

**PARKS & TRAILS MASTER PLAN AND
NATURAL RESOURCE ANALYSIS**

APPENDIX E

Organizational Structure

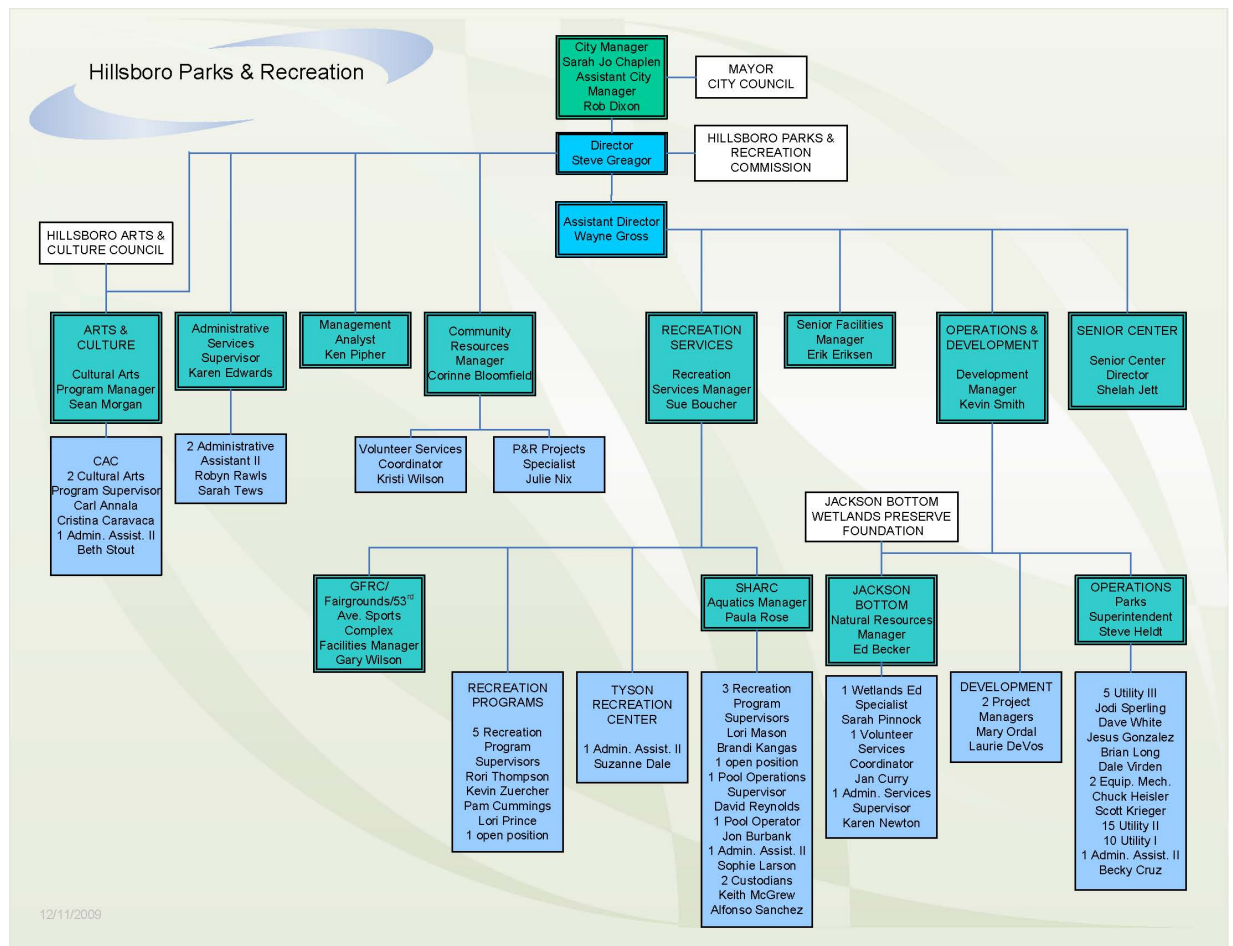


ORGANIZATIONAL STRUCTURE

As an element of the larger city organizational structure, the City of Hillsboro Parks & Recreation Department falls under the direction of one of three Assistant City Managers. The same Assistant City Manager is also responsible for library, police and fire services.

The Hillsboro Parks & Recreation Department is organized into several major lines of business—as illustrated in Figure E.1. Since the 2003 Plan, the department has refined its organizational structure and has increased full and part time staffing significantly. During that time, the department has also taken on new responsibilities, such as overseeing Jackson Bottom Wetlands Preserve, maintaining all City facilities (fire stations, the Civic Center, etc.) and organizing the very popular Celebrate Hillsboro event.

FIGURE E.1: HILLSBORO PARKS & RECREATION ORGANIZATIONAL CHART



Source: City of Hillsboro

As the organizational chart depicts, there are several major divisions within the department. These are described below.

- **Administration** includes the Director, Assistant Director, and a variety of other staff. This division is responsible for the Parks and Recreation Commission, registration, payroll, and facility rentals. In addition, the facilities manager (responsible for building maintenance and event programming), community resources manager (responsible for marketing, media contact, and public communications) and the volunteer coordinator are housed within this division.
- The **Arts & Culture** division is managed by the Cultural Arts Program Manager and is responsible for the Glenn and Viola Walters Cultural Arts Center. This division also serves as liaison to the Hillsboro Arts & Culture Council and is responsible for programs and events at the arts center, as well as other arts and culture-related special events.
- The **Recreation Services** division, managed by the Recreation Services Manager, is responsible for recreation programs, organized sports leagues, and special events. The division also takes on additional responsibilities for citywide special events, such as Celebrate Hillsboro. In addition, the division operates and manages several of the City's major recreation facilities, including:
 - Gordon Faber Recreation Center
 - Tyson Recreation Center
 - SHARC
 - Fair Complex
- The **Operations and Development** division—led by the Development Manager and under the direction of the Assistant Director—is responsible for park planning, acquisition, design, maintenance, and vehicle and equipment maintenance. During the all-staff retreat, staff identified the grouping of planning, acquisition, design and maintenance within one division as an asset and indicated this as a major reason for the strong sense of staff teamwork and ownership. This division is also responsible for Jackson Bottom Wetlands Preserve—a new addition to the department.
- The Senior Center and senior center manager are also under the responsibility of the Assistant Director.

Departmental Culture

An employee survey was conducted during the 2007 environmental scan phase of an internal strategic planning process conducted for the City. Nearly 500 of the City's employees participated and over 50 of Hillsboro Parks & Recreation employees completed the survey. Examining the Parks & Recreation employee results as a subset of the overall city employee results reveals an organizational culture within the department that supports employees in providing high quality services to the residents of Hillsboro.

Findings indicate that the department's strengths are due primarily to the skills and dedication of its members, as well as supportive and visionary leadership. Overall, the City of Hillsboro, and Hillsboro Park & Recreation specifically, has developed a reputation as an organization that promotes a healthy and supportive work environment. This factor, along with strong and visionary leadership and opportunities for continued training and education, have allowed employees to pursue new ideas and innovations in the ways in which they serve the community.

Commissions and Advisory Groups

There are two commissions in Hillsboro that advise the City Council on areas within the purview of Hillsboro Parks & Recreation.

- **Hillsboro Parks & Recreation Commission**

The Commission consists of seven members appointed by the City Council upon recommendations from the Mayor to three year terms. Their role is to establish policy for the management of parks and recreation facilities and activities.

- **Hillsboro Arts & Culture Council (HACC)**

HACC is a 15-member citizen advisory committee appointed by the Mayor and confirmed by City Council. Their mission is to promote and support the growth of arts and culture as assets for a vital, prosperous, and livable community. This is accomplished through oversight of policies and programs pertaining to arts and culture for the City of Hillsboro.

In addition, there are the following advisory groups:

- **Team of Recreational Youth (TRY)**

TRY is an advisory group consisting of 7th and 8th graders from Hillsboro's four middle schools who advise Hillsboro Parks & Recreation on their age-group's needs and interests.

- **Senior Center Board**

The Community Senior Center of Hillsboro, Inc. is a 501(c)(3) organization with an elected board. The board oversees the recreation programs and activities which benefit participants ages 50 and over at the Center.

Staffing Levels

As depicted in the organizational chart and in city budget documents, the department has 70 full time employees, as of summer 2008. In addition, 40 seasonal positions supplement the full time maintenance staff and 475 part time staff serve as instructors, coaches, recreation facility attendants, and other recreation-oriented positions. The department also has a volunteer coordinator position, and offers a wide range of opportunities that allow volunteers to contribute to parks and recreation services in Hillsboro on work not otherwise done by full time employees.

Table E.1 identifies staffing levels by each major division, indicates the number of part time and seasonal staff, and identifies if volunteers are used to provide services.

TABLE E.1: HILLSBORO PARKS & RECREATION STAFFING BY DIVISIONS, 2008

DIVISION	FULL TIME STAFF	OTHER STAFF/VOLUNTEERS
Administration	7	1 PT staff
Facilities	1	
Community Resources	2	
Recreation Services	15	450 PT Staff, Volunteers
Operations and Development	35	40 Seasonal staff, Volunteers
Jackson Bottom	5	4PT staff
Arts and Culture	4	20 PT staff
Senior Center	1	Volunteers
Totals	70	515 + volunteers

The department's organized volunteer program has steadily grown, offering volunteer opportunities of varying durations in different interest areas. These include beautification, recreation, cultural arts, restitution, SHARC, and Adopt-a-Park. In FY 2007-08, a total of 14,140 volunteer hours were logged—the equivalent of more than seven full-time employees or \$344,168.