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TO:	Board of County Commissioners
DEPARTMENT:	County Administration
PRESENTED BY:	Judy Williams, Strategy and Integration Manager
DATE:	December 17, 2019
AGENDA ITEM TITLE:	ORDER/ In the Matter of Adopting the Revised 2018-2021 Lane County Strategic Plan

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I. MOTION Move to adopt the Revised 2018-2021 Lane County Strategic Plan

II. AGENDA ITEM SUMMARY

A Board retreat was conducted on September 11, 2019 and a facilitated priority discussion took place on October 30, 2019 in order to provide feedback and establish priorities from the full Board. A draft revision of the 2018-2021 Lane County Strategic Plan was presented on December 11, 2019. This Board Order officially adopts the revision with minor edits from the December 11, 2019 Board work session.

III. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

In December of 2017, after thorough review, including background research, interviews, and follow up reference checks, we signed a contract with Portland State University to complete strategic planning services for Lane County.

From December to late January we conducted four focus groups with employees; had a Strategic Plan kickoff meeting with the Board of Commissioners, department directors, and other key management staff; launched an employee and community survey; and conducted open houses. A summary of all of the feedback received is available on our website at [www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan)

On February 27, 2018, the Board received a Draft 2018-2021 Lane County Strategic Plan. The Draft Plan incorporated feedback received from Lane County employee and community members in the various input opportunities made

available. The Board gave some additional feedback at this time. On March 20th, the Board of Commissioners received a Final Draft with all feedback incorporated and approved the 2018-2021 Lane County Strategic Plan. 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.

On December 11, 2019, a draft of the Revised 2018-2021 Lane County Strategic Plan was presented. The Board had minor adjustments to the Plan.

B. Policy Issues

There are no policy issues with this update.

C. Board Goals

The Revised 2018-2021 Lane County Strategic Plan has significant impacts to the County Goals as it sets the framework with what the established Countywide priorities and objectives are. Future countywide board agenda memorandums should reflect how they are linking their work back to the Lane County Strategic Plan.

D. Financial and/or Resource Considerations

There are no financial implications of this report back. Enhancing fiscal resilience is an initiative under this Plan.

E. Health Implications

Health priorities and initiatives have been woven throughout the Strategic Plan and individual work plans.

F. Analysis

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.

## Minor Adjustments Made

Staff made minor adjustments to the Revised Plan based on feedback from the December 11<sup>th</sup> Board Work Session. Specifically, 1.d.3 was added to call out the work on the Behavioral Health crisis center. 2.a.4 was adjusted slightly to add the words “starting with Capital Projects” and “full family health benefits”. Activity area 2.b.1 was adjusted to add the word “implement”. Activity Area 3.c.3 was adjusted to remove the words “Identify and develop” and replace it with “Develop and construct”. Finally, 4.b.1. was adjusted to replace “workplace health” with “workforce health”.

A discussion took place on whether to add an activity area for healthy civic engagement under 4.c. After a discussion, staff recommended that with the work that is soon to be underway to develop an equity lens, additional engagement focus and tools would soon be established. These tools could enhance all areas of community engagement. In addition, a work session on community engagement will be coming after the start of the New Year. That work session will help speak to what we are currently doing and what we could be doing.

IV. RECOMMENDATION

Move to adopt the Revised 2018-2021 Lane County Strategic Plan.

V. TIMING/IMPLEMENTATION

The Board of Commissioners will continue to get quarterly updates on the progress of the Strategic Plan.

VI. FOLLOW-UP

Staff will be bringing quarterly updates to the Board of Commissioners.

ATTACHMENTS

	Board Order
Attachment A	The Revised 2018-2021 Lane County Strategic Plan

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO:

In the Matter of Adopting the Revised 2018 -  
2021 Lane County Strategic Plan

**WHEREAS**, the Board of Commissioners recognize the need to proactively plan for Lane County with a shared vision, mission, values and strategic initiatives; and

**WHEREAS**, the Board of Commissioners decided to initiate strategic planning including the revision of the County's vision, mission, values, priorities and the establishment of key strategic initiatives; and

**WHEREAS**, the Board of Commissioners decided the County's Strategic Plan should include specific, measurable initiatives; and

**WHEREAS**, four (4) focus groups were conducted in December of 2017, with employees and community members to gather feedback on the prior Strategic Plan's strengths and weaknesses, and to gain insight into upcoming challenges and opportunities for Lane County; and

**WHEREAS**, the Board of Commissioners held a Strategic Planning kickoff session with our Management Team on January 3, 2018; and

**WHEREAS**, two (2) surveys were created and administered; an employee survey and a community survey (a Spanish version was also available) and

**WHEREAS**, the Board of Commissioners held a work session on January 24, 2018 to receive a presentation on the drivers of change that are likely to impact the discussions and focus over the next few years and discuss the draft framework of the 2018 – 2021 Strategic Plan; and

**WHEREAS**, three (3) open houses were held for Lane County employees and the community between January 24-25, 2018

**WHEREAS**, the Board of Commissioners received a draft of the 2018-2021 Lane County Strategic Plan on February 27, 2018 that incorporated feedback from all of the avenues of employee and community input mentioned above, and

**WHEREAS**, the Board of Commissioners adopted the 2018-2021 Lane County Strategic Plan on March 20, 2018, and

**WHEREAS**, the Board of Commissioners welcomed two new commissioners in January 2019, and later conducted a Board retreat on September 11, 2019 and a facilitated prioritization session on October 30, 2019 to discuss the Board's priorities, and

**WHEREAS**, the Board of Commissioners received a revised draft of the 2018-2021 Lane County Strategic Plan on December 11, 2019, and

**NOW, THEREFORE**, the Board of County Commissioners of Lane County **ORDERS** as follows:

1. Adoption of the revised **Vision:** *Lane County is the best county in which to live, work, and play*
2. Adoption of the **Mission:** *We responsibly manage limited resources to deliver vital, community-centered services with passion, drive, and focus*
3. Adoption of the **Purpose:** *To improve lives*
4. Adoption of the **Core Behaviors:** *Passion to serve, Driven to connect, Focused on solutions.*
5. Adoption of the new **Strategic Lenses:** *Financial Stewardship, Equity, Collective Impact*
6. Adoption of the **Priorities:**
  - Safe, Healthy County
  - Vibrant Communities
  - Robust Infrastructure
  - Our People and Partnerships
7. Adoption of Revised 2018-2021 Lane County Strategic Plan

**ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 2019.

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Pete Sorenson, Chair  
Lane County Board of Commissioners

APPROVED AS TO FORM

Date\_\_\_\_\_

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LANE COUNTY OFFICE OF LEGAL COUNSEL



# **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.

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## 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.	<ol style="list-style-type: none"> <li>1. Convene, sponsor, and implement a collaborative affordable housing action plan</li> <li>2. Implement the 10 Housing and Shelter recommendations from the TAC Report</li> <li>3. Plan and implement winter shelter strategies</li> </ol>	Steve Mokrohisky  Steve Manela  Steve Manela
b. Increase access to prevention and treatment services and develop programs and policy focused on behavioral health, community health, and youth.	<ol style="list-style-type: none"> <li>1. Expand access to primary care, behavioral and oral health care in all areas with an emphasis on service to rural areas</li> <li>2. Implement the Community Health Improvement Plan</li> </ol>	Ron Hjelm / Pauline Martin  Karen Gaffney
c. Maintain and enhance public safety funding and service delivery, focusing on improvements to services in outlying and rural areas.	<ol style="list-style-type: none"> <li>1. Collaborate with public safety partners to further the Lane County Community Public Safety Repair Plan</li> </ol>	Sheriff Harrold
d. Pursue effective diversion, corrections, probation, and parole programs and practices to reduce detainment and incarceration in youth and adults.	<ol style="list-style-type: none"> <li>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</li> <li>2. Collaborate across public safety and human services to improve behavioral health, homelessness and the public safety system</li> <li>3. Establish a Behavioral Health Crisis Center</li> </ol>	Donovan Dumire/ Suzanne Hughes  Lieutenant Rice Pauline Martin/ Steve Manela Pauline Martin
e. Reduce fatalities and severe injuries on County roads	<ol style="list-style-type: none"> <li>1. Enhance transportation safety in Lane County through engineering, education and enforcement</li> </ol>	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.	<ol style="list-style-type: none"> <li>1. Evaluate and embrace partnership opportunities to increase broadband access in rural communities</li> <li>2. Implement the rural economic development plan, including identifying investments in rural community priority projects</li> <li>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.</li> <li>4. Develop and implement a policy for community benefits starting with Capital Projects to ensure development projects maximize local impact, especially, with regard to promoting the use of local businesses, contractors, and workers; living wages and full family health benefits; prioritize diversity and equity in the workforce; incorporate sustainability objectives; utilize state or federally approved training and apprenticeship opportunities for community members.</li> </ol>	<p>Austin Ramirez</p> <p>Austin Ramirez</p> <p>Austin Ramirez</p> <p>Mike Penwell / Jim Chaney</p>
b. Protect and enhance our natural and built environments.	<ol style="list-style-type: none"> <li>1. Develop and implement a comprehensive Climate Action Plan for Lane County.</li> <li>2. Pursue programs to reach a 63% waste recovery rate by 2025</li> <li>3. Develop action plans and funding to implement the Parks Master Plan</li> <li>4. Develop programs and resources to improve stormwater management</li> </ol>	<p>Dan Hurley/ Michael Johns Jeff Orlandini</p> <p>Brett Henry</p> <p>Peggy Keppler / Mauria Pappagallo</p>
c. Enhance equity and access in service delivery and representation in governance.	<ol style="list-style-type: none"> <li>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.</li> <li>2. Organize and Implement the Equity 2.0 plan and support the Government Alliance on Race and Equity (GARE) cohort</li> <li>3. Operationalize greater service to, understanding of, and acceptance for all people we serve through policy implementation</li> <li>4. Establish procurement processes to advance participation by minority- and woman-owned businesses as well as other disadvantaged firms</li> </ol>	<p>Mo Young / Alana Holmes</p> <p>Mo Young</p> <p>Mo Young</p> <p>Clay Stilwell</p>

### 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>	Alex Cuyler  Steve Mokrohisky Patence Winningham / Greg Rikhoff
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>	Alana Holmes  Mary Miller
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>	Mike Finch