

## Priority 1: Safe, Healthy County

### Objective 1.1 Ensure safety throughout our county

<b>a). Maintain current public safety services without major budget reductions in FY 16-17.</b>				
<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>	
2 Continue to work with congressional delegates, and BLM on resource management plans for county resources including potential future Secure Rural Schools (SRS) payments /forest management policy work	Final SRS payment received. Western OR RMP released in mid-April. Association of O&C Counties will be litigating the BLM RMP.	Alex C.	Monitoring	
<b>b). Adopt a collaborative action plan that addresses needed repairs to our public safety system in the short and long term.</b>				
<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>	
4 Engage residents in identifying values and attitudes towards elements related to Public Safety	Completed Fern Ridge survey. Conducting broader survey Fall 2016.	Steve M.	On Target	
<b>c). Continue to seek and implement evidence based practices which reduce recidivism and divert entry into the youth and adult corrections systems</b>				
<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>	
5 Work with Association of Oregon Counties Mental Health programs to prepare legislative concepts to address public safety-behavioral health intercept.	Oregon drafts an "1115 waiver" request to US CMS to utilize Medicaid resources for services within this sector.	Alex C.	Monitoring	
6 Continue to move forward with programs associated with the State Justice Reinvestment dollars to ensure we are meeting the intended outcomes in order to continue receiving payments	4th quarterly progress report sent to CJC. Strong progress has been made in program development which is beginning to reflect in current reporting.	Donovan	On Target	
8 Continue programs such as the 416 program, cognitive behavioral therapy, Jail Diversion and the Intercept program	49 people have been assessed and considered for the 416 program. A total of 26 prison bound individuals entered into the program and were diverted to probation and programming. In the period of 4/18/16-8/12/16,176 separate inmates have attended the MET cognitive behavioral therapy class in jail. 77 individuals have graduated from the program while in custody.	Donovan Patty P. Dan B.	On Target	

Strategies

## Lane County 2014-2017 Strategic Plan - Ongoing Action Items List

<p>10 Implementation and sustainability of EPICS (effective practices in community supervision) for both the juvenile and adult probation services.</p>	<p>Youth Services has completed the implementation of EPICS. Adult P&amp;P is in process of training staff and supervisors.</p>	<p>Lisa N.</p>	<p>On Target</p>
<p>11 Continue the collaboration between the Sheriff's Office, Parole and Probation and Health and Human Services to address health issues in the public safety system</p>	<p>LCBH, P&amp;P, and Sponsors Inc. have established and outfitted a location at Sponsors to house a specific Mental Health Specialist that will focus on target (med/high risk) individuals. Expected to provide services in Fall 2016. LCBH and P&amp;P have identified a parole/probation officer to specialize, co-locate and partner with behavioral health. H&amp;HS has continued its collaboration with the Sheriff's Office on the new jail mental health positions, defining the roles and posting the positions as well as working on a sexually transmitted disease project that entails a pilot for testing for syphilis, chlamydia and gonorrhea.</p>	<p>Dan B., Lisa N., Donovan</p>	<p>On Target</p>
<p>12 Establish the newly funded youth shelter and assessment program to support 14 high risk youth for up to 90 days</p>	<p>Necessary facility remodeling has been completed and Looking Glass continues to recruit and hire staff. Due to difficulties in this area the anticipated opening date has changed to Fall 2016.</p>	<p>Lisa N.</p>	<p>Monitoring</p>

**Priority 1: Safe, Healthy County**

**Objective 1.2 Improve the health of our communities**

**a). Implement the Community Health Improvement Plan (CHIP) including addressing priority areas of Tobacco, Obesity, Mental health and substance abuse, and access to care**

Action Items	Progress	Lead	Status
13 Support local and state efforts to promote Farm to School, Farm to Institution, School Gardens Nutrition Programs and other efforts to promote availability and purchase of local fruits and vegetables	Final feasibility analysis is being completed. WIC staff continue to work with Farm Direct Program.	Karen G.	On Target
15 Expand the availability of targeted, evidence-based behavioral health services for people who are homeless or who are involved in the corrections system	Additional mental health positions at the jail are currently in recruitment, and will provide enhanced services and transition planning for return to the community. FUSE project is planned to launch in the fall to identify and house the most frequent users of the jail, mental health, and emergency services. Additional mental health grant funding is providing increased screenings and expanded work with Junction City and Cottage Grove Police.	Karen G.	On Target
16 Focus efforts on increasing access to expanded health services in rural areas of Lane County	The CHC's new Brookside and Delta Oaks clinics have significantly expanded service capacity. The CHC continues to explore options for expanding services in rural areas.	Karen G.	On Target

17 As Community and Economic Development (CED) staff conduct surveys of growers/food producers and financial analysis for regional food hub/public market, determine involvement of Public Health as appropriate

Public Health staff attending monthly meetings regarding Public Market. Public Market discussions are being held in conjunction with the City Hall/Courthouse discussions. The feasibility study will be complete in Winter 2016 with the location identification expected to be delayed due to City Hall/Courthouse siting discussions.

Karen G. Sarah M.

On Target

19 Continue to collaborate on integrated care and the creation of a "health home" model

Eligible CHC clinics are certified as Tier 3 Medical Homes by OHA. Integration of physical health and behavioral health continues with Mental Health Specialists imbedded at all CHC clinics, as well as expanded integration efforts at the Lane County Behavioral Health site. Results are positive.

Karen G.

On Target

20 Work with PeaceHealth and Trillium's Rural Advisory Council to assess needs and strengthen access in rural communities, particularly Cottage Grove and coastal Lane County

Rural Advisory Committee recommendations complete, staff working with Committee to schedule presentation.

Karen G.

On Target

**b). Support existing partnerships & foster new partnerships and collaborations to improve the health of our community.**

**Action Items**

**Progress**

**Lead**

**Status**

21 Work in partnership with the cities in Lane County, the Poverty & Homelessness Board, HACSA, the Human Services Commission & other community partners to identify both temporary and permanent solutions to homelessness

404 veterans were housed via Operation 365 in 2015. Lane County has hosted a winter rest stop at Behavioral Health. Planning for housing first project with HACSA.

Steve M.

On Target

22 Increase access to Behavioral Health services and improve service delivery model of care	Through utilizing the LEAN process LCBH has realized improved scheduling for LMP's which has resulted in improved LMP productivity and maximization of client access to prescribers. LCBH also continues with its transformation work, moving to smaller teams, focusing on workflow efficiencies and providing staff trainings on evidence based practices.	Lisa N.	On Target
---	--	---------	-----------

23 Increase Quality Improvement activities and improve Quality Assurance within Behavioral Health, a Community Mental Health Provider for Lane County	NextGen, the Electronic Health Record utilized by the CHC, has been implemented. LCBH has created a Quality Improvement/Quality Assurance Committee which includes staff representation from all parts of the clinic. This committee reviews all applicable data and reports, performs quarterly chart reviews and participates in the CHC-CQI committee.	Lisa N.	On Target
---	---	---------	-----------

**Priority 2: Vibrant Communities**

**Objective 2.1**

**Invest in a strong, diverse, and sustainable regional economy**

**a). Partner with private and public organizations to support existing traded sector business recruitment, retention and expansion that complement Lane County's unique natural environment and intellectual capital.**

Strategies	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>	
	24 Explore opportunities to support the co-adopted Glenwood Refinement Plan	Board co-adopted plan, partnership with Springfield to formalize Summer 2016. Discussions on Glenwood have begun and will continue into Fall 2016. Staff is working to identify a project that will fit best for the County to support.	Sarah M.	Monitoring	
	25 Continue development of a rural economic development program to assist rural Lane County communities with economic development needs.	RPI presented to Board on March 25, 2016. Rolled out Rural Prosperity Initiative to Rural Communities through July 2016. Hired rural analyst.	Sarah M.	On Target	
	26 Continue participation in the Pacific Northwest Manufacturing Partnership (regional partnership) and the work being done on Cross-Laminated Timber (CLT).	Ongoing participation	Sarah M.	On Target	
	27 Continue participation in the River Districts meetings, looking at the area for continued growth and development and collaboration opportunities.	Continue to participate in meetings as needed.	Sarah M.	On Target	
	28 Create a permanent funding structure for entrepreneurship programs for Lane County such as RAIN and FertiLab	Identified funding source and leveraged sources with strategic partners. RFP funding request approved by BCC on September 20, 2016 for an anticipated late 2016 RFP release date.	Sarah M.	On Target	
	<b>b). Promote ways to make it easier to do business in Lane County</b>				
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>	
	30 Analyze fee structure to ensure appropriate fees for service	Fee proposal to BCC on August 23, 2016.	Lydia M.	On Target	
	31 Quality customer service to businesses – 48 hour response time, Business Recruitment and Retention Expansion (BRRE)	Ongoing - Economic Development staff responds within 48 hours.	Sarah M.	On Target	

32 Work to complete commercial and industrial business related permits in a timely manner

Building is keeping up with inspection demands with creative use of seasonal staff. Over-the-counter and express permit processes continue to be implemented.

Lydia M.

On Target

**Indicator System / Assessment Tools:**

Oregon Labor Market Info System Trends -(Labor, Wage, Industry, CIP), Legislative, monitoring/participation, Building and Land Use Permit data, Annual constituent survey

**Priority 2: Vibrant Communities**

**Objective 2.2**

**Support and protect a vibrant natural environment**

**a). Reduce Lane County's environmental footprint**

Action Items	Progress	Lead	Status
33 Implement Best Management Practices to maintain healthy air quality, water quality, waste management, land use and parks	Report back to BCC completed. Fleet switched to renewable diesel that reduces county vehicle greenhouse gas emissions by over 50%. Goal is to reduce number of vehicles by 10% over next two years. Lane County is one of the founders of Greater Oregon Fleet Cooperative that recently awarded the first fuel contract that will ensure an adequate supply of renewable diesel in the area at prices competitive with biodiesel.	Michael J.	On Target
34 Monitor future state and federal legislation related to climate change and potential impacts to Lane County	Monitoring "clean diesel" workgroup led by Sen. Michael Dembrow. Monitoring work of OR DEQ on developing market-based carbon reduction system.	Alex C.	Monitoring

**b). Support vibrant agricultural and outdoor recreational industries**

Action Items	Progress	Lead	Status
--------------	----------	------	--------

Strategies				
	35 Identify a location for and support a year-round farmer's market/public market/food hub.	Task Force for Feasibility Study is nearly complete. Series of meetings held in June. Feasibility study anticipated to be complete in Winter 2016. Public Market discussions are being held in conjunction with the City Hall/Courthouse discussions. The feasibility study will be complete by September with the location identification expected to be delayed due to City Hall/Courthouse siting discussions.	Sarah M., Steve M.	On Target
	36 Pursue agri-business industries such as food & beverage and natural textiles	Continue to invest as needed and appropriate.	Sarah M.	Monitoring
	37 Continue to partner with Travel Lane County and local businesses to promote Lane County as a tourist destination	New grant-structured agreement. October 2016– Report annual progress to Board.	Sarah M.	On Target
	38 Support efforts to address invasive species that impact agriculture and tourism (i.e. knapweed and European beach grass)	Vegetation Management Task Force recommendations approved by the Board on July 26, 2016. Ordinance passed by BCC on September 27, 2016.	Orin S.	On Target

<b>Indicator System / Assessment Tools:</b>	Lane Watershed data, Lane Air Quality Index, Annual constituent survey, Transient Room Tax data, Lane Transit District Boardings data
---	---

**Priority 2: Vibrant Communities**

**Objective 2.3  
Ensure Equity and Access**

**a). Partner with community organizations to create openness and engagement**

Action Items	Progress	Lead	Status
39 Create conceptual framework related to over-arching concepts on which to build a human rights, equity and access strategic plan.	Framework created and brought to board April 5, 2016.	Mo Y., Greg R., Sara C., Steve M.	On Target
40 Staff to construct a detailed plan with specific goals, objectives and actions in order to receive advice from the community on human rights, equity and inclusion issues. Identify Task Force of community stakeholders to advise on the creation of an Advisory Body.	BCC approved task force recommendations April 5, 2016. Plan will be created in partnership with the advisory board in Fall 2016. Advisory board application period closed on August 19, 2016. Anticipate board formation in Fall 2016.	Mo Y., Greg R., Sara C., Steve M.	On Target

**b). Continue to enhance Lane County's equity work with employees throughout the organization**

Action Items	Progress	Lead	Status
41 Promote greater understanding and acceptance for all people based on the unique background, culture and diversity of our employees and the people we serve	Spring Equity Summit completed April 28, 2016 (52 attendees and all department directors). Next Summit in Fall 2016. Monthly Diversity Sack Lunches hosted by departments. Sub-committees working on developing two new training classes on Hidden Bias and Micro-Aggressions. Discussions underway with group about a revised New Hire Diversity course to better meet our current needs.	Mo Y., Aaron R., Steve M.	On Target

Strategies

42 Improve recruitment, selection, retention and advancement by addressing equity and access concerns in recruitment process.

Recruitment coordinator hired April 4, 2016. Increased outreach/ participation in local organizations and events. Diverse applicants increased. Recruitment and selection training available since Fall 2015.

Aaron R.  
Marsha E.  
Steve M.

On Target

43 Improve the County's performance evaluation system by requiring an annual review of each employee's success in the area of diversity, respect, and empathy, consistent with Lane County's core values.

New performance evaluation system designed and piloted. Rolling out to select departments. Meetings have been held with leadership of most departments to introduce process and forms. Ongoing coaching provided to departments who are using new process. General Performance Management training beginning in Fall 2016. Online training module to support employee portion in development. Project to move new process online in the process of kicking off.

Aaron R.  
Marsha E.  
Steve M.

On Target

44 Require Annual Equity and Access training for Lane County employees. Introduce a requirement that all Lane County staff participate in equity and access training annually.

E2 developing policy regarding new training requirement. Workshops in development. Roll out January 2017.

Marsha E.  
Steve M.

On Target

**Indicator System / Assessment Tools:**

Engage With Lane County data, Annual constituency survey, Annual employee survey

**Priority 3: Infrastructure**

**Objective 3.1**

**Maintain safe infrastructure, including county roads, bridges, parks and buildings**

**a). Explore options to effectively manage limited resources to support infrastructure maintenance and develop long range plans**

Action Items	Progress	Lead	Status
--------------	----------	------	--------

**b). Develop and Implement a Facilities Management Plan**

Action Items	Progress	Lead	Status
--------------	----------	------	--------

46 Complete a countywide facilities condition assessment to help identify and analyze needs	RFQ posted and several firms have expressed interest. RFQ closed on August 22, 2016.	Tanya H.	Monitoring
---	--	----------	------------

47 Develop space program concepts and complete a site suitability study for a new courthouse facility	Draft study reported to BCC May 24, 2016. Work session to discuss site scenarios May 21, 2016. JEO Meetings held July 14, 2016 and September 20, 2016. Joint Task Force commissioned to examine coordinated downtown development options. Report back to JEO no later than November 15, 2016.	Brian C. Steve M.	On Target
---	---	-------------------	-----------

48 Incorporate condition assessment information into a facilities management system to support staff in effectively allocating facilities maintenance resources and prioritizing essential capital improvements	Maintaining log of repairs and deferred maintenance. Staff intends to bring to Facilities committee.	Brian C., Michael J.	Monitoring
---	--	----------------------	------------

49 Continue to refine and follow a space allocation plan that relocates & consolidates County departments & services	A&T moved into consolidated PSB space in May 2016. Currently evaluating timing of next possible reallocations of space given limited monetary resources.	Brian C.	On Target
--	--	----------	-----------

50 Secure leases with public or private entities with compatible operations for vacated county-owned spaces and pursue best outcome for county surplus properties	City of Eugene vacation of PSB space once new City Hall is built will create additional opportunities. Identification of potential tenants –ongoing.	Brian C.	Monitoring
---	--	----------	------------

**c). Improve existing Park grounds and create partnerships to invest in infrastructure that markets Lane County parks as a destination for residents and visitors**

Strategies

Action Items	Progress	Lead	Status
51 Create partnerships that enhance existing park infrastructure	<p>Archie Knowles campground opened June 17, 2016 (partnership with Siuslaw National Forest). Orchard Point Pumpout open for service in June 2016 (partnership with Oregon State Marine Board). Trail 4 rehabilitation performed by County Road Crews, funded by Friends of Buford Park. Completion anticipated Fall 2016.</p>	Mike R., Steve M.	On Target
52 Continue working with the Parks Advisory Committee and a Stakeholder Task Force to adopt a new Parks Master Plan	<p>Board received an update on July 28, 2016. County and Consultant working to develop public involvement plan to include PAC involvement, stakeholder interviews, Task Force formation and meetings. Project schedule concludes with plan adoption by June 2017.</p>	Mike R., Steve M.	On Target

**Priority 3: Infrastructure**

**Objective 3.2**

**Support and enhance Lane County's internal administrative infrastructure**

**a). Attract, retain, and invest in a high performing local workforce**

Action Items	Progress	Lead	Status
53 Ensure greater efficiencies in training delivery by implementing the new Learning Management System	LEAP rolled out successfully. Users accessed system 9,136 times February 29 - August 31, 2016. 14,381 session transactions completed. 10,360.1 hours of training completed. 2016 Respectful Workplace Online training rolled out on May 22, 2016 and at 99.13% complete rate by July 11, 2016.	Aaron R.	On Target
54 Adopt a new performance management system to ensure employees receive necessary feedback to excel - goal driven	New performance evaluation system designed and piloted. Rolling out to select departments.	Aaron R., Steve M.	On Target
55 Celebrate the hard work of employees while also promoting opportunities for improving services through the new Lanegenuity program	November 2015 - Lanegenuity kickoff. Continuing to accept and review applications. 20 employees recognized through Lanegenuity.	Devon A., Steve M.	On Target
56 Explore a countywide effort for succession planning, career development opportunities and leadership programs.	Leadership Development Program Needs Assessment underway with recommendations to be presented to Directors mid to end of September. Recommendations will shape next steps.	Marsha E., Aaron R., Steve M.	Monitoring
57 Monitor compensation structure to evaluate competitiveness with public comparators	Ongoing	Marsha E.	On Target

58 Invest in employee wellness while stabilizing health insurance costs	Live Well Health Clinic opened February 2016. 507 total appointments from February 24 to June 30, 2016 (157 coaching, 149 acute, 200 labs/other). 11.9% engaged. First year target is 50%.	Mary M.	On Target
---	--	---------	-----------

**b). Ensure quality performance and continuity of business operations**

Action Items	Progress	Lead	Status
59 Ensure excellent customer service	Future employee recognition for excellent customer service. 26 employees recognized for excellent customer service.	All	On Target
60 Enhance internal and external communication and engagement	"Our Lane" Employee Newsletters and key communicator network established. 13 monthly newsletters and 26 special updates sent to employees. 20 key communicator updates sent to 320 member key communicator group.	Devon A., Steve M.,	On Target
61 Complete performance audits in Financial Indicators and Behavioral Health to identify successes and solutions to improve services	March 31, 2016 - Financial Indicators Audit complete, Behavioral Health Audit complete in November 2016, presented to BCC December 2016.	Shanda M.	On Target
62 Enhance Emergency Preparedness and the Continuity of Operations Planning (COOP) within Lane County	Continue collaborations and working on the countywide COOP.	Linda C. Greg R., Alicia H.	On Target

**c). Ensure critical financial management of valuable resources**

Action Items	Progress	Lead	Status
--------------	----------	------	--------

63 Continue to develop internal cost controls to reduce expenses

The FY16-17 budget includes the following adjustments: lowering health care costs through self-funded model and wellness efforts, reducing fleet-related and computer replacement-related costs, using one-time funds to reduce debt and aligning current revenue with our priorities. Continuing to negotiate health insurance cost management efforts with bargaining units.

Steve M.

On Target

64 Continue to focus efforts on budget and financial management in order to provide critical services with limited resources to the residents of Lane County

The FY16-17 budget reduces expenses while preserving and enhancing critical services without layoffs.

Steve M.

On Target