually respectful and trusting relationships in an inclusive environment. We value and respect individual differences so students, staff, and families feel trusted, welcomed, safe, respected, and valued.



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# Four Strategic Plan Outcome Goals:

**Outcome Goal 1: Teaching Tomorrow's Leaders**

**Outcome Goal 2: Excellence & Efficiency**

**Outcome Goal 3: Exemplary Staff**

**Outcome Goal 4: Empowering Culture**



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## Outcome Goal 1: Teaching Tomorrow's Leaders

**EQUITY PLAN:** Goals 1, 2 and 3



### STRATEGIC PLAN



### WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will use a Multi-Tiered System of Support (MTSS) to enable each and every learner to excel by

- having access to and benefiting from rigorous, culturally responsive curriculum and instruction that is research/evidence based
- in classrooms where they are valued, having a sense of belonging and
- are expected to achieve at high levels in order to prepare them for college, career and civic engagement.

### HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will

- identify and address inequities in curriculum and instruction;
- provide access to high-quality and rigorous curricula and programs;
- ensure high expectations are held for each and every student in culturally responsive learning environments in order to close the achievement, access and opportunity gaps and
- ensure each and every student has what they need to be successful.

### HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?

**This Outcome Goal is aligned to OCS Equity Plan Goal 1, Goal 2 and Goal 3.**

**GOAL 1:** Identify and eliminate academic disparities and inequities in access to and success in programs and opportunities.

**GOAL 2:** Create safe, inclusive, racially culturally and linguistically affirming, relevant and sustaining spaces and experiences.

**GOAL 3:** Build the equity leadership capacity of district leaders, administrators, teachers, staff, and the OCS School Board by developing equity-oriented leadership skills, mindsets, and knowledge.



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## Outcome Goal 1: Teaching Tomorrow's Leaders

EQUITY PLAN: Goals 1, 2 and 3



### WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?

- Increase student achievement for each and every student,
- decrease achievement gaps,
- increase access and opportunities to more rigorous courses and programs (enrichment, AP and IB),
- increase enrollment,
- increase graduation rates and
- build staff capacity through high quality, research-based, differentiated and ongoing professional development.

### WHY IS THIS OUTCOME GOAL IMPORTANT?

- "Through a Multi-Tiered System of Support (MTSS) each and every learner will excel by having access to and benefiting from rigorous curriculum and instruction that is research/evidence based to prepare them for college, career, and civic engagement" (Clements & Kratochill, 2008; NCDPI, n.d.).
- "Educators who focus on results must also stop limiting improvement goals to factors outside the classroom, such as student discipline and staff morale, and shift their attention to goals that focus on student learning" (Dufour, 2004).
- An inclusive curriculum helps teachers and students understand different perspectives, appreciate others' strengths, and build empathy...Culturally relevant teaching is proposed as a powerful method for increasing student achievement & engagement and for reducing achievement gaps (Byrd, 2016).
- 69% of OCS students surveyed in 2022 indicated they had a sense of belonging, which is 8% less than in 2021 and only 57% indicated that they believe people at their school understand them as a person in 2022 which is down 7% from 2021.
- Students whose lives and cultures are not treated as important are less likely to invest in the overall learning process, whereas those who are empowered and feel valued will be more ready to learn.



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## Outcome Goal 1: Teaching Tomorrow's Leaders



### 3 Strategic Goals

<b>Goal I.1</b>	<b>Increase the percentage of each and every OCS student demonstrating Grade Level Proficiency (GLP) on EOG (End of Grade) and EOC (End of Course):</b> <ol style="list-style-type: none"> <li>Reading EOG Grades 3-8, from 42.9% to 80%, and</li> <li>Math EOG Grades 3-8, from 45.9% to 80%, and</li> <li>English II EOC, from 60.3% to 80%, and</li> <li>Math I EOC, from 31.7% to 80%, and</li> <li>Math III EOC, from 60.3% to 80%.</li> </ol>
<b>Goal I.2</b>	<b>Increase the percentage of schools meeting or exceeding growth from 83% to 100% by 2026.</b>
<b>Goal I.3</b>	<b>Increase the graduation rate from 90.2% to a minimum of 92% by 2026.</b>

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## Outcome Goal 1: Teaching Tomorrow's Leaders



### KPIs for Strategic Goals I.1, I.2

<b>Goals I.1, I.2</b>	<b>Increase the percentage of <u>each and every</u> OCS student demonstrating Grade Level Proficiency (GLP) and the percentage of schools meeting or exceeding growth — Black, Hispanic, EDS (Economically-Disadvantaged Students), EL (English Learner), and SWD (Students with Disabilities)</b>
<b>KPI 1.1a</b>	<b>Increase reading GLP proficiency among students in Grades 3-8.</b>
<b>KPI 1.1b</b>	<b>Increase math GLP proficiency among students in Grades 3-8.</b>
<b>KPI 1.1c</b>	<b>Increase GLP proficiency among students in English II EOC.</b>
<b>KPI 1.1d</b>	<b>Increase GLP proficiency among students in Math I EOCs.</b>
<b>KPI 1.1e</b>	<b>Increase GLP proficiency among students in Math III EOCs</b>

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## Outcome Goal 1: Teaching Tomorrow's Leaders



### KPIs for Strategic Goal I.3

<b>Goal I.3</b>	<b>Increase graduation rate from 90.2% to a minimum of 92% by 2026.</b>
<b>KPI 1.3a</b>	<b>Increase Pre-ACT passing rates among students in grade 10.</b>
<b>KPI 1.3b</b>	<b>Increase ACT passing rates among students in grade 11.</b>
<b>KPI 1.3c</b>	<b>Increase AVID enrollment among underserved students.</b>
<b>KPI 1.3d</b>	<b>Increase FAFSA completion rates.</b>

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## Outcome Goal 2: Excellence & Efficiency

EQUITY PLAN: Goal 5



### STRATEGIC PLAN



#### WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will ensure safe schools and provide exemplary operational support to schools, staff and community to ensure a focus on student learning.

#### HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will ensure equitable distribution of human, fiscal and capital resources across OCS.



#### HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?

This Outcome Goal is aligned to OCS Equity Plan Goal 5.

**GOAL 5:** Make decisions, draft policies and allocate and utilize resources that are aligned to Policy 1030 Equity In Education. Assess the racial and equity impact of decisions, policies and resource allocation and identify strategies to address inequities



#### WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?

- To ensure each and every individual are physically and emotionally safe, productive and able to learn and work in environments without fear or harm.
- To ensure transparency in operational accountability to meet each and every stakeholder expectations focused on student success.



#### WHY IS THIS OUTCOME GOAL IMPORTANT?

"Leading with transparency through open communication of clear and accurate information inspires the organization to make transformational changes...and creates an organizational environment that is safe, trusting, and cooperative" (NIST, 2022).

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## Outcome Goal 2: Excellence & Efficiency



### Strategic Goals

<b>Goal II.1</b>	<b>Increase teacher satisfaction ratings of "school safety"</b> on the bi-annual North Carolina Teacher Working Conditions survey from 79% to 90% by 2026.
<b>Goal II.2</b>	<b>Increase school leader professional development contact hours on "school safety"</b> to 18 hours annually by 2026.
<b>Goal II.3</b>	<b>Increase student satisfaction on "school safety"</b> on the Panorama survey from 56% to 80% by 2026.

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## Outcome Goal 2: Excellence & Efficiency



### KPIs for Strategic Goal II.1

<b>Goal II.1</b>	<b>Increase school leader satisfaction ratings of “school safety”</b> on the bi-annual North Carolina Teacher Working Conditions survey from 79% to 90% by 2026.
<b>KPI 2.1a</b>	Increase staff satisfaction “school safety” and “facilities and resources” on the annual OCS Teacher Working Conditions Survey.
<b>KPI 2.1b</b>	Increase staff attendance in annual training on lockdowns, emergency communications and emergency procedures.
<b>KPI 2.1c</b>	Increase the percentage of each and every scheduled monthly inspections completed for fire, safety and security checks at OCS schools and facilities.
<b>KPI 2.1d</b>	Increase the percentage of quarterly crisis team meetings conducted at each and every OCS school and facility.
<b>KPI 2.1e</b>	Implement a tracking and reporting system to document crisis and safety plans, drills, and safety.

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## Outcome Goal 2: Excellence & Efficiency



### KPIs for Strategic Goal II.2

<b>Goal II.2</b>	<b>Increase school leader professional development contact hours on “school safety”</b> to 18 hours annually by 2026.
<b>KPI 2.2a</b>	Increase school leader attendance in annual training on lockdowns, emergency communications and emergency procedures.
<b>KPI 2.2b</b>	Increase the percentage of each and every scheduled monthly inspections completed for fire, safety and security checks at OCS schools and facilities.
<b>KPI 2.2c</b>	Increase the percentage of quarterly crisis team meetings conducted at each and every OCS school and facility.
<b>KPI 2.2d</b>	Implement a tracking and reporting system to document crisis and safety plans, drills, and safety.

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## Outcome Goal 2: Excellence & Efficiency



### KPIs for Strategic Goal II.3

<b>Goal II.3</b>	<b>Increase student satisfaction on “school safety”</b> on the Panorama survey from 58% to 80% by 2026.
<b>KPI 3.3a</b>	Increase the percentage of OCS schools that conduct quarterly school safety drills.
<b>KPI 3.3b</b>	Implement a tracking and reporting system to document crisis and safety plans, drills, and safety.
<b>KPI 3.3c</b>	Increase the percentage of students in grades 3-12 who feel physically and emotionally safe in school on Panorama survey.

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## Outcome Goal 3: Exemplary Staff

EQUITY PLAN: Goals 3 and 4



### STRATEGIC PLAN



### WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will recruit, hire, support and retain culturally proficient and high-quality staff committed to providing each and every student with an excellent education in a welcoming environment.

### HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will hire and retain staff that reflects the diversity of the district, mirrors the demographics of the OCS student population and who are committed to becoming culturally proficient.



### HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?

**This Outcome Goal is aligned to OCS Equity Plan Goal 3 and Goal 4.**

**GOAL 3:** Build the equity leadership capacity of district leaders, administrators, teachers, staff and the OCS School Board by developing equity-oriented leadership skills, mindsets, and knowledge.

**GOAL 4:** Recruit, hire, support and retain teacher and staff that reflect the racial and language diversity of the student population.

### WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?

- OCS teachers currently do not mirror the demographic and linguistic makeup of OCS student population.
- Ensure students receive high-quality instruction from teachers who are culturally proficient and feel supported and valued in OCS.

### WHY IS THIS OUTCOME GOAL IMPORTANT?

- “A school staff that believes it can collectively accomplish great things is vital for the health of a school and if they believe they can make a positive difference then they very likely will” (Hattie, 2018).
- “Models of student achievement indicate that assignment to an own-race teacher significantly increased math and reading achievement of both Black and White students” (Dee, 2002).

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## Outcome Goal 3: Exemplary Staff



### Strategic Goals

<b>Goal III.1</b>	<b>Orange County Schools teacher retention rate* of 81.9% will increase</b> by 4 percentage points on average every two years, in order to be below the state's attrition rate (currently 11.1% in 2022).
<b>Goal III.2</b>	<b>Staff retention rate for teachers of color will increase</b> by 3% every two years to 94.8% by 2026.
<b>Goal III.3</b>	<b>Representation gap between staff and students, specifically between Hispanic students and teachers, will narrow</b> by 3% every two years to 17% by 2026.

*\*Turnover rate of 19.1% will decrease by 4% every two years to be below the state attrition rate to 11.1% by 2026.*

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## Outcome Goal 3: Exemplary Staff



### KPIs for Strategic Goal III.1

<b>Goal III.1</b>	<b>Orange County Schools teacher retention rate* of 81.9% will increase</b> by 4 percentage points on average every two years, in order to be below the state's attrition rate (currently 11.1% in 2022).
<b>KPI 3.1a</b>	Increasing percent agreement on items in the OCS Teacher Working Conditions Survey: <ul style="list-style-type: none"> <li>i. Percent agreement on "Time"</li> <li>ii. Percent agreement on "School Leadership"</li> <li>iii. Percent agreement on "Professional Learning"</li> </ul>
<b>KPI 3.1b</b>	Provide each and every new OCS employee with introductory equity/culturally responsive training as part of the district's comprehensive onboarding process.

*\*Turnover rate of 19.1% will decrease by 4% every two years to be below the state attrition rate to 11.1% by 2026.*

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## Outcome Goal 3: Exemplary Staff



### KPIs for Strategic Goal III.2

<b>Goal III.2</b>	<b>Staff retention rate for teachers of color will increase</b> by 3% every two years to 94.8% by 2026.
<b>KPI 3.2a</b>	Create mentorship or affinity group opportunities for teachers and leaders of color.
<b>KPI 3.2b</b>	Increase participation in affinity groups established to support the building of community and safe spaces for each and every diverse staff.

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## Outcome Goal 3: Exemplary Staff



### KPIs for Strategic Goal III.3

<b>Goal III.3</b>	<b>Representation gap between staff and students, specifically between Hispanic students and teachers, will narrow</b> by 3% every two years to 17% by 2026.
<b>KPI 3.3a</b>	Track and increase the number of recruitment efforts for Hispanic teachers.
<b>KPI 3.3b</b>	Create a baseline number of Hispanic teacher applicants districtwide during the 2022-2023 school year which will be utilized to inform and increase recruitment efforts.

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## Outcome Goal 4: Empowering Culture

EQUITY PLAN: Goals 2 and 6



### STRATEGIC PLAN



#### WHAT DOES THIS OUTCOME GOAL MEAN?

OCS will cultivate supportive partnerships among families, schools, and community stakeholders to support students' well-being, academic achievement, and to ensure each and every student have what they need to be successful.

#### HOW WILL OCS EMPHASIZE EQUITY THROUGH THIS OUTCOME GOAL?

OCS will identify and remove barriers and engage in culturally responsive practices that strengthen connections and communication with all families and students and the community.

#### HOW DOES THIS OUTCOME GOAL ALIGN TO THE OCS EQUITY PLAN?

This Outcome Goal is aligned to OCS Equity Plan Goal 2 and Goal 6.



**GOAL 2:** Create safe, inclusive, racially culturally and linguistically affirming, relevant and sustaining spaces and experiences.

**GOAL 6:** Engage staff, students, families, and the entire community in developing, cultivating and sustaining a culture of equity.



#### WHAT PROBLEM IS THIS OUTCOME GOAL TRYING TO SOLVE?

Increase parent/family engagement especially among historically marginalized families.

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## Outcome Goal 4: Empowering Culture

EQUITY PLAN: Goals 2 and 6



#### WHY IS THIS OUTCOME GOAL IMPORTANT?

This Outcome Goal is mission critical to ensuring each child is successful in and beyond school.

- Families, schools and the community need to be active partners and collaborators in ensuring student success.
- "Cumulative evidence from several decades of research points to several benefits of family involvement for children's learning, including
  - helping children get ready to enter school,
  - promoting their school success and
  - preparing youth for college and career" (Harvard University, 2006).
- If families are actively engaged in their student's learning:
  - academic achievement and attendance increases;
  - discipline decreases; attitudes are more positive towards schools;
  - there's an increased sense of belonging and
  - more willing collaboration between home and schools increases (Mapp, 2019).



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## Outcome Goal 4: Empowering Culture



### Strategic Goals

<b>Goal IV.1</b>	<b>Increase the average daily attendance rate</b> of each and every student from 89% to 95% or greater by 2026.
<b>Goal IV.2</b>	<b>Reduce the suspension rate</b> of Black students from 9% to 3% by 2026. <b>Reduce the suspension rate</b> of multiracial students from 8% to 3% by 2026.
<b>Goal IV.3</b>	<b>Increase family partnership and engagement*</b> among Black and Hispanic families from XX% to XX% by 2026.

*\*As measured by parent survey scale or items.*

*Baseline results forthcoming, Panorama Family Perception survey fall 2022*

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## Outcome Goal 4: Empowering Culture



### KPIs for Strategic Goal IV.1

<b>Goal IV.1</b>	<b>Increase the average daily attendance rate</b> of each and every student from 89% to 95% or greater by 2026.
<b>KPI 4.1a</b>	<ul style="list-style-type: none"> <li>i. Key on the 3 lowest performing elementary schools.</li> <li>ii. Key on the 2 lowest performing middle schools.</li> <li>iii. Key on the lowest performing high school.</li> </ul>
<b>KPI 4.1b</b>	Increase average daily attendance among Black and multiracial students.
<b>KPI 4.1c</b>	Increase the percentage of students who feel engaged in grades 3-12, who feel physically and emotionally safe in school, as measured by the Panorama survey.

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## Outcome Goal 4: Empowering Culture



### KPIs for Strategic Goal IV.2

<b>Goal IV.2</b>	<b>Reduce the suspension rate</b> of Black and multiracial students.
<b>KPI 4.2a</b>	Increase the percentage of students in grades 3-5 and 6-12 who feel engaged in school on the Panorama survey.
<b>KPI 4.2b</b>	<ul style="list-style-type: none"> <li>i. Reduce each and every student referrals in grade 3-5 and 6-12.</li> <li>ii. Reduce referrals of Black students K-12.</li> <li>iii. Reduce referrals of multiracial students K-12.</li> </ul>
<b>KPI 4.2c</b>	Provide introductory equity/culturally responsive training as part of the district's comprehensive onboarding process to each and every new OCS employee.

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## Outcome Goal 4: Empowering Culture



### KPIs for Strategic Goal IV.3

<b>Goal IV.3</b>	<b>Increase family partnership and engagement*</b> among Black and Latino families from XX% to XX% by 2026.
<b>KPI 4.3a</b>	<ul style="list-style-type: none"> <li>i. Increase the percentage of Black families logging into Parent Portal.</li> <li>ii. Increase the percentage of Latino families logging into Parent Portal.</li> </ul>
<b>KPI 4.3b</b>	Increase the number of district-led parent engagement opportunities for families.
<b>KPI 4.3c</b>	<ul style="list-style-type: none"> <li>i. Increase Parent Academy attendance among Black families.</li> <li>ii. Increase Parent Academy attendance among Hispanic families.</li> </ul>

*\*As measured by parent survey scale or items.*

*Baseline results forthcoming, Panorama Family Perception survey fall 2022*

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## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date: Nov. 28, 2022  
Department: Planning and Economic Development  
Agenda Section: Appointments  
Public hearing: No  
Date of public hearing: N/A

#### PRESENTER/INFORMATION CONTACT

Planning and Economic Development Manager, Shannan Campbell

#### ITEM TO BE CONSIDERED

**Subject:** Historic District Commission - Appointment of Mathew Palmer for a term expiring Nov. 30, 2025

**Attachments:**

Appointed Board Application

**Summary:**

Mathew Palmer completed an application online. Staff invited Palmer to attend an HDC meeting to get a feel for the kinds of things the HDC reviews and types of cases they hear. After attending, Palmer expressed a continued interest in serving on the board. Palmer has a background as a city planner and lives in the district. He has an interest and educational background in walkability and bike/ped. One vacant board seat term has expired, and the other has fewer than six months on the term. Staff is recommending starting new terms for both new members.

**Financial impacts:**

None; occasional board trainings as needed.

**Staff recommendation and comments:**

Staff recommends appointment.

**Action requested:**

Historic District Commission - Appointment of Mathew Palmer for a term expiring Nov. 30, 2025.



# TOWN OF HILLSBOROUGH

## Appointed Boards Application

If you are a Town of Hillsborough resident and willing to volunteer your time and expertise to your community, please complete this form. Volunteers for the Parks and Recreation Board must be at least 13 years old, and volunteers for all other boards must be at least 18 years old.

The town strives to reflect the diversity of its residents in the makeup of its boards. Demographics and residence location are considered during the appointment process.

**First name (required):**

Mathew

**Last name (required):**

Palmer

**Home address (required):**

202 W Union Street

**Home phone number:**

9196238403

**Work phone number:**

**Email address (required):**

palmer.mathew@gmail.com

**Place of employment:**

Durham Public Schools

**Job title:**

Executive Director - School Planning

**Birth date (required):**

Oct. 4, 1979

**Gender (required):**

Male

**Ethnic origin (check all that apply) (required):**

White

**First choice (required):**

Historic District Commission

**Second choice (required):**

Planning Board

**Third choice (required):**

None

**Reasons for wanting to serve (required):**

To bring experience and perspective to the HDC. Home owner and resident of Historic District. Experienced Planner (15 years) with PhD from UNC Chapel Hill in Planning for Walkable Communities and Schools.

**Have you served or are you currently serving on a town board? If so, which ones and when? (required)?**

Yes - City of Durham Bicycle and Pedestrian Advisory Committee (2011 - 2015).

**Relevant work, volunteer or educational experience (required):**

2019 - Present | Executive Director of Planning for Durham Public Schools

2015 - 2019 | Director of School Planning & Transportation for NC State University

2012 - 2015 | PhD in City & Region Planning from UNC Chapel Hill

**How are you connected to Hillsborough (live, work, play, shop, own property) (required)?**

Home owner - 202 W Union Street

Enjoy the historic character and design of colonial era Hillsborough.

Children walk to school at Hillsborough Elementary.

**Have you reviewed the Vision 2030 plan, and what are your thoughts about it (required)?**

Yes - will be interested to community mindset for the Vision 2030 in light of COVID and the 8 years since the Plan was adopted. Mentor Tom Campanella contributed previously.

**Have you reviewed other town documents (budget, strategy map, small area plans), and what are your thoughts about them?**

No

**What challenges do you see the town facing that could be addressed by the board or boards on which you wish to serve (required)?**

There is an inherent tension about generational wealth and housing in Hillsborough. Both the Historic and Planning Commissions are parts of the solution.

**How did you hear about this opportunity (required)?**

Other

**Check the box to confirm (required):**

✓



## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date: Nov. 28, 2022  
Department: Planning and Economic Development  
Agenda Section: Appointments  
Public hearing: No  
Date of public hearing: N/A

#### PRESENTER/INFORMATION CONTACT

Planning and Economic Development Manager, Shannan Campbell

#### ITEM TO BE CONSIDERED

**Subject:** Historic District Commission - Appointment of Gary Miller for a term expiring Nov. 30, 2025

**Attachments:**

Appointed Board Application

**Summary:**

Staff initially met Gary Miller after Miller had provided some input at a public hearing for a rezoning at a joint Planning Board/Board of Commissioners meeting. Miller had some follow-up questions and concerns and explained previous service on planning commissions in other places and a background in architecture and design. Staff let Miller know of two vacancies on the Historic District Commission. Miller attended a meeting, had some follow-up questions, and determined a desire to serve. Miller lives outside the district, which would bring a different perspective. One vacant board seat term has expired, and the other has fewer than six months on the term. Staff is recommending starting new terms for both new members.

**Financial impacts:**

None; occasional board trainings as needed.

**Staff recommendation and comments:**

Staff recommends appointment.

**Action requested:**

Historic District Commission - Appointment of Gary Miller for a term expiring Nov. 30, 2025.



# TOWN OF HILLSBOROUGH

## Appointed Boards Application

If you are a Town of Hillsborough resident and willing to volunteer your time and expertise to your community, please complete this form. Volunteers for the Parks and Recreation Board must be at least 13 years old, and volunteers for all other boards must be at least 18 years old.

The town strives to reflect the diversity of its residents in the makeup of its boards. Demographics and residence location are considered during the appointment process.

**First name (required):**

Gary

**Last name (required):**

Miller

**Home address (required):**

120 Fiori Hill Drive South

**Home phone number:**

(802) 363-0507

**Work phone number:**

**Email address (required):**

gmillerone@gmail.com

**Place of employment:**

Retired

**Job title:**

**Birth date (required):**

Jan. 25, 1949

**Gender (required):**

Male

**Ethnic origin (check all that apply) (required):**

White

**First choice (required):**

Historic District Commission

**Second choice (required):**

Planning Board

**Third choice (required):**

Parks and Recreation Board

**Reasons for wanting to serve (required):**

I like to give back to the community I live in. In many towns I have lived in there are normally many vacancies on boards and I like to step up when I can. I'm also interested in the planning process and want to make sure that the community remains a desirable place to live.

**Have you served or are you currently serving on a town board? If so, which ones and when? (required)?**

No.



**Relevant work, volunteer or educational experience (required):**

I lived in Vermont most of my adult life. While there, I served on two planning commissions, one for 11 years (chair for 5 of those years), the other for one year before I moved to Hillsborough. I also served on a local school board for about seven years (chair for 3 of those years). During my college years, I spent one year in the Architecture program, one year in Landscape Architecture, and graduated with an Art Education degree from Rhode Island School of Design. I've also served on two HOA boards.

**How are you connected to Hillsborough (live, work, play, shop, own property) (required)?**

I have lived in Hillsborough for about two years now and expect to be here for many years. My wife and I are very happy with our neighborhood (Fiori Hill) and the proximity to the River Walk and Occoneechee Speedway. The downtown area is a draw for us with so many small businesses and being the County Seat gives the Town the base to prosper. I also do most of my shopping in Hillsborough to support local businesses. I'm also a frequent user of the tennis courts at Fairview Park.

**Have you reviewed the Vision 2030 plan, and what are your thoughts about it (required)?**

Yes. The historical and as-is portion of the document is well written and comprehensive. I also like the emphasis on the implementation of goals and objectives. Although many of the objectives could be a part of the plan for any town, many are necessary to be a part of the Hillsborough vision. I think that the Hillsborough unique objectives are solidly based on the historical section and make sense. I have not read any of the Balanced Scorecard Reports yet but I believe that they would give a good indication of how well the vision is being implemented. Of the few items I'm familiar with, I believe we need to play some catch-up. For example, it doesn't look like Vision 2030 has been updated every five years.

**Have you reviewed other town documents (budget, strategy map, small area plans), and what are your thoughts about them?**

I have looked at the zoning map and found it to be overly complicated. I feel there are too many districts with some of them encompassing only one or two properties. Clearly there is a need to update the zoning map and UDO to codify the policies set forth in Vision 2030.

Although it appears that there have been many updates to the UDO since it was written in 2011, the updates seem to be driven with specific issues in mind rather than a comprehensive update based on Vision 2030.

**What challenges do you see the town facing that could be addressed by the board or boards on which you wish to serve (required)?**

A big challenge will be to put Vision 2030 and other updated Comprehensive Plan elements into the UDO and zoning map. From experience, this activity will be closely scrutinized by residents, business owners, and developers and any zoning changes that take away or increase uses or standards will be challenged by one or more of these groups.

The higher-level documents like Vision 2030 are easy to agree on but when those ideas are put into practice, differences will surface.

Sometimes people want to widen the rules governing zoning and overlay districts like the Historic District. The Historic District Goal 1.A and supporting objectives laid out in Vision 2030 will need to be implemented by the HDC and Commission members with the help of staff. It is imperative that the standards set for this district be used to ensure that applicants understand and adhere to these standards.

**How did you hear about this opportunity (required)?**

Other

**Check the box to confirm (required):**

✓



## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date: Nov. 28, 2022  
Department: Administration  
Agenda Section: Consent  
Public hearing: No  
Date of public hearing: N/A

#### PRESENTER/INFORMATION CONTACT

Emily Bradford, Budget Director

#### ITEM TO BE CONSIDERED

**Subject:** Miscellaneous budget amendments and transfers

**Attachments:**

Budget Changes Report

**Summary:**

To adjust budget revenues and expenditures, where needed, due to changes that have occurred since budget adoption.

**Financial impacts:**

As indicated by each amendment.

**Staff recommendation and comments:**

To approve the attached list of budget amendments and transfers.

**Action requested:**

Consider approving budget amendments and transfers.

FY 2022-2023

TOWN OF HILLSBOROUGH  
BUDGET CHANGES REPORT

DATES: 11/28/2022 TO 11/28/2022

	<u>REFERENCE</u>	<u>CHANGE NUMBER</u>	<u>DATE</u>	<u>USER</u>	<u>ORIGINAL BUDGET</u>	<u>BUDGET CHANGE</u>	<u>AMENDED BUDGET</u>
GF	10-00-9990-5300-000 CONTINGENCY						
Contingency	To cover diesel storage tank	27999	11/28/2022	EBRADFORI	300,000.00	-12,500.00	120,063.00
Police	10-20-5100-5300-145 MAINTENANCE - BUILDINGS						
	To cover office furniture	27990	11/28/2022	EBRADFORI	36,613.00	-1,500.00	35,113.00
Police	10-20-5100-5300-320 SUPPLIES - OFFICE						
	To cover office furniture	27991	11/28/2022	EBRADFORI	5,000.00	1,500.00	6,500.00
Police	10-20-5100-5300-460 C.S./DRIVER SAFETY TRAINING						
	To cover vet expenses	27987	11/28/2022	EBRADFORI	4,000.00	-1,500.00	2,500.00
Police	10-20-5100-5300-574 MISC. - POLICE DOG						
	To cover vet expenses	27988	11/28/2022	EBRADFORI	4,080.00	1,500.00	5,830.00
Streets	10-30-5600-5300-165 MAINTENANCE - INFRASTRUCTURE						
	To move pavement striping to Maint-Infra	28001	11/28/2022	EBRADFORI	0.00	5,000.00	5,000.00
Streets	10-30-5600-5300-330 SUPPLIES - DEPARTMENTAL						
	To move pavement striping to Maint-Infra	28000	11/28/2022	EBRADFORI	29,500.00	-5,000.00	24,500.00
Solid Waste	10-30-5800-5300-112 POSTAGE						
	To cover mailing	27994	11/28/2022	EBRADFORI	750.00	100.00	850.00
	To cover bulk mailing fee	27996	11/28/2022	EBRADFORI	750.00	275.00	1,125.00
Solid Waste	10-30-5800-5300-570 MISCELLANEOUS						
	To cover mailing	27995	11/28/2022	EBRADFORI	1,000.00	-100.00	900.00
	To cover bulk mailing fee	27997	11/28/2022	EBRADFORI	1,000.00	-275.00	625.00
Solid Waste	10-30-5800-5700-741 CAPITAL - EQUIPMENT						
	To cover diesel storage tank	27998	11/28/2022	EBRADFORI	0.00	12,500.00	12,500.00
WWTP	30-80-8220-5300-323 SUPPLIES - CHEMICALS						
	To cover external lab costs.	27992	11/28/2022	JFernandez	92,500.00	-250.00	92,250.00
WWTP	30-80-8220-5300-340 OUTSIDE LAB SERVICES						
	To cover external lab costs.	27993	11/28/2022	JFernandez	18,100.00	250.00	18,350.00
						0.00	



## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date:	Nov. 28, 2022
Department:	Public Space/Sustainability
Agenda Section:	Regular
Public hearing:	No
Date of public hearing:	N/A

#### PRESENTER/INFORMATION CONTACT

Stephanie Trueblood, Public Space Manager

#### ITEM TO BE CONSIDERED

**Subject:** Update on Train Station Design

**Attachments:**

Presentation

**Summary:**

The Town of Hillsborough has contracted Clearscapes to lead the design team for the future train station. Clearscapes has developed a schematic design and early architectural. Mary Coneley, project manager and architect for Clearscapes, will share the progress thus far and take questions and comments.

The design supports the town's goal for sustainable, connected, development that enhances the quality of life for the Hillsborough community and its visitors. The project consists of three primary areas of focus: a new 8,000 sf building and associated site improvements, platforms and vertical circulation serving the adjacent train tracks, and a greenway that connects the site to downtown Hillsborough. The project will focus on sustainability through site and building design that incorporates efficient and renewable energy systems, daylighting, stormwater management, and green roof technologies.

The site design takes advantage of existing features by locating the building and vehicular parking on cleared and level ground to preserve areas of existing vegetation and utilize the natural drainage slope for on-site stormwater treatment. Oriented perpendicular to a new entry drive, the front face of the building and site define an urban edge and set the stage for future mixed-use, transit-oriented development. Facilities are provided for both train station and Town of Hillsborough operations, including a new board room, public gathering space, and offices. Interior and exterior spaces are configured to promote natural daylighting, access to train platforms, and views of the surrounding site. Compositionally, the building is organized of three simple volumes that project above a wide, horizontal canopy, signaling the main programmatic components – station, board room, and offices – under one roof.

**Financial impacts:**

None

**Staff recommendation and comments:**

None

**Action requested:**  
Receive update



# HILLSBOROUGH TRAIN STATION

existing conditions



program



budget



values



regulations



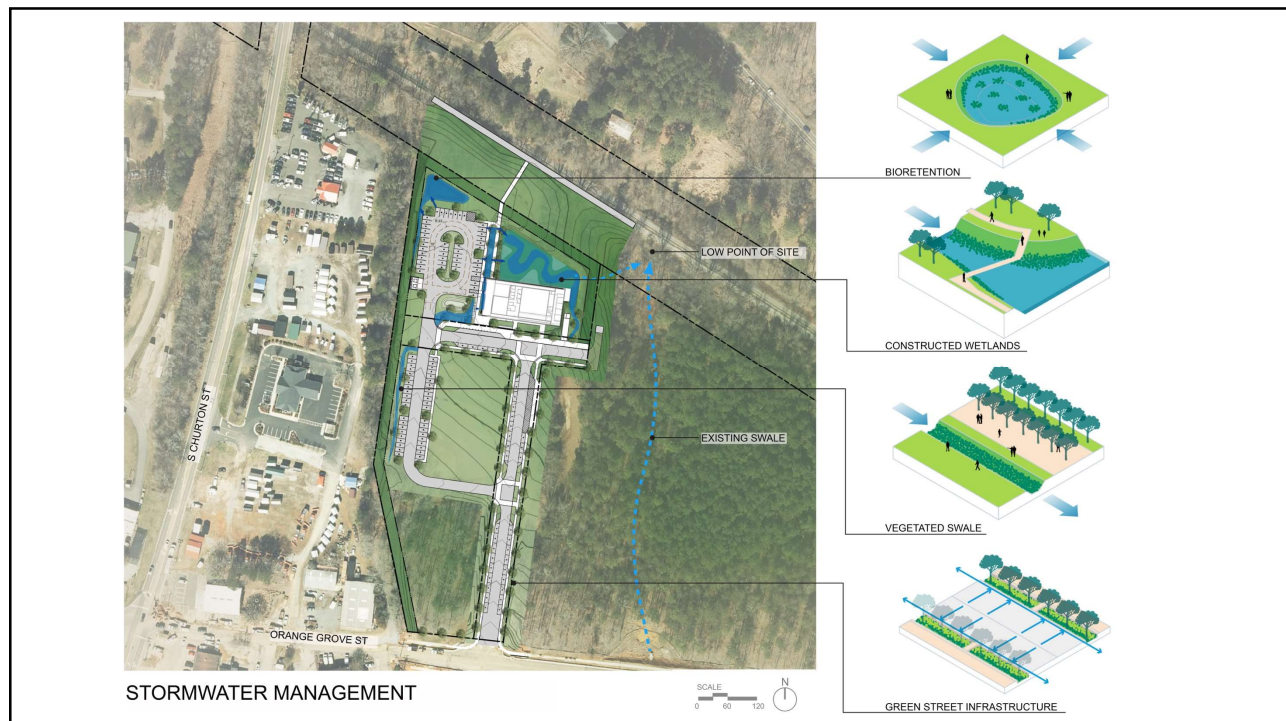
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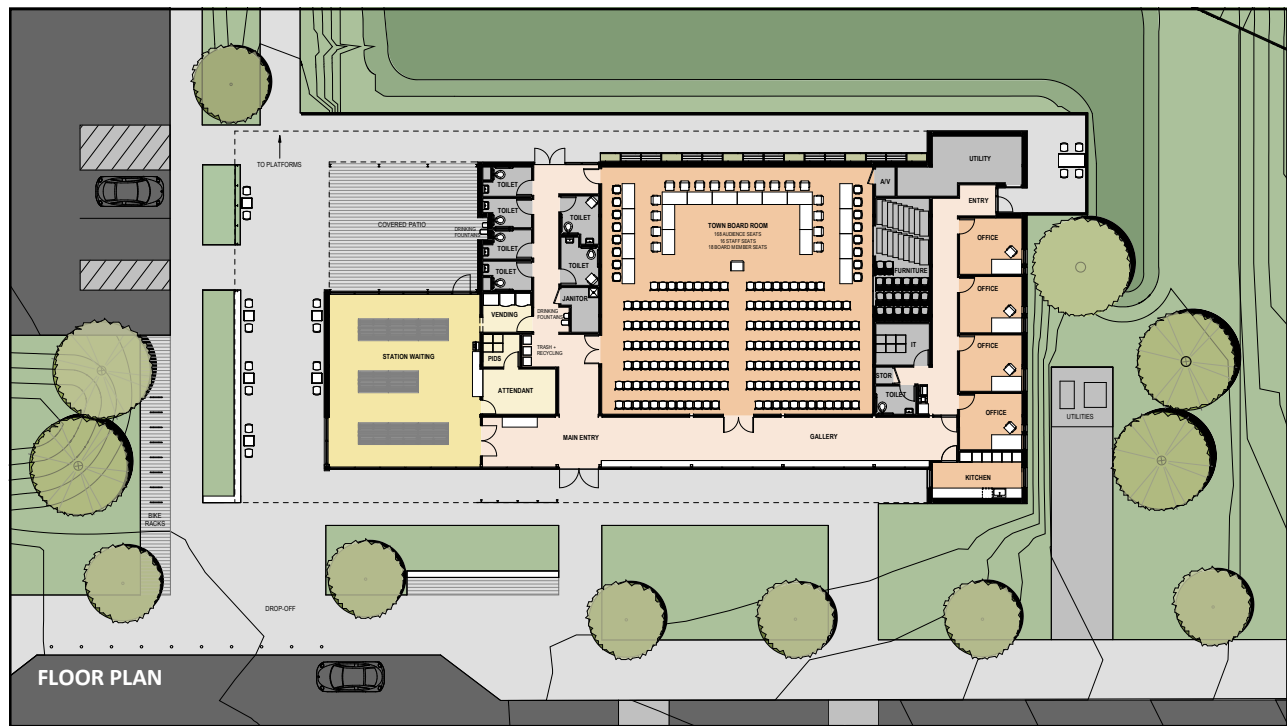


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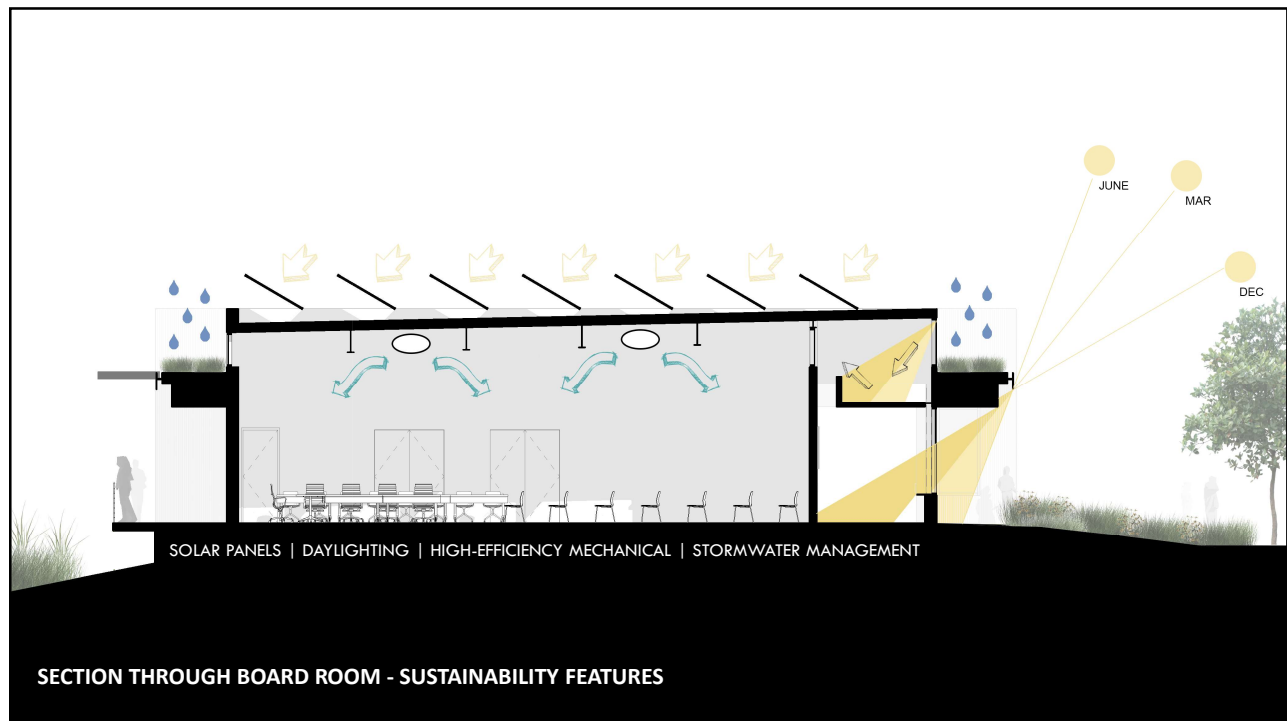


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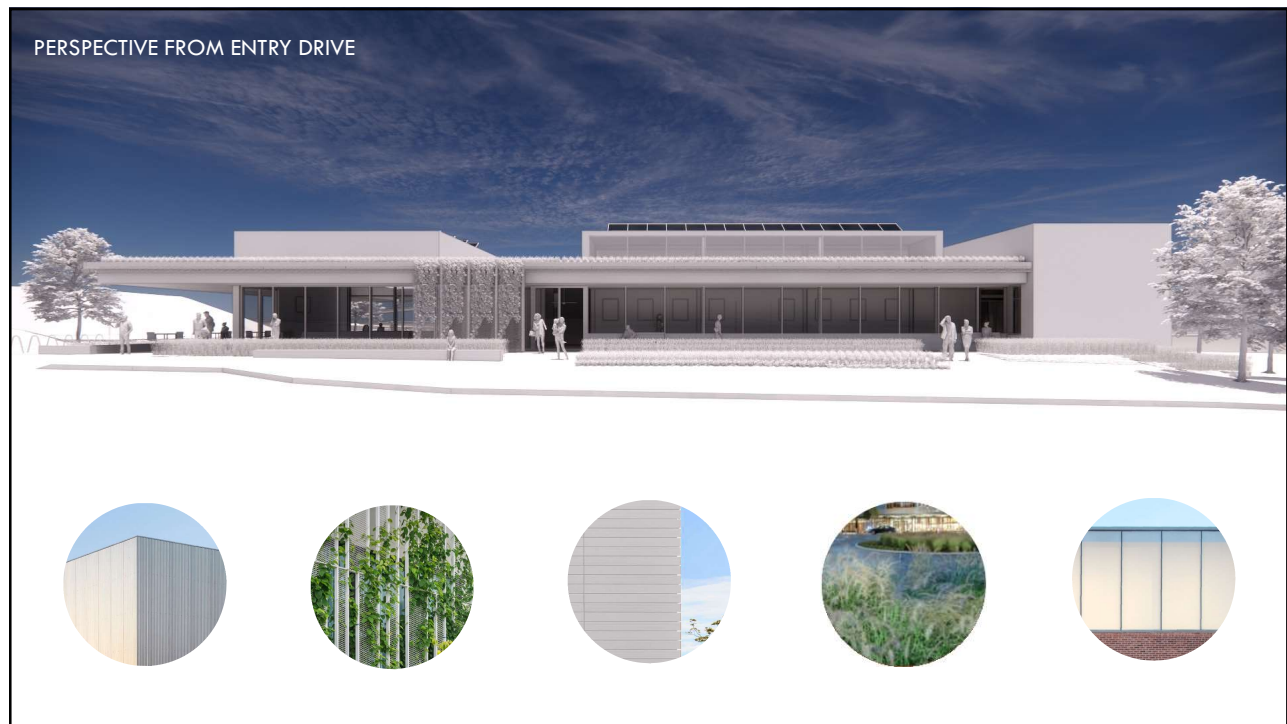




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## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date: Nov. 28, 2022  
Department: Communications, Police, Public Space  
Agenda Section: Regular  
Public hearing: No  
Date of public hearing: N/A

#### PRESENTER/INFORMATION CONTACT

Communications Manager Catherine Wright, Police Chief Duane Hampton, Public Space and Sustainability Manager Stephanie Trueblood

#### ITEM TO BE CONSIDERED

**Subject:** Potential Engagement Meeting on Safety

**Attachments:**

Proposal: Annual Engagement Meeting on Safety

**Summary:**

Staff are proposing an annual engagement meeting on safety as a chance for community members to share safety concerns, meet the staff who work in aspects of safety, and learn how the town operates in relation to safety. The goal would be to reach members of all areas of town for participation, including seeking at least one representative from each neighborhood or community and making attendance easier for community members. The meeting would be an attempt to offer an alternative method of outreach that could lead to more and different voices engaging with the town. The idea for the meeting was grown from town board and staff discussions of the recommendations of the Mayor's Task Force on Reimagining Public Safety as well as Hillsborough's Government 101 and the topic-based outreach recommended by the Government Alliance on Race and Equity. Fall occurrences of the meeting would allow the meeting to inform budget requests for the next budget cycle and could immediately follow the Government 101 program, with the meeting serving as one session of the program that is opened to the larger community.

**Financial impacts:**

Estimated \$2,500 for expenses including translation of documents, interpreter services, childcare, facility rental, refreshments and promotional materials.

**Staff recommendation and comments:**

Staff recommends a trial meeting in spring 2023, with the goal of offering this type of meeting annually in the fall, which would allow the meeting to inform budget requests for the next budget cycle. Staff also recommends the board approve a budget of \$2,500 for the annual meeting.

**Action requested:**

Staff requests that the board provide direction on the proposed annual engagement meeting.





## Proposal

### Annual Engagement Meeting on Safety

Staff proposes testing an annual engagement meeting on safety as a chance for community members to:

- Share safety concerns.
- Meet the staff who work in aspects of safety.
- Learn how the town operates in relation to safety.

Meetings on other key topics could be added as needed, with a goal of two meetings of this type per year. One meeting would be offered in the fall to feed into budget requests. Potential names for the meeting are “Conversation on Safety,” “Let’s Talk Safety” or “Safety Talk,” with the topic substituted as needed. Example: “Conversation on Sustainability,” “Let’s Talk Sustainability” or “Sustainability Talk.”

The meeting would offer an alternative method of outreach that may lead to additional and different voices engaging with the town by attempting to reach members of all areas of town and to make attendance easier via childcare and a weekend date. The idea was grown from town board and staff discussions of the recommendations of the Mayor’s Task Force on Reimagining Public Safety as well as the town’s Government 101 program and the topic-based outreach recommended by the Government Alliance on Race and Equity. The Communications Division would lead coordinating the meetings.

#### Community Participants

The meeting would be promoted to all community members through various means, including direct mail at least to neighborhood boards or property managers. Government 101 program participants would be invited directly as well as at least one representative from each community within Hillsborough’s service area.

#### Staff Participants

Orange Rural Fire Department would be invited to participate, and staff from the following divisions and departments would be included:

- Communications Division
- Community Services Department — the four divisions would each have an information table:
  - Planning and Economic Development
  - Public Space and Sustainability
  - Public Works
  - Stormwater and Environmental Services
- Police Department
- Utilities Department

#### Program

The two-hour meeting would offer in this order:

- 30 minutes of information tables with each participating division and department.



- 1 hour of programming on safety:
  - 5-minute warm-up exercise
  - 10-minute large group exercise
  - 45-minute discussion
- 30 minutes of additional time to circulate among staff and ask questions and to view the safety-related activity created by children participating in offered childcare

### **Logistics and Materials**

The pilot meeting is proposed for 3 to 5 p.m. Saturday, April 29 in the Whitted Human Services Center meeting room, with a room on the floor for childcare. These rooms have been tentatively reserved.

If the pilot shows potential for continuing this form of engagement, a fall meeting would be planned to immediately follow the Government 101 program. This would build on the momentum of Government 101, encouraging participation from that year's student community members and gaining additional community members from Government 101 testimonials.

Plans for the pilot meeting include:

- Childcare to be offered for children ages 4 to 12 years old, with Orange County recreation counselors assisting police officers.
- Table in hallway with brief video of police chief outlining key aspects of how Hillsborough police operate.
- Information tables in meeting room staffed by participating divisions and departments with a table each for Orange Rural Fire Department and for materials from Orange County and nonprofit services.
- Map activity for community participants to place a blue dot for where they live and a red dot for where they work in town (this will help in showing boundaries of town services).
- Writing activity for community participants to complete the sentences "I feel safe when ..." and "What's most important to me is ..." to be submitted for staff review.
- Children's activity on safety, led by police officers and possibly elected officials and Orange County Arts Commission.
- Handout in English and Spanish with brief information summarizing the work each participating division and department does related to safety.
- Documents in English and Spanish of brief key information on safety services at each table.
- Refreshments.

### **Budget**

Staff propose budgeting \$2,500 for the meeting to cover costs, including translation of documents and promotion via yard signs, direct mail postcards and other means. Estimated expenses thus far are:

- Meeting space rental: \$300 — The large meeting room and a small meeting room in the Whitted Human Services Center are reserved from 1 to 7 p.m. April 29, 2023. The cost is \$25 per hour per room.
- Interpreter Services: \$412.50 — This is Chicle's quote for two interpreters and the equipment for a two-hour event in Hillsborough. There may be other options.
- Childcare: about \$150 — Payment for two to three Orange County parks and recreation staff members for at least three hours (2:30 to 5:30 p.m.).

- Refreshments: \$450 — Likely fruit, pastries, nuts, chips and beverages.



## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date: Nov. 28, 2022  
Department: Administrative Services  
Agenda Section: Regular  
Public hearing: No  
Date of public hearing: N/A

#### PRESENTER/INFORMATION CONTACT

Administrative Services Director Jen Della Valle

#### ITEM TO BE CONSIDERED

**Subject:** Strategic Plan Update

**Attachments:**

1. FY24-26 Strategy Map
2. Strategic Objectives - Proposed Modifications
3. Focus Area Pages

**Summary:**

An update will be provided on the work that's been done in continuing to build out the strategic plan. Below are some of the key points that will be discussed:

- Focus area updates
- Strategic Plan alignment with Comprehensive Sustainability Plan
- Exploring integration with budget software
- Next steps

**Financial impacts:**

No financial impacts at this time.

**Staff recommendation and comments:**

N/A

**Action requested:**

Receive update and provide any feedback.

# Strategy Map

## Vision Statement

We envision Hillsborough as a prosperous town, filled with vitality, fostering a strong sense of community, celebrating its unique heritage and small-town character.

## Mission Statement

We are stewards of the public trust who exist to make the Vision for Hillsborough a reality. We manage and provide the infrastructure, resources, and services that enhance the quality of life for the living beings and land within our town.

## Values

As we strive to achieve our goals, we commit to maintaining these core values:

- Vibrancy
- Equity & Inclusion
- Forward Thinking
- Public Service

## Strategic Focus Areas



## Strategic Plan Focus Areas & Objectives

### Community Safety

1. Ensure that all people are safe and feel safe throughout town.
2. ~~Maintain a clean community.~~

### Sustainability & Resiliency

1. Optimize the built environment in a way that is respectful of the natural environment and promotes human health.
2. Intensify efforts to meet 2030 and 2050 clean energy goals, reducing overall energy consumption and increasing the use of clean energy for town operations.
3. Protect and enhance natural resources.
4. Reinforce resiliency in town operations by implementing emergency preparedness strategies.

### Connected Community

1. ~~Advance a multi-modal network that reduces single-occupancy vehicles and links Hillsborough residents to key places and each other Enhance pedestrian connectivity that links Hillsborough residents through publicly accessible spaces.~~
2. Foster reliable, high-speed internet services throughout the community.

### Economic Vitality

1. Make it easier for businesses in varied sectors and industries to get established and thrive.
2. Preservation of naturally occurring affordable housing.

### Service Excellence

1. Maintain, protect and optimize assets and infrastructure to drive reliability, cost effectiveness, and efficiency.
2. Provide quality municipal services through operational excellence and a culture of innovation.
3. Promote inclusive community engagement in town services, programs and projects.
4. Embed racial equity throughout the organization and in the services provided to the community.



## Focus Area 1 – Sustainability & Resiliency

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### Objective 1

**Optimize the built environment in a way that is respectful of the natural environment and promotes human health.**

- Placeholder – Align with Comprehensive Sustainability Plan strategies.

### Objective 2

**Intensify efforts to meet 2030 and 2050 clean energy goals, reducing overall energy consumption and increasing the use of clean energy for town operations.**

- Placeholder – Align with Comprehensive Sustainability Plan strategies.

### Objective 3

**Protect and enhance natural resources.**

- Placeholder – Align with Comprehensive Sustainability Plan strategies.

### Objective 4

**Reinforce resiliency in town operations by implementing emergency preparedness strategies.**

- Initiative 4.1 – Complete refresh of the Emergency Operations Plan (FY24).
- Initiative 4.2 – Establish quarterly management check-ins (FY24-26).
- Initiative 4.3 – Conduct at least 1 tabletop exercise (FY25).
- Initiative 4.4. – Establish Emergency Operations Centers (FY24).
- Initiative 4.5 – Restart employee emergency preparedness training (FY24).

### Performance Measures

- Percent of employees who have completed applicable National Incident Management System (NIMS) and Incident Command Structure (ICS) training.



## Focus Area 2 – Connected Community

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### Objective 1

**Advance a multi-modal network that reduces single-occupancy vehicles and links Hillsborough residents to key places and each other.**

- Initiative 1.1 – Complete Churton Street Multi-Modal Corridor Study to inform the future NC Department of Transportation-funded project (FY24).
- Initiative 1.2 – Contribute annual budget allocations to expand public art and amenities and public spaces (FY24-26).

### Objective 2

**Foster reliable, high-speed internet services throughout the community.**

- Initiative 2.1 – Explore offering wireless access points at parks and public spaces to increase internet accessibility (FY24).
- Initiative 2.2 – Review broadband speed accessibility in different areas of town using the state’s coverage map (FY24).

### Performance Measures

- TBD.





## Focus Area 3 – Economic Vitality

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### Objective 1

**Make it easier for businesses in varied sectors and industries to get established and thrive.**

- TBD.

### Objective 2

**Preservation of naturally occurring affordable housing.**

- Initiative 2.1 – Actively participate in county-wide housing plan effort to inform a local action plan (FY24).
- Initiative 2.2 – Develop local action plan (FY25).
- Initiative 2.3 – Financially support existing efforts to preserve affordable housing or support housing stability with locally identified funding (FY26).

### Performance Measures

- TBD.



## Focus Area 4 – Community Safety

### Objective 1

**Ensure that all people are safe and feel safe throughout town.**

- Initiative 1.1 – Complete North Carolina League of Municipalities risk assessment and begin follow up on implementation of results (FY24).
- Initiative 1.2 – Host a community conversation that focuses on a broader concept of safety. Pilot scheduled for FY23. (FY24).
- Initiative 1.3 – Restart the police citizens academy program (FY25).

### Performance Measures

- “How safe do you feel in Hillsborough overall?”  
Community Survey question – Percentage of respondents who feel “very safe” or “safe”
- “How satisfied are you with town’s efforts to prevent crime?”  
Community Survey question – Percentage of respondents who respond “very satisfied” or “satisfied”
- “How satisfied are you with visibility of police in neighborhoods?”  
Community Survey question – Percentage of respondents who respond “very satisfied” or “satisfied”



## Focus Area 5 – Service Excellence

### Objective 1

**Maintain, protect and optimize assets and infrastructure to drive reliability, cost effectiveness, and efficiency.**

- Initiative 1.1 – Schedule and consolidate building maintenance services (FY24).
- Initiative 1.2 – Develop a utilities asset management plan that helps identify risk of failure (FY25).
- Initiative 1.3 – Evaluate whether vehicle replacement modeling changes are needed and update schedule for use on the FY25 budget. (FY25).

### Objective 2

**Provide quality municipal services through operational excellence and a culture of innovation.**

- Initiative 2.1 – Evaluate onboarding process and identify gaps and redesign process (FY24).
- Initiative 2.2 – Explore and develop strategies to encourage the timely completion of performance evaluations (FY24).

### Objective 3

**Promote inclusive community engagement in town services, programs and projects.**

- Initiative 3.1 – Assess representation on appointed boards and boost recruitment efforts for underrepresented groups and areas (FY24).
- Initiative 3.2 – Develop accessibility plan for town facilities and public spaces (FY25).

### Objective 4

**Embed racial equity throughout the organization and in the services provided to the community.**

- Initiative 4.1 – Develop Hillsborough Racial Equity Plan (FY24).

### Performance Measures

- “Overall quality of services provided by the town.”  
Community Survey question – Percentage of respondents who respond “very good” or “good”
- Percentage of geographic areas with appointed board representation.
- Alignment of appointed board representation with community demographics.
- Percentage of employees who have completed racial equity training.
- Percentage of performance evaluations that are completed on time.
- Breaks/leaks per \_\_\_ ft of distribution or collection pipe (still working on the details of this measure).
- Percent of gravity sewer mains inspected by CCTV camera.
- Percent of gravity sewer mains cleaned by water jetting.
- Asset depreciation metric from Environmental Finance Center (EFC) dashboard.
- “The town encourages innovation” (Employee Survey).
- “The town works to attract, develop, and retain people with diverse backgrounds” (Employee Survey).



## Agenda Abstract

### BOARD OF COMMISSIONERS

Meeting Date:	Nov. 28, 2022
Department:	Administrative Services
Agenda Section:	Regular
Public hearing:	No
Date of public hearing:	N/A

#### PRESENTER/INFORMATION CONTACT

Budget Director Emily Bradford  
Administrative Services Director Jen Della Valle

#### ITEM TO BE CONSIDERED

**Subject:** Fiscal Year 2024 Budget Retreat Discussion

**Attachments:**

No attachments.

**Summary:**

Retreat Date

The budget team would like to go ahead and reserve a date for our FY24 budget retreat. We've held the retreat on a weeknight rather than a Saturday the last few years and that seems to have worked well. Staff would like to hold the retreat earlier in the year to allow the board to provide early feedback on major projects and key initiatives to help with budget development. Due to the likelihood of an evening retreat during the workweek, staff is planning for the retreat to last roughly 2.5 hours again.

Below are dates that staff is targeting for the retreat:

- January 23 (board workshop)
- Week of January 30 (Saturday, Feb. 4 is option)

Retreat Agenda

Staff have developed a *draft* FY23 Budget Retreat Agenda. We welcome the town board's feedback on the topics that have been identified as well as if there are other topics of interest to discuss.

1. Financial Overview – Provide high-level overview of the financial picture.
2. Strategic Plan – Provide any updates that were made after the November workshop and receive feedback from the board.
3. Major Capital Projects & Initiatives – Receive feedback, respond to questions or identify any major gaps with what is being requested.

If there is additional conversation needed after the retreat on any of the topics discussed, the conversation can be picked up at a subsequent board meeting. Budget staff feels comfortable facilitating the retreat again this year.

**Financial impacts:**

No financial impacts.

**Staff recommendation and comments:**

None.

**Action requested:**

Confirm schedule availability and reserve date. Provide feedback on draft agenda.