



# Lane County

## 2014- 2017 Strategic Plan Overview

### OUR STRATEGIC ANCHORS

**OUR VISION:** Lane County is recognized as the best county to live, work, and play.

**OUR MISSION:** We responsibly manage limited resources to deliver vital, customer-focused services with passion, innovation, and integrity.

### OUR VALUES

Integrity  
 Respect  
 Open and Accountable  
 Public Engagement  
 Pursuit of Excellence  
 Diversity  
 Stewardship  
 Empathy

### OUR STRATEGIC IMPERATIVES



### 2014 - 2017 STRATEGIC AREAS OF FOCUS

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#### Safe and Healthy County

②

#### Vibrant Communities

③

#### Infrastructure

### KEY OBJECTIVES

#### I. Ensure safety throughout our county.

- Maintain current public safety services without major budget reductions in FY 16-17
- Adopt a collaborative action plan that addresses needed repairs to our public safety system in the short and long term
- Continue to seek and implement evidence based practices which reduces recidivism and divert entry into the youth and adult corrections systems

#### II. Improve the health of our communities.

- Implement the Community Health Improvement Plan (CHIP) including addressing priority areas of Tobacco, Obesity, Mental health and substance abuse, and access to care
- Support existing partnerships and foster new partnerships and collaborations to improve the health of our community

#### I. Invest in a strong, diverse, and sustainable regional economy.

- 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
- Promote ways to make it easier to do business in Lane County

#### II. Support and protect a vibrant natural environment.

- Reduce Lane County's environmental footprint
- Support vibrant agricultural and outdoor recreational industries

#### III. Ensure Equity and Access.

- Partner with community organizations to create openness and engagement
- Continue to enhance Lane County equity work with employees throughout the organization

Provide stewardship for Lane County's amazing environmental and cultural resources.

#### I. Maintain a safe infrastructure, including roads, bridges, parks, and buildings.

- Explore options to effectively manage limited resources to support infrastructure maintenance and develop long range plans
- Develop and implement a Facilities Management Plan
- Improve existing park grounds and create partnerships to invest in infrastructure that markets Lane County parks as a destination for residents and visitors

#### II. Support and enhance Lane County's internal administrative infrastructure.

- Attract, retain, and invest in a high performing local workforce
- Ensure quality performance and continuity of business operations
- Ensure critical financial management of valuable resources

Build and maintain smart and resilient infrastructure for today and future generations.

### OUR MOTTO

**"Lane County Proud"**

Provide services that positively impact your health, safety and quality of life.

LANE COUNTY 2014-2017  
ANNUAL STRATEGIC PLAN  
REVIEW AND WORK SESSION

December 7, 2016



STEVE MOKROHISKY  
COUNTY ADMINISTRATOR

# PLAN OVERVIEW

- 3 priorities, 7 objectives, 64 action items
- Safe and Healthy County, Vibrant Communities and Infrastructure
- Action items under each objective:
  - 1.1 Ensure Safety Throughout Our County - 12
  - 1.2 Improve the Health of Our Communities - 11
  - 2.1 Invest in a Strong, Diverse and Sustainable Regional Economy - 9
  - 2.2 Support and Protect a Vibrant Natural Environment - 6
  - 2.3 Ensure Equity and Access - 6
  - 3.1 Maintain Safe Infrastructure, Including County Roads, Bridges, Parks and Buildings - 8
  - 3.2 Support and Enhance Lane County's Internal Administrative Infrastructure - 12

# PROGRESS TO DATE

- November 4, 2014 – Adopted Lane County Strategic Plan
- One-Pager
- Quarterly Reports, Department One-Pagers
- 1<sup>st</sup> Year – Accomplished 18 action items
- Work Session – December 8, 2015
  - Added 32 action items for a total of 64 action items
- Identified Leads
- Website – Updated One Pager, Completed Goals List

# ACCOMPLISHMENTS

- 13 action items completed in 2<sup>nd</sup> year (Jan 2016 – December 2016)

# ADJUSTMENTS AND NEW ITEMS

- Staff recommends the adjusting of 12 action items
- Staff recommends the addition of 19 action items (plus any additional CHIP priorities)

# Priority 1: Safe, Healthy County

## Objective 1.1 Ensure safety throughout our county

a). Maintain current public safety services without major budget reductions in <b>FY 17-18.</b>				
	Action Items	Progress	Lead	Status
NEW	Develop a balanced budget for FY17-18 that maintains critical services, including investments in the public safety system, while addressing long-term expense pressures created by PERS, health insurance and other costs		Steve M.	
NEW	Coordinate and advocate for Lane County's interests in Salem and Washington, DC, seeking to secure state and federal funding for the public safety and health systems, transportation infrastructure, and other critical public services			
ADJ	<p><del>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</del> <b>Prioritize federal forest policy as part of the United Front agenda. Closely monitor legislative, executive and judicial activity during 115th Congress. Continue work to expand use of cross laminated timber (CLT). Evaluate advocacy investments.</b></p>	<p><del>Final SRS payment received. Western OR RMP released in mid April. Association of O&amp;C Counties will be litigating the BLM RMP.</del></p>	Alex C.	Monitoring



# Priority 1: Safe, Healthy County

## Objective 1.1 Ensure safety throughout our county

c). Continue to seek and implement evidence based practices which reduce recidivism and divert entry into the youth and adult corrections systems				
	Action Items	Progress	Lead	Status
ADJ	5 Work with Association of Oregon Counties Mental Health programs to prepare legislative concepts to address public safety behavioral health intercept. <b>Protect the mental health authority of counties from detrimental policy adjustments during the 2017 Oregon Legislative Assembly</b>	Oregon drafts an "1115-waiver" request to US-CMS to utilize Medicaid resources for services within this sector. Lane County participation in Aid and Assist pilot program, implementation of new Mental Health Court, enhanced opioid addiction services, and expanded role of behavioral health specialists within Lane County jail operations.	Alex C.	Monitoring
ADJ	10 Implementation and sustainability of EPICS (effective practices in community supervision) for <del>both the juvenile and</del> adult probation services.	Youth Services has completed the implementation of EPICS. Adult P&P is in process of training staff and supervisors.	<del>Lisa N.</del> Donovan	On Target



# Priority 1: Safe, Healthy County

Objective 1.1 Ensure safety throughout our county

NEW	<b>d). Continue progress on Transportation Planning and Engineering initiatives to address the safety of our Lane County roads</b>			
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>
NEW	1 Adopt a Transportation Safety Plan	Transportation Advisory Committee recommends moving forward.	David R. Becky T.	
NEW	2 Assess ADA for right of way and County facility transitions and create an ADA Transition Plan	Team identified, intern to be hired for assessment assistance.	David R. Becky T.	
NEW	3 Create a Bike/Pedestrian Plan for Lane County (includes safe routes to schools)		David R. Becky T.	

# Priority 1: Safe, Healthy County

## Objective 1.2 Improve the health of our communities

	<b>a). Implement the Community Health Improvement Plan (CHIP) including addressing priority areas of Tobacco, Obesity, Mental health and substance abuse, and access to care</b>			
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>
<b>NEW</b>	PLACEHOLDER FOR NEW CHIP PRIORITIES			
	<b>b). Support existing partnerships &amp; foster new partnerships and collaborations to improve the health of our community.</b>			
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>
<b>NEW</b>	Maximize Public outreach efforts by collaborating and sharing tools that identify specific populations in our communities so that we can more accurately reach out to key groups within our community.	Public Works and Public Health pilot collaboration to share tools and an app to gather data.	Becky T. Jocelyn	

# Priority 2: Vibrant Communities

Objective 2.1 Invest in a strong, diverse, and sustainable regional economy

b). Promote ways to make it easier to do business in Lane County				
	Action Items	Progress	Lead	Status
NEW	Create and implement a Land Management Strategic Plan		Lydia M.	
NEW	Implement the rural economic development plan, including identifying investments in rural community priorities		Sarah M.	
NEW	Invest in redevelopment opportunities in Eugene, Springfield and unincorporated Lane County that create jobs, enhance community and raise median income			

# 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
NEW	Identify resources to implement an Environmental Stewardship Plan to focus on: 1) transportation 2) facilities and 3) procurement for goods and services			
NEW	Investigate regional stormwater solutions with our partners to address compliance challenges			
b). Support vibrant agricultural and outdoor recreational industries				
	Action Items	Progress	Lead	Status
ADJ	36 Pursue agri-business industries such as food & beverage and <del>natural textiles</del> timber (ex. Cross Laminated Timber)	Continue to invest as needed and appropriate.	Sarah M.	Monitoring
ADJ	38 Support efforts to address invasive species that impact agriculture and tourism (i.e. knapweed and European beach grass) Implement the Vegetation Management Task Force recommendations	Vegetation Management Task Force recommendations approved by the Board on July 26, 2016. Ordinance passed by BCC on September 27, 2016. Parks is prioritizing invasive, non-native plant species and sites within the Lane County Parks System for removal.	Orin S.	On Target

# 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
NEW	Implement the equity and access plan, including improved access to services for underrepresented communities, improved recruitment efforts, engagement with community partners, and creation of a new advisory board.			
b). Continue to enhance Lane County's equity work with employees throughout the organization				
	Action Items	Progress	Lead	Status
NEW	Create a Limited English Proficiency (LEP) Plan to ensure that limited english speaking persons have meaningful access to federally funded programs and activities	Public Works is creating a department plan that could be modified and/or implemented County-wide.	Judy W.	
NEW	Establish procurement processes that enable Lane County to actively encourage participation by minority- and woman-owned businesses (as well as other disadvantaged firms)			

# Priority 3: Infrastructure

Objective 3.1 Maintain safe infrastructure, including county roads, bridges, parks and buildings

	<b>a). Explore options to effectively manage limited resources to support infrastructure maintenance and develop long range plans</b>			
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>
<b>NEW</b>	Conduct a Road Fund reserve analysis and adopt a Road Fund new reserve policy	A draft report is being prepared.	Tanya H.	
	<b>b). Develop and Implement a Facilities Management Plan</b>			
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>
<b>ADJ</b>	46 Complete a Lane Events Center 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
<b>NEW</b>	Develop a Lane County Events Center Business Plan to maximize flexibility, attract new events and increase revenue	Work to begin after completion of condition assessment.	Corey B.	
	<b>c). Improve existing Park grounds and create partnerships to invest in infrastructure that markets Lane County parks as a destination for residents and visitors</b>			
	<b>Action Items</b>	<b>Progress</b>	<b>Lead</b>	<b>Status</b>
<b>NEW</b>	Work to protect natural resources and recreation opportunities via the Willamette Confluence Management Area		Mike R.	

# Priority 3: Infrastructure

Objective 3.2 Support and enhance Lane County's internal administrative infrastructure

	c). Ensure critical financial management of valuable resources			
	Action Items	Progress	Lead	Status
NEW	Continue to engage the Revenue Team in analysis and implementation of potential revenue enhancements			



# NEXT STEPS

- Commissioner additions or alterations
- Continue progress reports
- Sunset of 2014-2017 Strategic Plan
- New strategic plan process

[www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan)