



# Lane County

## 2018-2021 Strategic Plan

Revised: December 17, 2019

## **Vision**

**Lane County is the best county in which to live, work, and play.**

## **Mission**

**We responsibly manage available resources to deliver vital, community-centered services with passion, drive and focus.**

## **Purpose**

**To Improve Lives**

## **Core Behaviors**

**Passion to serve**

**Driven to connect**

**Focused on solutions**

## **Strategic Priorities**

**Safe, Healthy County**

**Vibrant Communities**

**Robust Infrastructure**

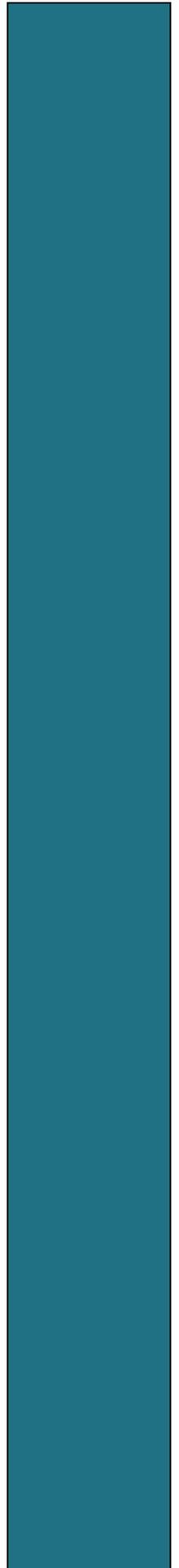
**Our People and Partnerships**

## **Strategic Lenses**

**Financial Stewardship**

**Equity**

**Collective Impact**



## **What is a Strategic Plan?**

A strategic plan is a guiding document that identifies organizational priorities, helps set direction and focus, and assists in aligning resources to accomplish strategic objectives. A responsible strategic plan should include controls that ensure accountability to implement the strategies. A strategic plan is not intended to be a lengthy recitation of tasks nor an all-encompassing list of ongoing services and programs.

Lane County employees are passionate about service, driven to connect with others and focused on solutions to community challenges. Our people work to improve lives every day in our community, through health and human services, public safety and public works, as well as critical general government services such as assessment and taxation, elections, deeds and records, budgeting and financial management, legal counsel, human resources, technology, facilities management and administration.

While this strategic plan is not a comprehensive overview of all of the essential programs, services, initiatives, partnerships and investments that Lane County makes throughout our communities, that information is available in Lane County's annual budget document that can be found at [www.lanecounty.org/budget](http://www.lanecounty.org/budget).

## **Why a Revision?**

The Lane County 2018-2021 Strategic Plan was originally adopted in March of 2018 following a robust engagement effort with the community, staff and the Board of County Commissioners. On a quarterly basis, we check in with the project leads of each of the Activity Areas, receive progress updates and provide a comprehensive update to the Board.

In January of 2019, we welcomed two new commissioners to the Board and ultimately felt that we needed to revisit the Plan to ensure that we were focusing on the overarching priorities of the Board.

The Board of County Commissioners met in September and October of 2019 to discuss goals and priorities for the next two years. Together, along with the executive leadership of the County, we have taken the following actions:

- 1) Incorporated the newly identified priorities of the Board
- 2) Updated existing items to reflect changes to progress and/or scope
- 3) Streamlined the number of items to create more focus

## Our Lenses

Strategic lenses are perspectives from which strategies should be viewed, as well as questions that should be asked before strategies are implemented. These perspectives or questions include: How will we pay for this? How does this impact everyone in our community? Have we sought feedback from key stakeholders? Are we including the right partners? Is this the most effective solution?

Identifying strategic lenses ensures we have a thoughtful, consistent and intentional process for evaluating strategies before implementation.

Based on feedback from the Board of Commissioners, executive leadership, employees and residents, we have identified the following three strategic lenses:

- Financial Stewardship
- Equity
- Collective Impact

**Financial Stewardship Lens:** Financial Stewardship is the prudent and transparent fiscal management of public funds and resources and serves as the basis for accountability and trust in Lane County. The County is guided by standards of performance and best practices, against which the taxpayers can judge its finances. The use of analytical tools in decision making processes determines how the County should best maintain, spend and invest its available resources.

**Equity Lens:** Equity is when everyone has access to the opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potential; people have access to the information and supports that they need – regardless of age, education, ethnicity, language, income, physical limitations, or geographic barriers – to achieve health, safety, education, and economic stability.

**Collective Impact Lens:** Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex community problem. The five key elements are to 1) have a common agenda 2) develop shared measurement 3) engage in mutually reinforcing activities 4) maintain open and continuous communications and 5) formation of a backbone organization.



# Priorities, Key Initiatives and Activity Areas



## Strategic Priority 1: Safe, Healthy County

Protect and enhance the safety and health of Lane County residents with a focus on enhancing and managing resources, improving access to, prevention programs, and collaborative initiatives.

Key Strategic Initiative	Key Activity Area	Lead
a. Increase housing options for residents to reduce the incidence of homelessness and increase affordability.	1. Convene, sponsor, and implement a collaborative affordable housing action plan	Steve Mokrohisky
	2. Implement the 10 Housing and Shelter recommendations from the TAC Report	Steve Manela
	3. Plan and implement winter shelter strategies	Steve Manela
b. Increase access to prevention and treatment services and develop programs and policy focused on behavioral health, community health, and youth.	1. Expand access to primary care, behavioral and oral health care in all areas with an emphasis on service to rural areas	Ron Hjelm / Pauline Martin
	2. Implement the Community Health Improvement Plan	Karen Gaffney
c. Maintain and enhance public safety funding and service delivery, focusing on improvements to services in outlying and rural areas.	1. Collaborate with public safety partners to further the Lane County Community Public Safety Repair Plan	Sheriff Harrold
d. Pursue effective diversion, corrections, probation, and parole programs and practices to reduce detainment and incarceration in youth and adults.	1. Implement evidence-based and best management practices to reduce recidivism, divert entry, and manage programs in the youth and adult corrections and parole / probation systems	Donovan Dumire/ Suzanne Hughes
	2. Collaborate across public safety and human services to improve behavioral health, homelessness and the public safety system	Lieutenant Rice Pauline Martin/ Steve Manela
	3. Establish a Behavioral Health Crisis Center	Pauline Martin
e. Reduce fatalities and severe injuries on County roads	1. Enhance transportation safety in Lane County through engineering, education and enforcement	Peggy Keppler / Becky Taylor

## Strategic Priority 2: Vibrant Communities

Manage equitable services for urban and rural residents to enhance opportunities and access by embracing efficient systems and processes, collaboration with partners, and innovative approaches to solving problems.



Key Strategic Initiative	Key Activity Area	Lead
a. Invest in a resilient, diverse, and sustainable regional economy.	1. Evaluate and embrace partnership opportunities to increase broadband access in rural communities	Austin Ramirez
	2. Implement the rural economic development plan, including identifying investments in rural community priority projects	Austin Ramirez
	3. Catalyze and create equitable and sustainable economic opportunity across Lane County by focusing on three key strategies: Impact Industries, Redevelopment Investment, and Rural Prosperity.	Austin Ramirez
	4. Develop and implement a policy for community benefits starting with Capital Projects to ensure projects maximize local impact, especially, with regard to promoting and prioritizing procurements by weighting the use of local businesses, contractors, subcontractors, and workers; that pay their employees living wages and provide them full family health benefits; prioritize diversity and equity in the workforce; prioritize minimal carbon emissions in new construction and retrofits with net neutral buildings as the ultimate goal; design and construction that dedicates at least one and one half percent (1 ½ %) of construction costs to renewable energy; require the utilization of state or federally approved training and apprenticeship opportunities for workers on construction projects, to the extent permitted by state and federal law. We will utilize this Community Benefits Framework to develop specific Community Benefit Agreements on a project by project basis.	Mike Penwell / Jim Chaney
b. Protect and enhance our natural and built environments.	1. Develop and implement a comprehensive Climate Action Plan for Lane County.	Dan Hurley/ Michael Johns Jeff Orlandini
	2. Pursue programs to reach a 63% waste recovery rate by 2025	
	3. Develop action plans and funding to implement the Parks Master Plan	Brett Henry
	4. Develop programs and resources to improve stormwater management	Peggy Keppler / Mauria Pappagallo
c. Enhance equity and access in service delivery and representation in governance.	1. Normalize the understanding of and acceptance for all people based on the unique background, culture and diversity of our employees and the people we serve.	Mo Young / Alana Holmes

Key Strategic Initiative	Key Activity Area	Lead
	2. Organize and Implement the Equity 2.0 plan and support the Government Alliance on Race and Equity (GARE) cohort	Mo Young
	3. Operationalize greater service to, understanding of, and acceptance for all people we serve through policy implementation	Mo Young
	4. Establish procurement processes to advance participation by minority- and woman-owned businesses as well as other disadvantaged firms	Clay Stilwell

### **Strategic Priority 3: Robust Infrastructure**

Focus on strategic infrastructure maintenance and investments that have the highest return for safety, vibrant communities, and long term environmental benefit.



Key Strategic Initiative	Key Activity Area	Lead
a. Enhance safe transportation facilities and operations	<ol style="list-style-type: none"> <li>1. Improve multi-modal transportation options</li> <li>2. Improve transportation efficiencies</li> </ol>	Peggy Keppler Peggy Keppler / Steve Gallup
b. Maintain existing facilities and identify efficiencies in capital assets	<ol style="list-style-type: none"> <li>1. Implement recommendations from the Lane County Road &amp; Bridge Maintenance Performance Audit</li> <li>2. Create a Capital Management Plan that addresses space allocation planning and the most efficient and effective uses for County owned property both active and surplus</li> <li>3. Develop a Lane County Events Center Business Plan to maximize flexibility, attract new events and increase revenue</li> </ol>	Orin Schumacher  Mike Penwell/ Judy Williams  Corey Buller
c. Fund and develop new facilities that support safety and livability	<ol style="list-style-type: none"> <li>1. Fund and construct a new Justice Center</li> <li>2. Construct a new location for Adult Parole and Probation and renovate the existing facility to expand the Community Corrections Center</li> <li>3. Develop and construct a new location for Developmental Disabilities Services</li> </ol>	Greg Rikhoff Jeff Kincaid / Donovan Dumire  Carla Tazumal

## Strategic Priority 4: Our People and Partnerships

Provide a safe, healthy, and inclusive work environment that attracts and retains a diverse, highly skilled workforce with a deeply embedded commitment to delivering value and service to the residents of Lane County through operational effectiveness, fiscal resilience and partnerships.



Key Strategic Initiative	Key Activity Area	Lead
a. Pursue strategies to enhance fiscal resilience and operational effectiveness	<ol style="list-style-type: none"> <li>1. Maintain and enhance state funding levels for core mandated services such as Assessment &amp; Taxation, County Clerk, Medical Examiner, Public Safety and Emergency Management</li> <li>2. Maintain a structurally balanced budget</li> <li>3. Enhance emergency preparedness and operational readiness within Lane County</li> </ol>	<p>Alex Cuyler</p> <p>Steve Mokrohisky Patence Winningham / Greg Rikhoff</p>
b. Enhance employee engagement and resilience	<ol style="list-style-type: none"> <li>1. Identify and implement opportunities to promote a positive workplace culture and improve workforce health</li> <li>2. Improve employee wellness</li> </ol>	<p>Alana Holmes</p> <p>Mary Miller</p>
c. Embrace internal and external partnerships to leverage and extend county goals	<ol style="list-style-type: none"> <li>1. Expand data and data analytics capabilities within Lane County</li> </ol>	<p>Mike Finch</p>