

# **Transparency and Open Government**



## **Records and Information Management Strategic Plan 2019 – 2023**

**City of Oregon City  
City Recorder's Office**

**CITY RECORDER’S OFFICE - RECORDS MANAGEMENT  
FIVE-YEAR STRATEGIC PLAN  
(2019 – 2023)**

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## **INTRODUCTION**

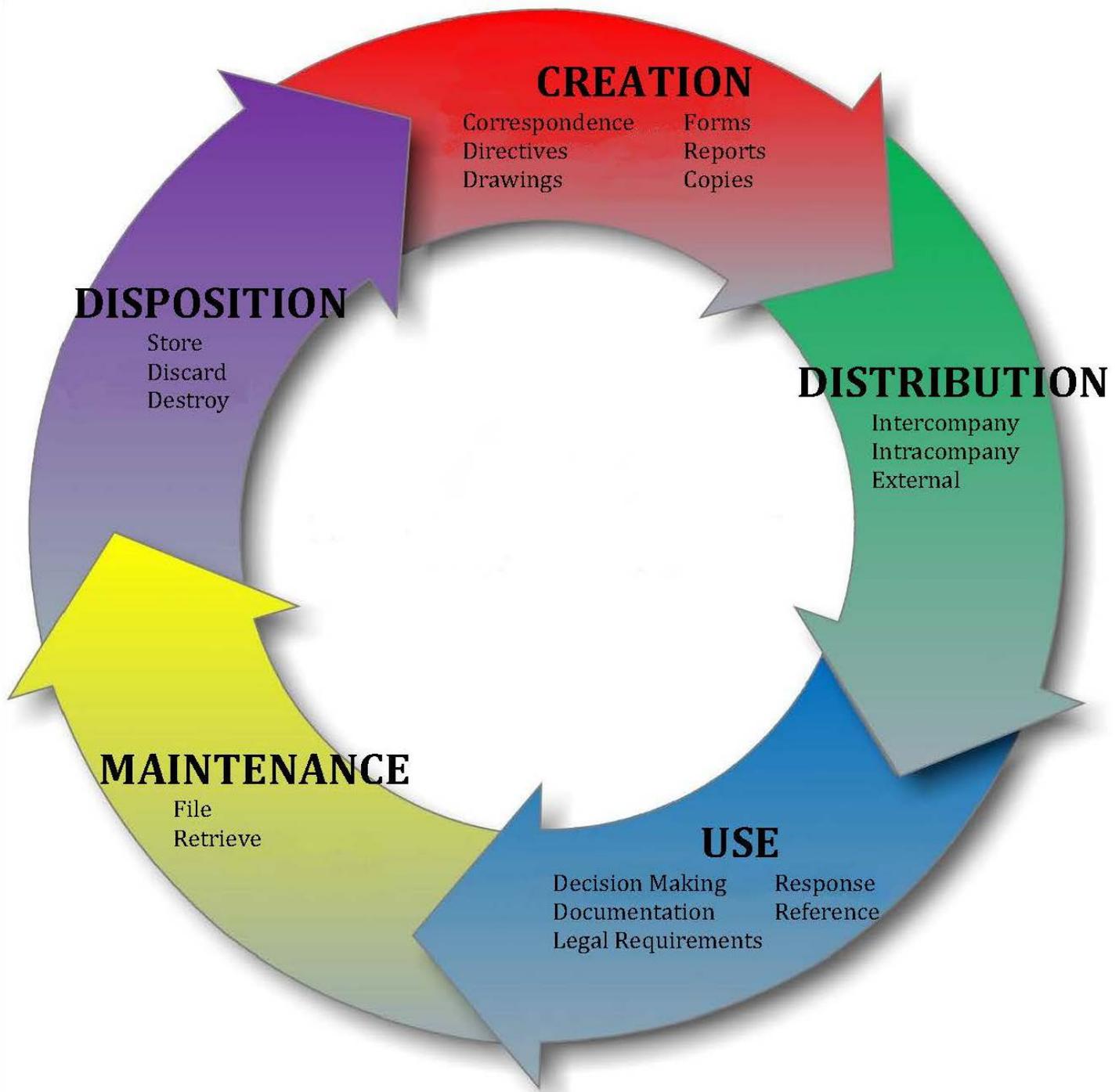
This plan discusses where Oregon City's Municipal Records have been, its current status, and its plan for future development. In 2007, the City Commission approved the City's first five-year strategic plan that began the development of a central records repository and an educational program for City employees to maintain and preserve public records. A Citywide "Grateful Shred Day" was developed to focus employees on public records laws and implementing best practices related to maintenance and storage of public records. Since then the City Commission has approved another strategic plan for 2014 – 2018 and this will be the third strategic plan to come before the Commission. The strategic plan includes values, vision, and mission statements and five goals which further identifies various objectives to reach the goals. The 2014-2018 Strategic Plan resulted in the following outcomes:

- ✓ Policies and procedures were updated to support the maintenance and preservation of the records.
- ✓ Employees were educated on the City Retention Schedule, public records laws, and the responsibility of maintaining the records as a valuable public asset.
- ✓ A new employee orientation from the City Recorder's standpoint was developed and implemented.
- ✓ Electronic records were identified and uploaded to an electronic records management system and made accessible to the public through the City's Website.
- ✓ Permanent records were located and either boxed appropriately for storage or scanned and filed in the City's electronic records management system.
- ✓ A computer kiosks was installed in the lobby of City Hall for citizens to research electronic records and information, as well as, encourage a paperless city.
- ✓ City owned art has been identified, logged, insured, and maintained.

The 2019-2023 strategic plan is written to build on the previous plans and further the efforts made to develop innovative systems, build transparency of government, further educate employees and the public of the value of public records, reduce paper to become a digital government, and comply with laws and policies related to the preservation of the records and information. A further commitment of staff, funds, and technology will allow these values to continue and permit the City to be on the cutting edge of transparency and good governance. Oregon City has come a long ways in its efforts to protect its asset (records & information) and to ensure accessibility of these records to the right person, at the right time, at the right cost, and for as long as needed.

Today, the City's records management plan is fully functional. Each component of the "Life Cycle of a Record" contains necessary policies or procedures to accomplish the various tasks. (See Life Cycle of a Record on following page). Management of information in today's world requires fulltime efforts and appropriate knowledge by all involved in the creation, distribution, use, maintenance, and disposition of City records.

# LIFE CYCLE OF A RECORD



## **COMMENTS FROM THE CITY RECORDER**

This document is written to reflect that the records and information world of the City is on the right course toward achieving success. Accomplishing the goals and objectives in this plan will take time, resources, commitment, and education of all personnel.

This Strategic Plan is written to cover the period 2019-2023.

The City Recorder is the City of Oregon City's official record-keeper. Effective recordkeeping safeguards the trust in which citizens depend for documenting their individual rights to ensure accountability and credibility for their City institutions. Good governance demands that the Recorder's Office provide a response to an almost unlimited range of information requests, and the City's response is accomplished according to state law and City policy.

The records preserved and made available every day directly affect the lives of thousands of Oregon City's citizens, as well as furthering the understanding of the City's history. Additionally, more of these records are being electronically created and maintained than ever before. The City Recorder's office anticipates exponential growth in the number of electronic records needed and requiring management in the coming years.

This Strategic Plan acknowledges the significance of the maintenance, preservation, and accessibility of electronic records, and the City Recorder's role as the City's record-keeper. Meeting these responsibilities in an era of records proliferation, technological change, and financial challenge is the purpose of this five-year Strategic Plan. How the City will meet these challenges depends on the success of the objectives in this Plan. The Plan will serve as a guide that will help align priorities and assign resources.

This document identifies what must be accomplished during the next five years to maintain the trust that citizens have placed in City. The Plan's ambitious goals must be met because the City Recorder's organization is a critical and central organization within the City's structure. It serves not just today's residents, but also those who are yet to come. Preserving past and present documents currently archived is crucial, and planning to manage tomorrow's records in new and challenging forms is the task the City must accomplish. If the citizens of Oregon City are to have faith in their public institutions, the records of those institutions must be secure, open, and accessible. Ensuring that they are, is the vital function of Records and Information Management.

## **WHAT DO WE WANT TO ACHIEVE?**

Strategic planning begins by identifying the basis of the City Recorder's Office's mission, vision, and values, and carefully expressing them through five goals and many objectives.

<b>MISSION</b>	The City Recorder's Office will preserve, maintain, and provide ready access to public records to the Citizen, the Public Servant, and the City Commission in an efficient, transparent, and timely manner in conformance with all State laws and City policies.
<b>VISION</b>	To provide accurate, efficient service utilizing 21 <sup>st</sup> Century technology to manage past, present, and future records of the City of Oregon City.
<b>VALUES</b>	To succeed in our mission, all employees will endeavor to value the following: <ul data-bbox="682 946 1917 1209" style="list-style-type: none"><li>• Ensuring an open and transparent government</li><li>• Work together to accomplish the goals and objectives for records management</li><li>• Recognize the value of public records</li><li>• Act with honesty and integrity toward managing public records</li><li>• Comply with laws and policies concerning retention and disposition of public records</li><li>• Experiment, try new ways, learn from mistakes, and be open to change</li></ul>

## **Summary of Strategic Goals**

The Strategic Goals flow from our Strategic Vision and Mission and mirror the lifecycle of records. To ensure ready access to public records, the records must be managed throughout their lifecycle. The lifecycle of records runs from the creation of a record, through its maintenance and use in conducting City business, and to its final destruction or its continuing use as an archival record.

Because actions taken at the time of a record’s creation may affect its ultimate preservation and continuing use, we must be a leader and advocate for records management (Goal 1) and address the challenges of electronic records (Goal 2). To ensure that we are meeting our responsibilities to our customers, we must make it easy for people to use the records we preserve (Goal 3), maintain these records in appropriate conditions (Goal 4), and manage our resources wisely to achieve our mission (Goal 5). All records shall be retained as required by state law and City policies and resolutions.

<b>Strategic Goals</b>				
<p><b>Goal #1:</b> Public records and information are created, identified, appropriately scheduled, and managed according to retention requirements.</p>	<p><b>Goal #2:</b> Electronic public records and information, including digital recordings, electronic mail, digital communications, and social media records, are controlled, preserved, and made accessible according to retention requirements.</p>	<p><b>Goal #3:</b> Increase transparency of City Government by ensuring that public records and information are easy to access regardless of where they are or where users are for as long as required by records retention regulations.</p>	<p><b>Goal #4:</b> All public records are preserved in an appropriate environment.</p>	<p><b>Goal #5:</b> Strategically manage, educate, and align staff, technology, and processes to achieve the mission and provide a means to measure the performance.</p>

# **WHAT MUST WE DO TO ACCOMPLISH OUR MISSION?**

## **STRATEGIC GOAL NO. 1**

***Public records and information are created, identified, appropriately scheduled, and managed according to retention requirements.***

### Objectives

- *Reinforce the value of retention schedules to departments and provide training on implementation.*
- *Focus on the importance of trustworthy records, and stress the concepts of authenticity, reliability, integrity, and usability.*
- *Use resource allocation and risk management to determine records management priorities.*
- *Assist departments in looking-out for their best interests and encouraging cost-effective and prudent approaches to records management.*
- *Identify vital records and implement a policy for their protection.*
- *Create videos for new-employee orientation of managing City records.*
- *Implement a records compliance function to ensure that records management policies and procedures are being followed. Additionally, compliance will be audited to ensure that records are being retained or destroyed as required in the “normal course of business.”*

# **WHAT MUST WE DO TO GET THERE?**

## **STRATEGIC GOAL NO. 2**

***Electronic public records and information, including digital recordings, electronic mail, digital communications, and social media records, are controlled, preserved, and made accessible according to retention requirements.***

### **Objectives**

- *Partner with Information Technology (IT) to
  - *Update policies and procedures related to data migration, employing standards that enable responsible electronic records management.*
  - *Discuss a bring your own device policy*
  - *Discuss a plan for purging City data bases*
  - *Develop a plan regarding the management of text messages as a public records*
  - *Research new technology that will provide electronic crawling to capture, preserve, index, access electronic records in-place instead of requiring the movement of the record.**
  
- *Continue to manage, provide training, and introduce new uses of the City's electronic records management system. Also research the use of the Space Saver module.*
  
- *Continue to manage City email as a public records and consider issuing City email addresses to Planning Commission and Historic Review Board members.*
  
- *Research software to manage public records requests Citywide.*

## **WHAT MUST WE DO TO GET THERE?**

### **STRATEGIC GOAL NO. 3**

***Increase transparency of City Government by ensuring that public records and information are easy to access regardless of where they are or where users are for as long as required by records retention regulations.***

#### **Objectives**

- *Continue to expand access of our electronic records to online users through the City's website by adding to the number of published records and collections available.*
- *Digitize permanent paper records stored offsite and make accessible to the public via the City's website.*
- *Review and revise as needed the City's public records request policy and form to ensure compliance with state law and City policies, ensuring a speedy and thorough search and response to the requests.*

## **WHAT MUST WE DO TO GET THERE?**

### **STRATEGIC GOAL NO. 4**

***All public records are preserved in an appropriate environment.***

Objectives:

- *Hire a consultant or budget for additional staff to help perform a Citywide records inventory.*
- *Reduce quantity of cartons stored offsite by converting the documents to electronic format to save dollars and make readily accessible via the City's website.*
- *City Recorder's Office to obtain training on historic preservation to ensure long-term, appropriate storage for City records from the 1800s.*
- *Take cost-effective steps to environmentally protect our records stored in the onsite Records Center at City Hall.*
- *Provide adequate storage for photographs, art and other historical documents of the City of Oregon City or consider transferring to the Oregon State Archives.*

## **WHAT MUST WE DO TO GET THERE?**

### **STRATEGIC GOAL NO. 5**

***Strategically manage, educate, and align staff, technology, and processes to achieve the mission and provide a means to measure the performance.***

#### **Objectives:**

- *Ensure that the City hire, develop, sustain, and retain staff according to the competencies needed to achieve these strategic goals.*
- *Develop the Records Liaisons in each department to be watchdogs and overseers to ensure proper compliance with City policies and state retention regulations within their respective departments.*
- *Create and demonstrate that effective records management adds value to the City's processes.*
- *Seek out new approaches and best practices, particularly on electronic records issues.*
- *Work with Human Resources to ensure that records management is an important aspect of specific job descriptions in every department and incorporating the responsibilities within the job.*

## **STAFF REQUIREMENTS**

The City Recorder's Office needs talented and dedicated people to help meet these goals. As in the last two Strategic Plans, this plan calls for the hiring of a new full-time Records Manager by 2023. The City Commission has approved part-time employment the last two summers for solely focusing on records management and the implementation of the Citywide electronic records management software. If the City would like to continue progress of actively managing its most valuable asset (records and information) additional staffing is needed.

The goals require continued opportunities to focus energies, learn new skills, make use of new technologies, and develop partnerships for solving problems. We must continue to build an organizational culture that respects diversity and change, encourages creativity, values risk-taking, communication, commitment, and loyalty.

Recruitment of new staff with fresh ideas, records experience, and an open mind to developing a sustainable records management program are necessary components to a successful records strategic plan. Our planning must include preparation for training leaders for tomorrow so they are ready for the next step. Current members must be supplied with appropriate resources to acquire the skills necessary for working with technologies as well as providing education for supervisory or managerial positions. We must seek ways to recruit and retain these employees in a competitive job market.

## **HOW WILL WE KNOW IF WE HAVE SUCCEEDED?**

This section provides more detail on our planned accomplishments – the long-range performance targets used to measure success, the performance indicators to measure progress, customer results to measure satisfaction, and the achievement of expected outcomes.

The goals and measurements listed on the next page are not the only measures to be used to gauge our progress. Annual performance appraisals will track additional measures and milestones. At the strategic level, the long-range performance targets will indicate to the City and other stakeholders, and the public, if we are on track to accomplish the goals of this plan.

## GOALS AND MEASUREMENT CHART

<b>STRATEGIC GOAL #1</b>	<b>Measurement</b>
<b>Public records and information are created, identified, appropriately scheduled, and managed according to retention requirements.</b>	By 2023, 100% of departments will view their records management responsibility as a positive tool for asset and risk management.  Vital records will be identified and a policy will be implemented for their protection.
<b>STRATEGIC GOAL #2</b>	<b>Measurement</b>
<b>Electronic public records and information, including digital recordings, electronic mail, digital communications, and social media records, are controlled, preserved, and made accessible according to retention requirements.</b>	By 2023, the expected outcome is that City departments will economically and effectively manage electronic records to meet business needs as well as preserve them for archival value.  There will be a plan for managing text messages as public records.
<b>STRATEGIC GOAL #3</b>	<b>Measurement</b>
<b>Increase transparency of City Government by ensuring that public records and information are easy to access regardless of where they are or where users are for as long as required by records retention regulations.</b>	By 2023, access to records, services, and customer satisfaction levels must exceed 2018 levels of expectations.
<b>STRATEGIC GOAL #4</b>	<b>Measurement</b>
<b>All public records are preserved in an appropriate environment.</b>	By 2023, the City will have conducted a Citywide records inventory and have a better understanding of where records are and how they are being managed. The expected outcome is that the City's archival records are preserved for public use, and that short and long-term records are stored in proper storage facilities for their prescribed retention period.
<b>STRATEGIC GOAL #5</b>	<b>Measurement</b>
<b>Strategically manage, educate, and align staff, technology, and processes to achieve the mission and provide a means to measure the performance.</b>	By 2023, the City Recorder's Office will include a full-time Records Manager, to advance the technology, maintain the City's records, and educate staff, and records responsibilities will be included on job descriptions of the department's records liaison position.

## **CONCLUSIONS**

This Five-Year Strategic Plan has been developed as a concrete, measurable, and practical Plan for stemming the losses that have occurred in the City of Oregon City's history. The Plan will serve to assure adequate documentation of events to come, expand opportunities for all Oregon City citizens, and make use of City records in all forms, now and for the future.

As a living Plan, it will serve as our guidepost in documenting the progress that has been achieved in meeting the goals. It will be re-examined each year to see what has happened to the assumptions on which it is based, what unanticipated challenges have subsequently risen, and what unexpected opportunities have appeared. As needed, that knowledge will be incorporated into a revised Plan that will reflect the current state of progress in achieving the goals, as well as adding new or revised targets. A goal of significant impact for the "present and into the future" will be a new full-time employee hired solely as the City's Records Manager.

By being actively involved in mastering the many challenges of electronic technology, and by understanding that further changes are inevitable, this Strategic Plan will continue to be the dynamic document that will steer the City's course to future success in maintaining a valuable City asset, records and history.