

AGENDA COVER MEMORANDUM

AGENDA DATE: Wednesday, August 24, 2011

PRESENTED TO: Board of County Commissioners

PRESENTED BY: Jennifer Inman, Sr. Management Analyst

AGENDA TITLE: **GOAL SETTING** WORK SESSION AND RECOMMENDATIONS FROM GOAL AREA FOCUS TEAMS

I. AGENDA ITEM SUMMARY

Attached are recommendations from Management Team on which Goal Focus Areas should be developed into SMART Goals for the County's Strategic Plan.

II. BACKGROUND/IMPLICATIONS

The Board of Commissioners has met three times to-date to develop a Strategic Plan for Lane County. At work sessions on June 21, July 6, and July 27, 2011, the board and Management Team drafted a revised Lane County Vision, Mission and Guiding Values, and brainstormed subject areas for goal development.

The next step in the process is the development of SMART Goals. The four goal subject areas were identified at the July 27th session. Each subject area was assigned to Goal Area Focus Teams, consisting of both department directors and management staff.

GOAL SUBJECT AREAS

Public Safety
Public Health
Economic Development
County Financial Stability

Attached are the Goal Focus Area Team recommendations. The teams will present their recommendations and answer Board questions in the work session scheduled for August 24th when the board will select specific goal focus areas for SMART Goal development. SMART goals are specific, measurable, achievable, realistic and timely goal statements. They have measurable outcomes or indicators.

III. NEXT STEPS

With the Board's selection of goal focus areas, the teams will expand to include key community stakeholders and advisors. The SMART Goal Teams will articulate the smart

goal with indicators/outcome measures, and strategies. Those teams will report back to the board in late September or early October.

IV. ATTACHMENTS

- a. Lane County 2011 Strategic Planning Process Overview & Goal Subject Area Brainstorm from July 27th
- b. Public Health Recommendation for Goal Development
- c. Public Safety Recommendation for Goal Development
- d. Economic Development Recommendation for Goal Development
- e. County Financial Stability Recommendation for Goal Development

Lane County 2011 Strategic Planning Process Overview

Vision, Mission, and Values working draft developed by BCC with Management Team in work sessions on Jun 21st and Jul 6th.

VISION: Lane County will be a prosperous community through wise stewardship of its human and natural resources. It is a community that is ambitious in its hopes, creative in its leadership and accountable for the health and welfare of its current and future generation of residents.

MISSION: Lane County Government will work to create a prosperous community by providing collaborative leadership, fair and inclusive decision making and excellent sustainable local governmental services to our residents and guests.

VALUES:

Stewardship
Pursuit of Excellence
Respect

Empathy
Integrity
Open and Accountable

Diversity
Public Engagement

GOAL SETTING OUTLINE

- I. **Goal Subject Area:** Developed by BCC with Management Team
 - a. **Goal Focus Area:** Brainstormed in work sessions June-July. Management Team will form Goal Focus Area Teams to further develop and prioritize goal focus areas. BCC to select specific Goal Focus Areas for SMART Goal development.
 - i. **SMART Goal:** Specific, measureable, achievable, realistic, timely goal statements. SMART Goals have measureable outcomes or indicators. Goals and indicators to be developed by SMART Goal Teams. The membership of these teams may expand from the focus area teams to include other staff and external key stakeholders.
 1. **Strategies:** Might be discussed and recommended by SMART Goal Teams to be included in the County's Strategic Plan (a.k.a. "the dance floor")
 - a. **Action Plans & Timelines:** To be developed by staff and those responsible for implementing the identified strategies. Will not be in the County's Strategic Plan, but part of the Strategic Plan implementation documentation.

Lane County 2011 Strategic Planning Process Overview

From Work Session on July 27, 2011

- ❖ **PUBLIC SAFETY** (Tom Turner lead with Alex Gardner, Lynne Schroeder, and Karen Gaffney)
 - Reduce recidivism
 - Reduce property crimes
 - Reduce property crimes by 25%
 - Reduce person to person crimes (domestic violence and sex offenses)
 - Reduce gang presence - impact on drug crime and human trafficking
- ❖ **PUBLIC HEALTH** (Karen Gaffney lead with Alicia Hays, Karen Gillette, CA Baskerville, Al Levine, and Doug Hooley)
 - Reduce premature death from chronic disease
 - Reduce premature death and poor quality adjusted life years due to addiction
 - Healthy families (WIC, children)
- ❖ **ECONOMIC DEVELOPMENT** (Chuck Forster, Glenda Polling, Alex Cuyler, and Anette Spickard)
 - Increase family wage jobs
 - Create 500-1000 median income or higher jobs
 - Increase employment by existing businesses
 - Increase traded sector jobs
 - Preserve existing jobs
 - Make it easier to do business in Lane County
 - Expand property tax base (also referred to below)
- ❖ **COUNTY FINANCIAL STABILITY** (Anette Spickard lead with Liane Richardson, David Suchart, Christine Moody, Mike Barnhart, and Alex Cuyler)
 - Increase local control over revenue streams
 - Shift reliance from outside to local funding
 - Maximize current funding opportunities
 - Dedicated funds for public safety
 - Increase property tax revenue (also referred to under Economic Development)
 - Fostering community partnerships

Additional Goal Focus Area ideas

Balance between community expectations and resources

Lead efforts to weave together public health and public safety

Attachment A

Goal Focus Area Team Report– Public Health

Team members: Karen Gaffney – Team Lead, Diana Avery, CA Baskerville, Karen Gillette, Doug Hooley, Al Levine.

Public Health

- Reduce premature death from chronic disease
- Reduce premature death and poor quality adjusted life years due to addiction
- Healthy Families (WIC, children)

Recommended Goal Focus Area: After a discussion of the items referred to the team, the group quickly came to consensus that **healthy families with a focus on prevention and children** should be the focus area. This focus includes strategies that will impact physical health, behavioral health, and public safety.

Rationale: The group discussed the three specific items listed (chronic disease, addictions, and healthy families) as well as the idea of weaving together public health and public safety. While all three areas have an important impact on the health of the community, the team quickly agreed that a focus on the area of healthy families:

- Offers the potential to make the greatest impact with limited resources
- Presents research-based opportunities to impact both chronic disease and addiction, as well as make a significant impact on problems facing our public safety system.

The research-based strategies in this area are demonstrated to improve the health of the community (resulting in higher quality of life and increased productivity), in addition to yielding cost-avoidance in some of the areas that most directly impact county funds—public health and public safety.

Effective strategies in this area cross a number of domains, with proven effectiveness through specific programs targeted at individual high risk families, as well as programs delivered universally to all families, along with policy or environmental changes that can be adopted by government or other community organizations.

Further Information: The team talked about the findings of The Adverse Childhood Experience (ACE) Study, one of the largest investigations ever conducted to assess associations between child maltreatment and later-life health and well-being. The study shows the very strong relationship between lack of healthy family environments and subsequent mental/physical health issues throughout the life span, including higher incidence of addictive behavior, chronic physical health disease (i.e., heart disease, obesity, auto-immune diseases), premature death, fetal death, mental health issues (i.e., depression, suicidality) and other poor outcomes.

<http://www.cdc.gov/ace/index.htm>

The team also talked about the impact of family trauma in the criminal justice system. Best practices indicate that in order to affect change in any offender, the criminogenic needs of individual offenders need to be identified and targeted. Among the criminogenic needs typically associated with domestic abuse are anti-social beliefs and values, being from a dysfunctional family, and substance abuse issues. A plan to address healthy families would include both community strategies to prevent criminal activity among youth and adults, as well as strategies focused on parents already involved in the criminal justice system to interrupt cycles of dysfunction that put their children at higher risk for future criminal behavior.

The County currently provides a number of programs with a strong research base demonstrating positive outcomes for children and families, including home visiting programs and WIC that demonstrate improved health outcomes and parent/child interactions, as well as improved readiness to learn and future academic success. The County also provides evidence-based parenting programs that show similar positive impacts. This creates a base upon which a focused, strategic, countywide effort could be built, leveraging existing efforts to magnify the impact on the community.

Recommendations for SMART Goal Team Members: Suggestions for the next step include the current Public Health Goal Focus Area Team (Karen Gaffney, Diana Avery, CA Baskerville, Karen Gillette, Doug Hooley, Al Levine), with some additional support for data and program knowledge. Suggestions include Doug Daniell (H&HS Sr. Management Analyst), Pam Stuver (Public Health Nurse Supervisor), Priscilla Gould or designee from United Way.

Goal Focus Area Team Report– Public Safety

Team members: Tom Turner – Team Leader, Alex Gardner, Lynne Schroeder, Karen Gaffney

Public Safety

- ❖ Reduce property crimes (by 25%)
- ❖ Reduce person to person crimes (domestic violence and sex offenses)
- ❖ Reduce gang presence and its impact on drug crime and human trafficking
- ❖ Reduce recidivism

Recommended Goal Focus Area: **Improve quality of life by reducing property crime.**

While person-to-person crimes remain our highest priority because of the magnitude, extent and long term harm caused by such offenses, Lane County's extremely high property crime rate directly affects many more people. Reducing the rate of community victimization will improve the quality of life for all who visit or live in Lane County.

Recommendation and Discussion

The team discussed opportunities for Public Safety agencies and Public Health agencies to compound their positive influence through collaboration. We considered such things as early intervention to mitigate harm from drug addiction and other challenges that adversely affect individuals, families and communities.

We will not be able to provide complete or adequate public safety services in the current financial environment, as staffing has been reduced by as much as 85% in some critical areas including patrol and criminal investigations, so we will continue to triage and prioritize as necessary to address the most significant emergent challenges as well as we can. We will transition to a greater focus on attacking property crime as soon as personnel, corrections capacity, and other resources exceed those necessary to adequately respond to violent crime.

Recommendations for SMART Goal Team members:

Our current team includes Tom Turner (leader), Lynne Schroeder, Karen Gaffney and Alex Gardner. We believe the Public Safety Smart Goal Team should also include Lane County Communications Manager Jonna Hill, a subject matter expert on Parole and Probation, a subject matter expert on corrections in Oregon, one or two members with relevant expertise from the broader community (PSCC?), a representative from one of the two large metropolitan Police departments, and a member of the City of Eugene Statistical Analysis Unit.

Goal Focus Area Team Report– Economic Development

Team members: Anette Spickard, Alex Cuyler, Chuck Forster – Team Leader, Glenda Poling

Economic Development

- ❖ Increase family wage jobs
- ❖ Increase employment by existing businesses
- ❖ Increase traded sector jobs
- ❖ Preserve existing jobs
- ❖ Make it easier to do business in Lane County
- ❖ Expand property tax base

Recommended Goal Focus Area: **Make it easier to do business in Lane County**

- It is this focus area that is within the command and control of Lane County Board
- Success at this task gives the most potential to leverage success at the remainder of the goal focus areas identified within the Board's strategic work sessions.

(Alternative: Promote Lane County as business friendly; e.g. create an atmosphere in which business development success occurs, our recommendation is to change this focus area title to "It's easy to do business in Lane County".)

Recommendation and Discussion

A. Business Development Criteria

- Place
- Infrastructure
- Financing
- Workforce
- Quality of life (public safety/social services/education)

B. Regional Sector Opportunities

- Food/beverage production/processing/marketing
- Sustainable forestry and forest products
- Health Care
- Higher/vocational education ("research triangle")

C. Current Departments/Programs that impact how business is done in Lane Co.:

1. Public Works Land Management Division, Transportation Planning, Engineering, Road Maintenance, and Waste Management
2. Sheriff's Department (see public safety generally, but beware of considering this as a major driver)
3. Workforce Partnership

4. County Administration - Community & Economic Development Program, Communications, Intergovernmental Relations
5. Assessment and Taxation
6. Youth Services

In each of these Departments are success stories that, managed well, can create an environment of optimism with regards to the business environment and Lane County.

- D. Specific Departments that may leverage additional business development include (SMART Goal focus potentials):
- County Administration: spearhead implementation of board initiatives and coordination, re-design Economic and Community Development program (including focus on food localization)
 - Workforce Partnership: existing systems for workforce development & collaborative environment with LCC and UO
 - Public Works: infrastructure development and maintenance is critical, improve staff linkage with Community & Economic Development, capitalize on waste-based collaborations, strategic waiver or deferral of fees, and focus on response times to business related permitting issues
 - Assessment and Taxation: resource for data
 - Health and Human Services: Community Health Centers of Lane County collaboration with regional hospitals/researchers/other

Develop in-house regular check-in to discuss project identification, process, and troubleshooting

- E. SMART Goal Team potential members:
- Economic Development Standing Committee with advisors:
 - Jack Roberts, Metro Partnership
 - Bob Warren/Mark Ellsworth-state economic development resource points for Lane County

Goal Focus Area Team Report – County Financial Stability

Team members: Anette Spickard – Team Lead, Alex Cuyler, Mike Barnhart, Christine Moody, Dave Suchart, Liane Richardson.

County Financial Stability

- ❖ Increase local control over revenue streams
- ❖ Shift reliance from outside to local funding
- ❖ Maximize current funding opportunities
- ❖ Dedicated funds for public safety
- ❖ Increase property tax revenue
- ❖ Fostering community partnerships

Recommended Goal Focus Area: **Maximize current *resource* opportunities**

Changed the word "funding" to "resources" because the problem is seen as more than just a funding/revenue problem, it also needs to be considered an expense problem (staff levels, time, agency support, etc.)

Five current sources of funding include: Fees; Taxes; Fines; Grants and IGA's.

Fees – 100% fee recovery. The problem is that the BCC waives fees in response to public complaint

Grants - Could examine the way grants are discovered and applied for, Lane County doesn't currently have a person to do this; some firms that seek out/apply for grants for a percentage of the grant award; problem is that it creates the visibility of a need and when the grant goes away the needs still exists; problem is that the backbone of the system means infrastructure is bigger than the general fund can support

Other thoughts - Examine where the revenue is, how do we use our current infrastructure; could we spin off our current services? County staff utilizing county services, as this doesn't require you to create a new infrastructure; What can we (Lane County) do for ourselves instead of relying on others for; should we (this group) give some indicator of how much revenue we (Lane County) needs to generate? Should we try to determine a dollar amount so the goals can be put into context? Is it defeating to be too vague; the County needs to determine at what level they want to remain 'stable' – mandated services? current services? enhanced services? level that matches operating revenue?

Focus areas not recommended:

- Increase local control over revenue streams
- Shift reliance from outside to local funding
- Increase property taxes revenue
- Fostering community partnerships

Attachment E

Increasing local control over revenue streams and shifting reliance from outside to local funding seem to be the same general goal. By modifying the goal we chose, the group believes they are addressing this in the goal area chosen. Potential smart goals for this could include legislative ideas, specific funding opportunities, etc.

Increasing property tax revenue was rejected because of its limited ability to generate a large amount of revenue vs. the necessary expenses it would require and because it is a much narrower goal than the one chosen. If the BCC takes this group's recommendation they could always look at including ideas to increase tax revenues but is largely outside of Lane County's direct control due to current legislation. Focusing on goals that we can directly influence or control is where the county should look.

Dedicated funds for public safety seemed like it was a better fit under some of the other Focus Goal Areas, specifically Public Safety, and would not provide overall stability to the entire county. This would not completely fix the structural deficit.

Fostering community partnerships, the group believes this is addressed with the current focus area. Resources include other governmental agencies & partnerships to find the most efficient way to serve the community.

Existing Resources: The group discussed studies and reports from prior years created in the interest of long-term financial stability for the county. Most are available on County website:

- April 1998: Future Focus Task Force found "the present level of funding is not adequate to address the local crime and prosecution problem or the current lack of offender holding space." Task force recommendations included developing a long-range strategic plan to address delivery of government services, and supported a public safety levy/formation of a special law enforcement district.
- March 2001: Lane County Strategic Plan 2001 identifies strategies for revenue development, resource planning and allocation, service improvement and performance management. The plan states, "The County's highest funding priority will be those services that are effective in addressing the immediate and critical life and health safety needs of our citizens."
- 2004: Service Stabilization Task Force concluded that "the County has a significant gap between resources... and the cost of continuing to operate as a general purpose government."
- July-Sept 2005: The Public Safety Task Force considered several options to stabilize revenue including: personal and corporate income tax, retail sales tax, gross receipts tax, restaurant tax, business license tax, amusement and entertainment tax, public safety special district and local option property tax levy.
- August, 2005: "Alternative Revenue Sources", prepared for Lane County by Chastain Economic Consulting, outlines a variety of tax structures available to Lane County
- January, 2009: Governor's Task Force on Federal Forest Payments and County Services. This document contains a section titled "What Counties, County Taxpayers Can Do to Help Themselves".

Attachment E