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TO: Board of County Commissioners

DEPARTMENT: County Administration

PRESENTED BY: Steve Mokrohisky, County Administrator, Judy Williams,  
Strategic Planning and Budget Supervisor, Dr. Margaret  
Banyan, Portland State University

DATE: March 20, 2018

AGENDA ITEM TITLE: ORDER/ In the Matter of Adopting the 2018-2021 Lane County  
Strategic Plan

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I. MOTION

Move approval of the Order to Adopt the 2018-2021 Lane County Strategic Plan.

II. AGENDA ITEM SUMMARY

The Board received a presentation on the Draft 2018-2021 Lane County Strategic Plan on February 27, 2018. 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.

BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

In November of 2014, the Board approved the Prior 2014-2017 Lane County Strategic Plan with Board Order 14-10-28-08. Quarterly and annual updates were made to that Plan throughout the years and many objectives and action items were accomplished. Lane County's prior Strategic Plan was successful in that we completed many of our objectives. With our three priorities of a Safe and Healthy County, Vibrant Communities and Infrastructure, we made significant strides in not only these areas but also in our financial health which only happens as you make progress in other areas. With the close of the prior Plan, this new Plan builds upon previous efforts.

In June of 2017, we began a competitive process to solicit proposals for assistance with our new Strategic Plan effort. After further review, it became apparent that we needed to redefine the objectives and solicit a second round of Request for Proposals. 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.

On December 12, 2017, the Board received a final update to the 2014-2017 Lane County Strategic Plan. On December 12th and 13th, four focus groups were conducted with employees and community members. On January 3, 2018, we had a Strategic Plan kickoff meeting with the Board of Commissioners, Department Directors, and other key management staff. On January 8, 2018, we launched an Employee Survey. On January 22, 2018, we released a Community Survey. A Spanish version of the Community Survey was also made available and we will continue to gather feedback as it is set to close March 1, 2018.

A presentation to the Board in a work session format took place on January 24, 2018. A Draft Framework of the 2018-2021 Plan was presented to the Board. Following that presentation, open houses for both Lane County staff and the community were conducted on January 24<sup>th</sup> and January 25<sup>th</sup>. All of the data from the focus groups, surveys, work sessions and open houses were incorporated into this Draft Plan.

On February 27, 2018, the Board received a presentation on the Draft 2018-2021 Lane County Strategic Plan on February 27, 2018. 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. The Spanish version of the community survey was open until March 1, 2018. Additional work was still needed on the measurement piece.

The final version of the 2018-2021 Lane County Strategic Plan, found in Attachment A, incorporates additional feedback received.

The changes that were made since the Draft Plan were as follows:

- Incorporate any additional feedback from Spanish version of community survey (0 surveys received)
- Updated Outcome measures
- Updated one-pager
- Updated logo
- Formatting changes

B. Policy Issues

There are no policy issues.

C. Board Goals

This presentation on the 2018-2021 Lane County Strategic Plan has significant impacts to the County Goals as it's providing the framework and level of detail needed to set new Countywide priorities and objectives. Once this Plan is adopted, all future Board memorandums over the next three years should address these newly adopted goals and priorities.

D. Financial and/or Resource Considerations

There are no financial implications of this item. Enhancing fiscal resilience is an imitative under this Draft Plan.

E. Health Implications

Health priorities and initiatives have been woven throughout the Draft Plan. In addition, we capture the five Community Health Improvement Plan priorities that were adopted by the Board.

F. Analysis

The development of the 2018-2021 Lane County Strategic Plan involved a considerable amount of employee and public engagement. Throughout the process, we used focus groups, employee and community surveys, open houses, and employee and public meetings to gather data. It allowed us to get a sense of what the County is proud of, what it has achieved, how it uses its existing Plan, and what the future challenges and opportunities may be. The process asked participants for input on how the Plan should measure success and keep employees and the public informed.

We also looked at key drivers; our growing aging population, economic transitions, our behavioral health crisis, environmental disruptions, and political uncertainties. These are explained in further detail in Attachment A, page 6.

To meet the needs of residents over the next three years, Lane County has identified four Strategic Priorities:

- Safe, Healthy County
- Vibrant Communities
- Robust Infrastructure
- Our People & Partnerships

Each of these Priorities have Key Strategic Initiatives and Key Activity Areas identified. These are outlined in detail in Attachment A on pages 9-13.

Finally, the Plan outlines how we will incorporate measuring for outcomes in this Plan.

The final version of the 2018-2021 Lane County Strategic Plan, found in Attachment A, incorporates additional feedback received.

The changes that were made since the Draft Plan were as follows:

- Incorporate any additional feedback from Spanish version of community survey (0 surveys received)
- Updated Outcome measures
- Updated one-pager
- Updated logo
- Formatting changes

G. Alternatives/Options

The Board could do the following:

1. Adopt the Strategic Plan as is
2. Give staff further direction to incorporate minor adjustments to the Plan, to be brought back under Consent Calendar (if minor changes were desired)
3. Give staff further direction to bring back this item to incorporate more substantial changes

III. RECOMMENDATION

Staff recommends that the Board adopt the attached 2018-2021 Lane County Strategic Plan.

IV. TIMING/IMPLEMENTATION

Once the Plan is adopted, a Communication Plan for the new Strategic Plan will commence.

V. FOLLOW-UP

Staff will be bringing quarterly or biannual updates to the Board of Commissioners. In addition, staff will hold annual work sessions with the Board to review progress, key strategic initiatives and key activity areas.

VI. ATTACHMENTS

	Board Order
Attachment A	2018-2021 Lane County Strategic Plan
Attachment B	Report summary of the Focus Group Discussions
Attachment C	Report summary of the Kickoff Session
Attachment D	Report summary of the Employee Survey results
Attachment E	Report summary of the Community Survey results
Attachment F	Report summary of the Open Houses

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO:

In the Matter of Adopting the 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.

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

1. Adoption of the updated **Vision**: *Lane County is recognized as the best county in which to live, work, and play*
2. Adoption of the updated **Mission**: *We responsibly manage limited resources to deliver vital, community-centered services with passion, drive, and focus*
3. Adoption of the new **Purpose**: *To improve lives*
4. Adoption of the updated **Values**: *Integrity, Excellence, Equity and Respect*

5. Adoption of the new **Core Behaviors:** *Passion to serve, Driven to connect, Focused on solutions.*

6. Adoption of the updated **Priorities:**

- Safe, Healthy County
- Vibrant Communities
- Robust Infrastructure
- Our People and Partnerships

7. Adoption of 2018-2021 Lane County Strategic Plan

**ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 2018.

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Jay Bozievich, Chair  
Lane County Board of Commissioners

APPROVED AS TO FORM

Date \_\_\_\_\_

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LANE COUNTY OFFICE OF LEGAL COUNSEL



# Lane County Strategic Plan 2018-2021



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

### **Our Vision**

Lane County is recognized as 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

### **Values**

Integrity

Excellence

Equity and Respect

### **Core Behaviors**

Passion to serve

Driven to connect

Focused on solutions

### **Motto**

Lane County Proud

This strategic plan describes the actions that Lane County will take over the next several years to pursue our vision, fulfill our mission, and accomplish our purpose.

Our values describe the way in which we deliver services and work with residents and our partners. Integrity includes being Open, Honest and Accountable. Excellence describes our drive to be the best. Equity means equal access to resources and opportunities and Respect means concern for community wellbeing.

Our core behaviors are the standards to which we hold ourselves accountable to each other and to the people that we serve.



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## Strategic Planning in Lane County

Strategic planning in Lane County is similar to other communities in that the process is evolutionary. As the organization learns what works and what does not, it adapts and changes. In part, this is because as objectives are achieved, the County and community changes.

This plan builds upon previous efforts that have established a strong foundation for achieving Lane County's mission.

The 2014-2017 Plan established Strategic Priorities in the areas of a Safe and Healthy County, Vibrant Communities, and Infrastructure. It was under this plan that the County tracked a wide variety of initiatives and tasks. The County was able to make significant strides in important areas. These included:

- Created long term financial stability by structurally balancing the budget
- Renewed the Public Safety Levy with a 73 percent approval rate from voters to continue to fund a minimum of 255 local adult jail beds and additional services for youth offenders
- Achieved the first phase of the 10-year Public Safety Plan
- Completed the first round of Community Health Improvement Plan priorities and began work on the 2<sup>nd</sup> round of CHIP priorities.
- Established the Equity and Access Task Force, Advisory Board and program within Lane County
- Moved forward on expanding recruitment efforts, workforce development and celebrating the successes of our employees
- Adopted our first-ever Transportation Safety Action Plan designed to help reduce the number of fatalities on Lane County roads through education, engineering and enforcement.
- Launched the Parks Master Plan Task Force

- Successfully advocated in the Oregon Legislature for the new Transportation Package which provides millions of dollars for road improvements - helping us better maintain our 1,440 miles of County roads and hundreds of bridges
- Increased our Bond Rating to Aa2, a historically high level for Lane County

For a comprehensive inventory and summary of accomplishments, see the Lane County 2014-2017 Strategic Plan Final Update that was presented to the Board of County Commissioners on December 12, 2017.



This 2018-2021 Strategic Plan builds upon the important work it accomplished in the previous planning period.

To accomplish this, Lane County engaged the Center for Public Service at Portland State University to facilitate a process that would both build upon and move the county into a strategy for the next three years.

Three guiding questions were used to identify priorities and activities for the current planning process:

- What has changed in the previous three years that the County must respond to?
- What new initiatives or tasks will strategically position the County to achieve its goals?
- How do we measure the accomplishment of our goals in a way that will inform our future decisions?

Answering these questions provided a framework for this next Strategic Plan. Through an iterative process, sharing ideas and priorities with departments, leadership, and the public, the resulting plan recognizes that the future of Lane County depends on a committed team that works in partnership to innovate and achieve results.



## The Process

The development of the 2018-2021 Lane County Strategic Plan involved a considerable amount of employee and public engagement.

Throughout the process, we used focus groups, employee and community surveys, open houses, and employee and public meetings to gather data. It allowed us to get a sense of what the County is proud of, what it has achieved, how it uses its existing Plan, and what the future challenges and opportunities may be.

The process asked participants for input on how the Plan should measure success and keep employees and the public informed.

We gathered data from

- 25 attendees at focus group meetings
- Over 653 employees survey responses; 335 complete responses<sup>1</sup>
- Over 792 community survey responses; 303 complete responses
- 48 employees and 5 public attendees at the open houses

This Strategic Plan reflects their input.

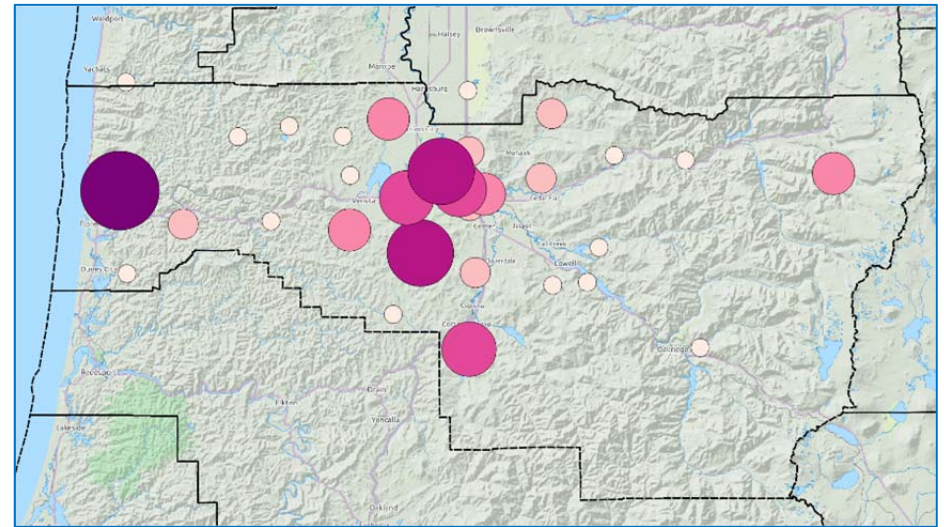


Figure 1: Community Survey Response Geographic Distribution

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<sup>1</sup> Survey responses count those who opened the survey link. Approximately 335 employees completed the entire survey, meaning that they completed most questions throughout. Similarly, there were approximately 303 complete survey responses from the community.



## Drivers of Change

Regularly updating a strategic plan allows communities to think about significant changes, or drivers, likely to impact the accomplishment of goals in the next several years. Drivers for this plan were identified throughout the process. They were specifically addressed in the focus groups' SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and in the project kick-off. Additional research and analysis put these drivers into context.

The purpose of including these drivers of change is to provide clarity and focus for **Key Strategic Initiatives (KSI)** and **Key Action Areas**. These drivers were highlighted because of the strength and breadth of their impact on one or more of the County's Strategic Priorities.

- **Growing, Aging Population.** The population in Lane County will continue to grow over the life of this plan. The most significant source of population growth is in-migration, or new residents that have come into the community. As the County grows, the proportion of residents over 70 years of age will increase. As a result, additional demand will be placed on services for all residents, but more specifically, those who are aging.
- **Economic Transitions.** The County is experiencing shifts in its economic conditions that deserve monitoring. While median income is growing and recovering from the 2008-09 economic downturn, income inequality has increased. The County is also experiencing a sector shift. By 2015 all other jobs had recovered from the recession, except those in manufacturing. At the same time, there are exciting possibilities, such as the establishment of the Phil and Penny Knight Campus for Accelerating Scientific Impact. This shift has broad ranging implications for economic development and living wages for residents in urban and rural areas.

- **Behavioral Health Crisis.** While 89.5 percent of people in the county are insured, the problems of substance abuse and mental health are growing. Coupled with a lack of treatment capacity, access to care, and changes in state funding have caused a crisis in behavioral health. This confluence of factors has widespread implications across the community.
- **Environmental Disruptions.** Environmental disruptions, such as decreasing summer river flows, increased sea level rise for coastal communities, and increasingly catastrophic wildfires have implications for hazard mitigation and response. In addition, there is a possibility of increased population due to in-migration as people seek to escape other parts of the United States that are subject to more significant climate risks.
- **Political Uncertainties.** Lane County has had to deal with the problems associated with declining Federal revenues for some time. Still, there are uncertainties at the Federal and state levels related to changing federal policy and budget priorities, uncertainty in healthcare funding, and ongoing pressures on the Public Employees Retirement System (PERS). These uncertainties are likely to impact one or more of the County's Strategic Priorities and create the need to monitor changes.



## Plan Overview and Structure

This Plan recognizes that accomplishing the vision requires Lane County to have the tools to organize and focus its efforts. As a result, this plan outlines four broad **Strategic Priorities**, actionable **Key Strategic Initiatives**, task-oriented **Key Action Areas**, and clear **Measurement Tools**.

What is new and exciting in this 2018-2021 Plan is that it embraces the core idea that partnerships internal and external to Lane County are essential to success. We call this: Our People and Partnerships. It recognizes that the fundamentals of the organization must be in place for the County to accomplish its Strategic Priorities. These fundamentals are financial, operational, and employee centered.

From the broadest perspective, all of the work of Lane County's departments falls under one or more of these Strategic Priorities. All of our work helps to advance our vision of Lane County as the best place in which to live, work, and play.

When we looked at our challenges and opportunities, we recognized that additional focus on our Key Strategic Initiatives will make a big impact on our priorities. Likewise, there are Key Action Areas that departments are pursuing that are or should be aligned with these Key Strategic Initiatives. Because Lane County is a large organization full of innovative and creative staff, our departments will use the Key Action Areas as a starting point to pursue actions based on the Key Strategic Initiatives that will contribute to the Strategic Priorities.

By taking bold steps to measure whether we are achieving our goals, we will better understand the outcomes of our work. New to this Strategic Plan is a structure of implementation where departments will create alignment with their specific work plans. These work plans should be designed to pursue actions that support the Key Strategic Initiatives and measure outputs through Key Action Areas.



## Strategic Priorities

To meet the needs of residents over the next three years, Lane County has identified four Strategic Priorities. Through employee and community input, these Priorities reflect areas of focus that will best accomplish the vision of Lane County. They are overlapping, multidimensional, and synergistic. Improvements in one area may result in achieving other objectives. For example, improvements in access to mental health treatment may result in reduced recidivism and less financial pressure on the Jail.

Each Strategic Priority includes an Objective Statement that outlines the direction of the Priority, Key Strategic Initiatives, and Key Action Areas.

The relationship among these priorities is expressed in the Lane County Strategic Plan graphic below.





## Strategic Priority 1: Safe, Healthy County

Strategic Priority	Key Strategic Initiative	Key Activity Area
<b>1. Safe, Healthy County</b>  <i>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.</i>	a. Increase housing options for residents to reduce the incidence of homelessness and increase affordability.	<ul style="list-style-type: none"> <li>• Convene, sponsor, and implement a collaborative multi-jurisdictional affordable housing action plan</li> <li>• Identify and implement programs for supportive housing, short-term transitional housing, and long-term and permanent solutions to address homelessness</li> </ul>
	b. Increase access to prevention and treatment services and develop programs and policy focused on behavioral health, community health, and youth.	<ul style="list-style-type: none"> <li>• Identify and enhance programs to address food security and access to healthy food</li> <li>• Identify land use policies and investments that promote rural neighborhood/community development and support physical activity</li> <li>• Expand access to primary care and behavioral health care in all areas with an emphasis on service to rural areas</li> </ul>
	c. Maintain and enhance public safety funding and service delivery, focusing on improvements to services in outlying and rural areas.	<ul style="list-style-type: none"> <li>• Work towards Phase II of the 10-year public safety plan</li> <li>• Pursue the next steps for the formation of a public safety district by working on a Metro Plan Amendment</li> </ul>
	d. Pursue effective diversion, corrections, probation, and parole programs and practices to reduce detainment and incarceration in youth and adults.	<ul style="list-style-type: none"> <li>• Research, design, and implement evidence-based and programmatically sustainable practices to reduce recidivism, divert entry, and manage programs in the youth and adult corrections and parole / probation systems</li> <li>• Emphasize collaborative efforts across public safety, treatment, and human services to address behavioral health issues in the public safety system</li> </ul>

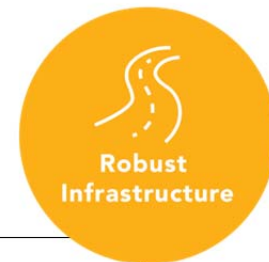




## Strategic Priority 2: Vibrant Communities

Strategic Priority	Key Strategic Initiative	Key Activity Area
2. Vibrant Communities  <i>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.</i>	a. Invest in a resilient, diverse, and sustainable regional economy.	<ul style="list-style-type: none"> <li>Evaluate and embrace partnership opportunities to increase broadband access in rural communities</li> <li>Implement the rural economic development plan, including identifying investments in rural community priority projects</li> <li>Support investments to create economic development that leads to jobs with incomes above the median wage</li> <li>Partner with private and public organizations to support existing traded sector business retention and expansion along with new traded sector business recruitment that complement Lane County's unique natural environment and intellectual capital</li> <li>Monitor and embrace economic development and business innovation opportunities related to the University of Oregon Phil and Penny Knight Campus for Accelerating Scientific Impact</li> <li>Advocate for economic development tools and opportunities at the local, state and federal level</li> <li>Actively engage and support the Sector Strategies Initiatives related to Technology, Food &amp; Beverage Manufacturing, and Advanced Wood Products</li> </ul>
	b. Pursue programs and practices that reduce impacts on and leverage the natural environment to enhance livability and economic development.	<ul style="list-style-type: none"> <li>Evaluate and implement regulatory or programmatic solutions to address market and land use conflicts related to marijuana legalization</li> <li>Maintain and improve air quality, water quality, waste management, land use and parks by identifying resources and stewardship planning in the areas of 1) transportation 2) facilities, 3) waste management and 4) procurement</li> <li>Improve existing park grounds and create partnerships to invest in infrastructure</li> <li>Market Lane County parks as a destination for residents and visitors</li> </ul>
	c. Enhance equity and access in service delivery and representation in governance.	<ul style="list-style-type: none"> <li>Implement our Equity and Access Plan, including improved access to services for underrepresented communities and engagement with community partners</li> <li>Promote greater understanding and acceptance for all people based on the unique background, culture and diversity of our employees and the people we serve</li> <li>Establish procurement processes that enables Lane County to actively</li> </ul>

Strategic Priority	Key Strategic Initiative	Key Activity Area
		encourage participation by minority- and woman-owned businesses (as well as other disadvantaged firms)



## Strategic Priority 3: Robust Infrastructure

Strategic Priority	Key Strategic Initiative	Key Activity Area
3. Robust Infrastructure  <i>Focus on strategic infrastructure maintenance and investments that have the highest return for safety, vibrant communities, and long term environmental benefit.</i>	a. Enhance safe transportation facilities and operations	<ul style="list-style-type: none"> <li>• Create a Bike/Pedestrian Plan for Lane County that includes Safe Routes to Schools</li> <li>• Pursue the collaborative model of engineering, education and enforcement to address transportation safety in Lane County</li> </ul>
	b. Maintain existing facilities and identify efficiencies in capital assets	<ul style="list-style-type: none"> <li>• Maintain safe infrastructure, including county roads, bridges, parks, and buildings</li> <li>• Create and implement a countywide Capital Improvement Plan</li> <li>• Create a Capital Management Plan that addresses space allocation planning and the most efficient and effective uses for County owned property (active and surplus)</li> <li>• Develop a Lane County Events Center Business Plan to maximize flexibility, attract new events and increase revenue</li> <li>• Adopt and implement a new Parks Master Plan</li> </ul>
	c. Fund and develop new facilities that support safety and livability	<ul style="list-style-type: none"> <li>• Complete funding and construction of the new Court house</li> <li>• Pursue a new location for Adult Parole and Probation and renovate the existing facility to expand the Community Corrections Center</li> </ul>



## Strategic Priority 4: Our People and Partnerships

Strategic Priority	Key Strategic Initiative	Key Activity Area
4. People and Partnerships  <i>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.</i>	a. Pursue strategies to enhance fiscal resilience and operational effectiveness	<ul style="list-style-type: none"> <li>Align departmental work plans with 2018-2021 Strategic Plan</li> <li>Support effective core operational services, such as Technology Services and Assessment and Taxation</li> <li>Pursue efforts to maintain a structurally balanced budget</li> <li>Coordinate and advocate for Lane County's interests in Salem and Washington, DC; seek to secure state and federal funding and move forward with the Board-approved legislative priorities</li> <li>Complete performance audits to identify successes and solutions to improve services</li> <li>Pursue opportunities for efficient service delivery models, such as one-stop services</li> <li>Develop and embrace internal cost controls to reduce expenses</li> <li>Enhance emergency preparedness and the Continuity of Operations Planning (COOP) within Lane County</li> <li>Create a Countywide workforce plan that focuses on knowledge management, organizational resilience, and identifies areas for employee professional development and training</li> </ul>
	b. Enhance employee engagement and resilience	<ul style="list-style-type: none"> <li>Identify and implement opportunities for employee engagement pursuant to areas identified in workforce planning process</li> <li>Identify and implement opportunities for employee wellness</li> <li>Align core values and behaviors in recruitment, performance evaluation processes, and trainings</li> </ul>
	c. Embrace internal and external partnerships to leverage and extend county goals	<ul style="list-style-type: none"> <li>Enhance reporting and data availability for internal and external use in the areas of health, safety, economy, and environment</li> <li>Collaborate, share tools, and enhance communication with internal and external partners</li> <li>Plan, develop, and implement a collaborative and decentralized approach to Strategic Plan monitoring and reporting</li> </ul>

# Putting it Together

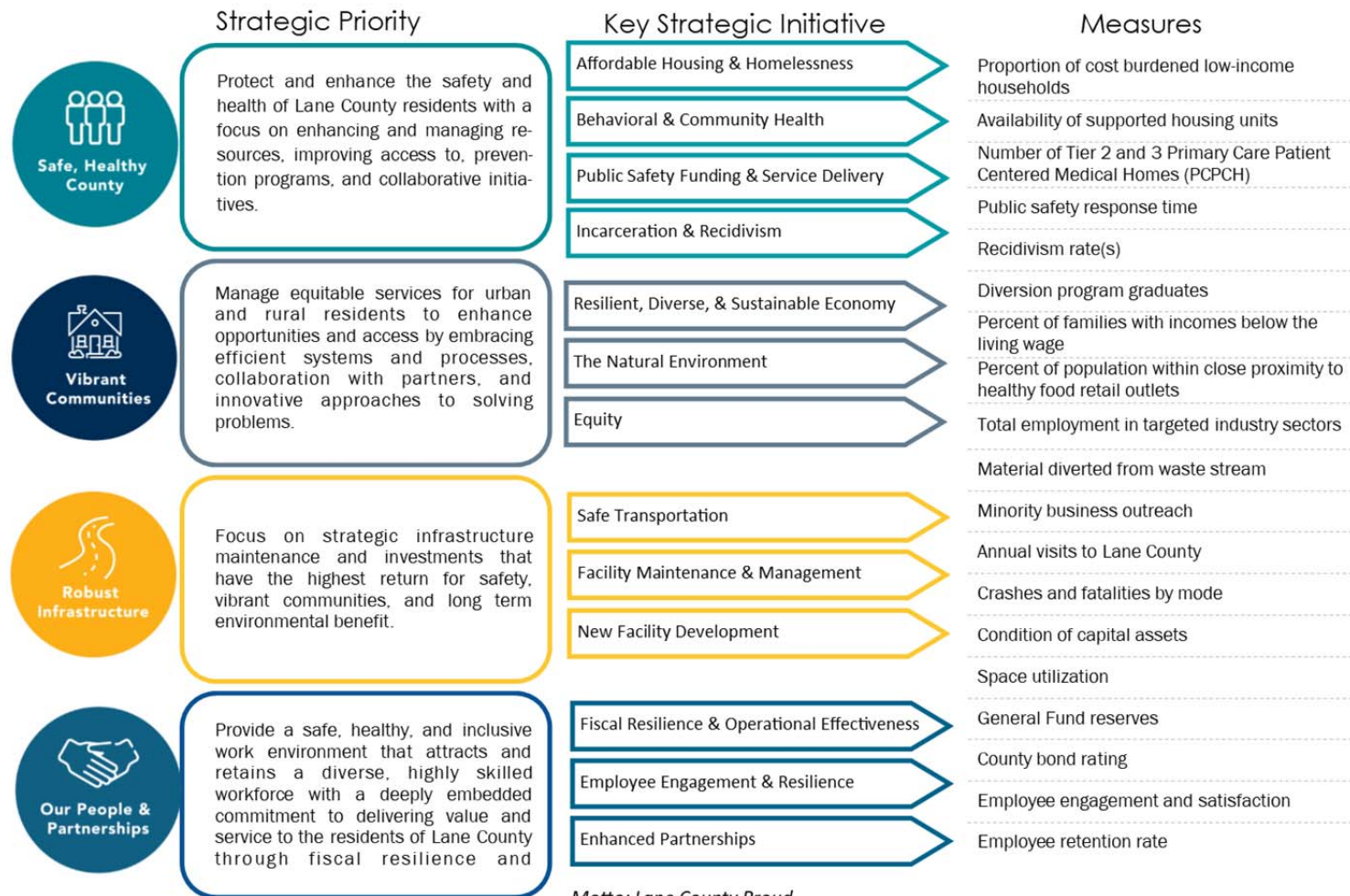
## Lane County Strategic Plan 2018-2021

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

**Mission:** We responsibly manage limited 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



*Motto: Lane County Proud*

## Measuring Success

The 2014-2017 Strategic Plan focused on measuring outputs. That is, the focus was on a careful and exhaustive documentation of the accomplishments of action items. This was valuable in that it allowed for accountability of the work that was being produced within the context of the Plan. However, the comprehensive nature of the approach didn't allow for a quick assessment of outcomes or results. Throughout the development of this 2018-2021 Strategic Plan, participants requested a process that could quickly communicate outcomes.

This 2018-2021 Strategic Plan takes a different approach in measuring outputs and outcomes in a 'nested' process. The goal is to create accountability for the work being produced (outputs) and whether that work is making a difference (outcomes).

### Measuring Outputs

Measuring outputs is an important task that can take place at both a departmental level and a higher Strategic Plan level. As departments align their individual work plans with the Strategic Priorities and Key Strategic Initiatives, they will be better able to track outputs or activities consistent with the 2018-2021 Strategic Plan. At the higher Strategic Plan level, the County can document outcomes in the Key Activity Areas.

### Measuring Outcomes

Measuring outcomes will take place at the Key Strategic Initiative level. However, because there is significant overlap and synergy among the Strategic Priorities, measuring outcomes means that the County recognizes the following:

- The Key Strategic Initiatives may be impacted by more than the work of the County. Policy at the State or Federal levels or the overall state of the economy, may impact progress in one or more KSI
- Measuring outcomes assesses the cumulative work of departments within the County

Despite that the County is not in control of all the causal factors that impact a KSI, it is nevertheless important to measure. First, measuring

outcomes is a learning tool that will allow the County to reassess its strategy on a periodic basis. Second, measuring outcomes allows the County to report progress through a quick scorecard approach that captures the comprehensive work of the organization.

The Strategic Priority, Our People and Partnerships, includes a Key Action Area that anticipates a transition from the current approach to a more decentralized and collaborative measurement system. The following recommendations outlines this process:

- Outcomes measurement should take place at the Strategic Plan level and capture progress in the KSI's
- Involving the community in periodically assessing outcome data and working with County staff to develop the meaning and implications of the data may be a valuable approach
- The planning, development, and implementation for a more decentralized monitoring and tracking system may require the County to be in a transitional period for the first year of the Plan





## Metrics

The following metrics address each area of the four **Key Strategic Priorities**.

Priority Area	Measure	Source	Lead
Safe, Healthy County	Proportion of cost burdened low-income households	LC Health Mapping -CHIP	Lise Stewart
	Availability of supported housing units	CHIP	Lise Stewart
	Number of Tier 2 and 3 Primary Care Patient Centered Medical Homes (PCPCH)	CHIP	Doug Daniell
	Public safety response time	LCSO	Sheriff Trapp
	Recidivism rate(s)	LCOG-PSCC	Susan Sowards
	Diversion program graduates	LCSO	Cpt. Buckwald
Vibrant Communities	Percent of families with incomes below the living wage	ACS, MIT	Sarah Means
	Percent of population within close proximity to healthy food retail outlets	LC Food Mapping	Sarah Means
	Total employment in targeted industry sectors	LC Eco Dev	Sarah Means
	Material diverted from waste stream	PW, General Svcs	Michael Johns
	Minority business outreach	LC Procurement	Stephen Nelson
	Annual visits to Lane County	Travel Lane County	Sarah Means
Robust Infrastructure	Crashes and fatalities by mode	LCPW	Dave Reesor
	Condition of capital assets	LC Parks Def. Maint. / Pavement Condition Index	Charlie Conrad / Orin Schumacher / Other
	Space utilization	LC Capital Mgmt	Capitol Projects Mgr
Our People and Partnerships	General Fund reserve percent	LC Budget	Christine Moody
	County bond rating	LC Finance	Robert Tintle
	Employee engagement and satisfaction	LCHR & NES	Aaron Rawlins
	Employee retention rate	LCHR	Aaron Rawlins
Community Health Improvement Plan (CHIP), Lane County Sheriff's Office (LCSO), Lane Council of Government (LCOG), Public Safety Coordinating Council (PSCC), American Community Survey (ACS), Massachusetts Institute of Technology (MIT), Lane County Public Works (LCPW), Lane County Human Resources (LCHR) National Employee Survey (NES)			

## Conclusion

This 2018-2021 Strategic Plan focuses on the areas that Lane County will pursue as a way to deliver on our vision for the residents of Lane County. To meet these challenges, we know that the basis of our efforts lies in leveraging our people and partnerships to achieve our Strategic Priorities. We also recognize that the quality and commitment of our staff is essential to a shared future where Lane County is the best place in which to live, work, and play. Thank you to all who were involved in its development.



### Acknowledgements

#### **The Citizens of Lane County OR**

##### **Lane County Board of County Commissioners**

Jay Bozievich, District 1

Sid Leiken, District 2

Pete Sorensen, District 3

Pat Farr, District 4

Gary Williams, District 5

##### **County Administration & Staff**

Steve Mokrohisky

Judy Williams

Lane County Employees

##### **Consulting Team**

Center for Public Service at Portland State  
University



## Lane County Strategic Plan Focus Group Synthesis and Report

Four focus groups were conducted as part of the data collection for the Lane County Strategic Plan. These took place over the course of two days, December 12-13, 2017. The composition of the groups was designed to collect stakeholder data from both the internal (employee) and external (community) perspective. The following is a synthesis of the findings from all focus groups. Where there are significant differences among participant groups, it is noted in the text. When referencing the County as an organization “County” is capitalized. When referencing the county as a jurisdiction or geographic area, “county” is not capitalized.

### **Use and Functionality of the Existing (2014-2017) and Future (2018-2021) Strategic Plan**

Participants were asked how they used the current (2014-2017) Strategic Plan (Plan) and to consider gaps to inform the future 2018-2021 Plan. There were several common themes that were highlighted among participants.

#### Transparency & Accountability

Overall, the focus groups considered that the Plan is and should continue to be used to provide for transparency and accountability of the Board of County Commissioners (BCC) and organization overall. Participants noted that the Plan should be measurable and measured to enhance transparency. In addition, participants thought that the Plan was a way to increase trust between the County and citizens, as it is the first level of government for the unincorporated rural areas.

#### Alignment

Participants noted that the Plan serves an alignment function. For some, this means that departments will formalize a connection with the Plan by developing and implementing work plans that are consistent with the goals of the County. This is a top-down use of the Plan where the guidance offered in the document is useful for structuring departmental goals. This guidance is important for those departments that have a broad and discretionary scope. It allows these departments to focus and limit their work to established priorities. A somewhat related idea is that the Plan creates the framework, or opportunity for alignment, with other plans that committees may be responsible for developing. For example, the Plan is helping to inform the development of the Lane County Parks Master Plan.

For others, the Plan offers the opportunity to connect the existing work of the department to the overall goals of the County. This is more of a bottom-up approach, where departments are using the Plan to give context and meaning to their existing work. However, there are instances where departments must provide regulatory or statutory-required services and for which there is no readily identifiable ‘fit’ with the Plan. In these instances, departments must rely on the broader goals identified in the Plan to demonstrate alignment. Several participants noted that the requirement to justify and / or demonstrate alignment with the Plan may be too prescriptive and, as a result, questioned its value for BCC decisions.

#### Reduce Silos

Related to how the Plan is used to align work across the organization, is the idea that Plan creates opportunities for connections across departments. This is apparent where the Plan outlines or identifies goals or initiatives in which more than one department has an interest. For example, developing a transportation plan that improves safety cuts across the areas of transportation and health. Participants noted that the Plan has potential to reduce silos across departments, employees, and jurisdictions.

## Communication

The Plan appears to be used as a means for communication, both internally and externally. Many participants noted that the Plan creates opportunities for departments to communicate more effectively throughout the organization and with the BCC.

## Grantmaking

Participants discussed how the Plan helps in the development of grant applications. Where there are clear priorities for programs or initiatives, departments are better able to tie these to external grants. Moreover, when the department can demonstrate successful implementation of Plan initiatives over time, there is increased success in attracting funds.

## Budgeting and Spending

Participants discussed how the Plan is used as a tool to structure and organize budgeting and spending. In the budgeting process, the Plan serves as a foundation for budget requests during the BCC process. In addition, as spending requests are submitted to the BCC, the Plan provides context for the importance and priority of the request. In this way, the Plan helps to frame the set of realistic expectations related to the limited resources in the County. However, there was some discussion as to whether this is a useful tool for the BCC in making decisions on the budget or in spending.

## Gaps / Needs for Future Plan

- Plan should be measurable, specific, clear and concise
- Current gap between the Plan and implementation (also see the following narrative on organizational / Plan weaknesses)
- Plan should bridge the gap between Lane County and rural areas, recognizing that Lane County is the primary government for the unincorporated areas
- Embrace partnerships as a means to enhance Plan goals (e.g., leverage parks system for enhanced tourism / economic advantage)
- Emphasize healthy communities
- Emphasize public safety issues
- Address conflicts in the Plan (e.g., public safety and limited funding)
- Increase focus on rural (outside Eugene) issues
- Consider the audience for the Plan (public / County government / elected officials)

## Organizational Strengths

Following the discussion on how the Plan is used, the focus groups turned to identifying strengths. Strengths were divided into organizational strengths and jurisdiction-wide strengths. There were several categories of organizational strengths that were apparent in the focus groups. These included staff and leadership, culture, budget and finance, systems and processes, and governance.

### Staff and Leaders

Many participants noted that a distinct strength was the staff and leadership of the County government. Internal and external participants described Lane County staff as capable, creative, positive, forward thinking, innovative, collaborative (internally and externally), and loyal (to one another and to their programs/public).

Focus group participants consistently expressed high value for the leadership of the County Administrator and the team that he has assembled. This was in part, for the strides the County has made

towards greater fiscal resilience and a collaborative and innovate culture (see more below). Others discussed how they valued the contributions of the County's Sheriff and Chief Medical Officer.

#### Culture of Innovation

The staff and leadership of Lane County were credited toward creating a culture of leadership and innovation. This has resulted in an organization that is lean and nimble. Employees feel empowered to innovate, give feedback, and make bold and creative decisions. At the same time, employees make sound decisions based on evidence and are open to community input. High levels of cooperation with other departments and with the community was a notable strength attributed to the County culture. Some members of the external focus group believed that the County's role in coordinating with rural areas was valuable. This culture has created opportunities for the County to be a leader in innovative policy throughout the state.

#### Budget and Finances

Participants in all focus groups discussed the positive strides made in the County's budget and related financial resources. Several focus groups talked about the importance of the jail levy to shore up county funding. Improvements in the budget and finances have been made despite the multiple and overlapping pressures on the budget, including the end of federal timber revenue.

#### Systems and processes

Internal participants discussed the strides that the County has made in streamlining systems and processes that help to create efficiencies and the 'lean and nimble' organization referred to in the focus groups. External participants agreed that the County is well-managed. All participants recognized the process and system advantages associated with the existing Strategic Plan. They valued the one-page overview of the Strategic Plan as being particularly helpful. At least one participant noted that the County's logo is good.

#### Governance

Across all of the focus groups, there was agreement that the current Board of County Commissioners (BCC) was a strength. They noted that the collegiality, collaborative, and constructive dynamic on the current BCC helps to improve the organizational culture and create the synergy necessary to address the challenges faced by Lane County.

### **Jurisdictional / County-Wide Strengths**

Participants noted a number of county-wide strengths and assets. These included political, organizational, natural, geographic, community, and economic.

#### Political Strengths

Participants discussed that Lane County has the advantage of powerful state legislators who have seats on important committees at the state level, including judiciary, labor, and transportation. This is an advantage for current and potential legislation favorable to the County.

#### Organizational

Focus group participants also described the strength of the community's organizational infrastructure. By this they mean that the array of nonprofit, private, and educational institutions in the area offered significant advantages. Across the different sectors, organizations in Lane County are innovative and collaborative, working together to solve problems. An example of this is the 90/30 cross-sectoral initiative, whose goal is to reduce 90% of child abuse and neglect by 2030. Further, the electric

cooperatives, such as EWEB, and the Lane Council of Governments (LCOG) were offered as examples of important partners in improving the health, livability, and economic conditions in the County.

#### Natural / Environmental

All focus group participants agreed that the natural and environmental assets of the County were a significant strength. This included clean water, rivers, forest land, and other open space(s). One participant noted that Lane County was in an environmental ‘sweet spot’, where the climate, geography, and geology create opportunities for residents. Overall, the diversity of natural and environmental resources contributes to livability, recreation, tourism, and economic development.

#### Community Assets

There was broad agreement that there were significant community-related strengths in the County. This included a resident population that has ‘community spirit’. By this, participants meant a community that is engaged, collaborative, and innovative. Participants also noted that the community is highly educated. Other community assets were noted as the County’s quality of life and access to cultural / recreational opportunities. There was agreement among all focus groups that these strengths were beneficial in that they attract qualified employees, businesses, and growth to the area.

#### Economic

The area also has a diverse industrial base that includes technology, timber, and higher education. This base drives a diverse economy. Many noted the significant benefits from the areas’ higher education resources. Participants discussed that the location of the University of Oregon was an important strength. All groups expressed excitement over the new Phil and Penny Knight Campus for Accelerating Scientific Impact that has promise for accelerated economic growth.

### **Organizational Weaknesses**

The discussion then turned to weaknesses from both the organizational and jurisdictional / county-wide perspective. It is common to have strengths and weaknesses in overlapping categories, which was somewhat the case in the focus groups. Organizational weaknesses can be broadly classified into processes and systems, human resources, financial, and service capacity. Participants also discussed important initiatives that should be more explicitly pursued, especially in light of the current Plan’s articulation of them as priorities. These initiatives are incorporated in a later section on the focus groups recommendations for the next 2018-2021 Plan.

#### Systems and Processes

Participants identified gaps in current County processes that, if addressed would enhance the efficiency and effectiveness of the organization. This included information technology systems to assist with decision making, including data / tracking systems and databases. A related problem was the need for more specific data that would allow staff to better understand conditions below the county-level and provide the opportunity for comparing conditions across departments. Data gaps were especially referenced in relation to rural areas as well as racial and ethnic data.

#### Human Resources

A variety of weaknesses were identified in human resources, where the staff and elected positions are relatively homogenous; lacking age, gender, racial, ethnic, and socioeconomic diversity. Participants identified slow hiring processes, limited applicant pools, and vacancies. While the organization’s leanness is a strength, it is also a weakness in that the staff are ‘tired’. Further, participants noted needed improvements in succession planning, recruiting, retention, and morale.

### Financial

Though the County has made significant strides in its financial outlook, gaps remain in its fiscal resources. This affects both the internal County operations as well as the services for residents. As a result of limited fiscal resources, the County risks become grant dependent and driven by extra-local priorities (such as Federal priorities). Limited fiscal resources have implications for the ability of the organization to meet the goals outlined in the current or future Strategic Plan. At least one external focus group discussed the significant negative impacts of limited financial resources on rural economic development and services.

### Service Capacity

Other weaknesses were discussed in the capacity of the County to have a relationship or partner with cities and unincorporated areas. This was especially noted as a significant need in rural areas who feel left behind from an economic and job-creation standpoint.

### **Jurisdictional / County-Wide Weaknesses**

Participants also discussed the weaknesses in the County as a jurisdiction. There was significant overlap among all focus groups and agreement that there are challenges associated with the economy and poverty, housing, education and workforce preparation, infrastructure, and service delivery to a large area / geography.

### Economy and Poverty

Many participants discussed the economic conditions in the county. This was focused on the problems associated with low wages and poverty. While wages were noted as a problem throughout the county, the most significant concern was in the context of rural areas, where there are declining or nonexistent economic opportunities for residents. At least one focus group discussed the despair and hopelessness of rural areas in the context of limited economic opportunities. A related conversation focused on the fact that, while Lane County industries are diverse, some industries are based on resource extraction, which is of relatively limited value for increasing wages. Others focused on land use limitations imposed by zoning or state regulations that reduce redevelopment potential (noted in the context of rural economic development).

### Housing

A problem related to low wages and limited economic opportunity is increasingly expensive housing market that is creating a housing / wage gap. There are increasing pressures on the housing market in Lane County and wages have not kept pace. At least one focus group was more concerned about the rising cost of housing for rural residents. One focus group noted that housing policy and the regulatory environment affected housing affordability. In other words, newer housing is primarily focused at the upper end of the housing market, rather than on affordable units at a variety of income levels.

### Education and Workforce Preparation

Many focus group attendees were concerned about an educational system that is contracting. The county has a low high school graduation rate and does not provide a quality workforce for the area's industries. In terms of higher education, participants were concerned about a lack of access to higher education. For rural areas, the lack of transportation options and broadband infrastructure exacerbates this gap.

### Infrastructure

Participants discussed the infrastructure weaknesses of the county. This was primarily associated with the transportation infrastructure. Most notable was the impact of the transportation infrastructure on safety, where the county has a high traffic fatality rate. In addition, participants discussed the lack of transportation options for rural residents. This includes the lack of options to travel between urbanized areas as well as the limits of the public transit system. One focus group noted EWEB's aging electric infrastructure.

### Service Delivery

All focus groups considered the inability to deliver adequate services as a weakness. Participants discussed a lack of capacity in public safety, mental health, health, and other areas. While the diversity and size of the county was a strength, it also severely limits the capacity to deliver services to a large geographic area. Again, this impacts the unincorporated rural areas more severely than other incorporated areas that may have a municipal service provider.

## **Opportunities and Threats**

Focus groups participants then engaged in a wide-ranging discussion of conditions or events that would affect the county in the future. The purpose of this discussion was to generate thoughts on what the County should be prepared for and consider as a focus for its next Plan. The discussion of threats and opportunities was considered together, as many participants noted that threats also presented opportunities.

### Health Care

Participants considered that Federal and state changes to health care would have serious impacts on the local health care delivery system. This conversation included impacts to physical and behavioral health. Changes to the Affordable Care Act and secure mental health facilities would likely cause additional community pressures in terms of treatment. It may also cause potential increases in the jail population. Further, participants noted the need to deal with addiction with a rising opioid crisis. Finally, there may be more chronic illnesses associated with an aging population. However, there may be opportunities for increased investments in health care. In addition, public health modernization systems and a greater understanding of the social determinants of health and equity may offer opportunities for mitigating the threats noted above.

### Public Safety

Increased impacts related to public safety were also considered. Participants noted the increases in high risk individuals on community supervision. However, an increased emphasis by the District Attorney's Office in prosecuting has financial advantages in the form increasing access to state funds.

### Climate Change

The impacts of climate change on the county were discussed in terms of increased risk of flooding, earthquakes, and wildfires. It was not clear to some participants about whether there was a strategy to adapt to natural disasters in terms of economic or hazard mitigation. However, several participants thought that Lane County would experience positive population growth due to increase climate refugees moving to the county. In addition, some noted the possibility for carbon taxation as a future funding source.

### Population Growth

Participants considered that population growth in Lane County would occur. However, some noted it as a threat and others as an opportunity. On one hand, growth creates greater demands for services with possibly different needs than the current population. Growth also causes the County to depend on population growth for increased funding. However, there is an opportunity that population growth increases the tax base for the County and its municipalities.

### Marijuana Legalization

The legalization of marijuana was considered in the context of the opportunity and threat discussion. Marijuana growing operations are causing conflicts among neighbors and increasing warehousing and real estate costs. In addition, legalization in general is impacting the location of sober housing in a community. Further, participants considered the impacts on increased health costs as well as potential increases in parole and probation violations. There was relatively little discussion related to the opportunities offered through legalization.

### Technology

Focus group participants had some discussion of future economic threats and opportunities. Participants discussed the disruptive impact of automation and artificial intelligence on the area's economy. Specifically, this was discussed in the context of automation of farm work and the trucking industry. Coupled with this is that the lack of broadband internet capacity is not on the immediate horizon. Overall, the result of economic and technology changes will be increasingly wide gaps in rural / urban areas, education levels, and socioeconomic status. However, several opportunities were considered in this context. The most commonly mentioned was Phil and Peggy Knight Campus that could leverage innovation into greater economic opportunities for residents. In addition, there is an opportunity to improve access to education through an improved broadband infrastructure. This would decrease socioeconomic gaps and, perhaps, reduce pressure on the county's transportation infrastructure.

### Economy

While one participant was concerned about the future impacts of the loss of traditional family farms, most participants focused on economic opportunities. There was a notable interest in leveraging the county's resources for greater economic development. This included leveraging:

- the 'upstream' forest product industry that would add value to timber resources (especially as the transportation and industrial infrastructure is already in place)
- the county as a climate destination
- parks for economic development as a destination
- rural economic development for economic capacity

### Political / Legislative

As a last set of future opportunities and threats, there was a discussion related to the impacts of legislation on the county. This included the unknowns of how state changes in taxation, home rule, and mandates would affect the county. This discussion was not directed toward strategies to mitigate or leverage those threats into opportunities.

### Recommendations and Future Emphasis

Participants noted important initiatives or implementation strategies that should be emphasized or developed in the next 2018-2021 Strategic Plan. These included:

- Emphasis on resilience and disaster preparedness and rural economic development

- Development of a county-wide Sustainability Plan focusing on the triple bottom line
- Goals related to tobacco, obesity, and access to healthy food
- Strategies and funding dedicated to initiatives
- Clear interpretation of strategies or initiatives
- Progress reporting with a simple report card (reducing the volume of reporting at the Plan level)
- Measurable plan with benchmarks that help to tell the county's 'story' (requires honesty and courage); assign numbers to progress

### **Measurement and Metrics**

Finally, participants were asked what metrics they would consider to be important. In other words, how would they know whether the Plan had succeeded. These included:

- Standardized metrics across jurisdictions of the League of Counties
- Customer service measures
- Rural prosperity (there are existing dashboard indicators)
- Public perception of county as a place to invest
- Safety and health of children (infant mortality)
- Public safety
- Prosperity - Wages
- High school graduation
- Recidivism (jails and mental health)
- Jail population (with accompanying statistics on addiction and/or mental health diagnosis)
- Public health (diabetes and tobacco use)
- Housing costs
- Access to services
- Physicians per capita
- Health equity (race / ethnicity / rural)
- Auditor type measures (higher level report to public)



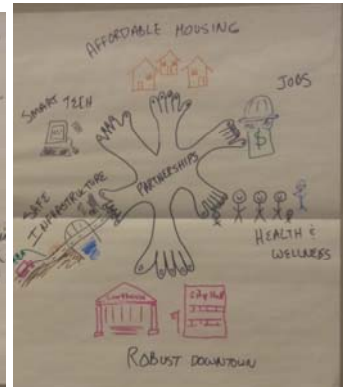
Lane County Strategic Plan Kick Off Report  
January 3, 2018

### Picasso Exercise

5 breakout groups, each with a Commissioner were instructed to draw Lane County at its fullest potential. It was noted that many concepts and/or elements were beyond the scope of a 3-year plan and Lane County might need a long-range vision using the plans to reach those outcomes.

### Big Themes

- Strengthening connectivity through partnerships: Linn, Lane, Douglas, Eugene/Springfield etc.
- New issues:
  - Courthouse
  - Marijuana
  - Taxation
- Lane County as an organization
- Improved infrastructure (roadways, bridges, rail)
- Economic sector
  - Knight Campus: propel high tech sector
  - Commercial industry
- Technology as a resource
- Build off existing plans
- Civic pride/ Robust Downtown
- Prosperity (different than job development)
- Affordable housing (Workforce, tiny homes, mixed generation)
- Natural & recreation resources
- Agriculture/Timber
- Green Industry
- Increased diversity
- Building a welcoming safe and diverse community
- Increasing visitor/tourism
- Connectivity to small/rural communities



## County Staff Reflection

<b>Strengths</b> <ul style="list-style-type: none"><li>• Jail Levy</li><li>• Tobacco 21</li><li>• Stabilized budget</li><li>• Insurance</li><li>• Response to the strike</li><li>• Organization has been decisive w/ integrity</li></ul>	<b>Weakness</b> <ul style="list-style-type: none"><li>• Private/ Public sector struggle with employee retention</li><li>• Financial weakness: no capacity for services</li></ul>
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## Motto

Staff mentioned that the motto “Lane County Proud” was not a unanimous decision. Participants were encouraged to contribute new motto ideas:

- People, Pride, Progress
- Lane County Forward
- Bridging to the Future
- Live Well Lane County

## Values

Exercise: Using an interactive poll, participants ranked the County values as follows:

1. Integrity
2. Stewardship
3. Open & Accountable
4. Respect
5. Public Engagement
6. Equity
7. Pursuit of Excellence
8. Empathy

## Discussion

How are we using this list of values?

- Informing our actions
- Interpretation
- Used as measurement

Create 2 lists of values: *Organizational Values & Personal Action Values*

- The current list is too long (not rememberable)
- There maybe different value needs to frame and support an organization, county or employee
- Creating 2nd list could be helpful with employee retention

Aspirational Values

- Compassion to help
- Willing to do the hard lift
- Resilience in the sense having the capacity to take care of others
- Collaboration
- Inclusive / Welcoming
- Diversity / Equity
- Resiliency=Retention

## **Priorities**

Priorities were chosen from a group compiled list of actions that could be taken to make more of impact. Individuals were allowed 5 votes but they did not need to distribute their 5 votes (or could use them all on one priority). Priorities are listed if they received one or more green dot (each dot represents an individual vote, but individuals could vote multiple times) and does not reflect a group consensus. The (#) indicates how many individual votes it received. Priorities are separated areas of focus and listed in no order.

### **Vibrant Communities**

- Strategies to manage marijuana (2)
- Increase political (state & local) to increase revenue (1)
- Increase revenue through taxation (1)
- Increase and consistent presence in rural communities: law & code enforcement, animal services etc. (3)
- Increase Behavioral Health services (Veterans mental & physical health) (8)
- Increase residential beds (facilities and independent living) (2)
- Accessory Dwelling Units (ADU)
- Climate Action Plan (10)
- Targeting barriers to innovation (1)

### **Safe and Healthy Communities**

- Increased access to rural health care (1)
- Increased rural policing (16)
- Affordable housing (5)
- Housing First/behavioral health (4)
- Increase case management (across all services) (8)
- Access to mental health service treatment and crisis services (no wrong door) (8)
- Disaster preparedness (3)
- Marijuana prevention and intervention (1)
- Improve access to public parks (1)
- Increase BHS (Behavioral Health services) to divert from county jail (4)
- Increase tax base (3)
- Early intervention & prevention (broad base) (1)

### **Infrastructure**

- Increase waste recovery (2)
- Road safety (2)
- Public safety response times (3)
- General rural infrastructure (internet, broadband) (6)
- Administrative infrastructure: leadership development, succession planning (4)
- Data: storage, sharing (asset management system) (1)
- Maintain county parks (1)
- Roads public outreach (1)
- Equity toolbox (5)

### **Governance & Accountability**

- Different BCC meeting times and places (3)
- Outreach to underserved communities (7)
- Unified branding
- Open data expansion (1)

University of Oregon policy lab (1)  
Community engagement in rural communities RP! (5)  
Innovation in financial mechanisms (1)  
Interjurisdictional collaboration (1)  
Assessor Office funding (2)

**Plans to use**

Community Health Improvement Plan (CHIP)  
South Willamette Economic Development Corp.(SWEDCO)  
Glenwood Refinement Plan  
State Justice Reinvestment  
Transportation System Plan  
Transportation Safety Action Plan  
ADA Transition Plan for Public Rights- of -Way  
The GREAT Plan (Goshen Regional Employment and Transition)  
Parks Master Plan  
Rural Comprehensive Plan  
River Road/ Santa Clara Storm Water Basin Master Plan  
Forest management plan

**Partnerships to engage, maintain or improve**

100% health  
Early Learning Alliance  
Mental Health Summit  
Public Safety Coordinating Council  
Poverty & Homeless Board  
Connected Lane County  
Rural Prosperity Initiative  
Vegetation Management Task Force  
Housing and Community Service Agency of Lane County  
Middle Mile Investment (Fiber)

## **County Employee Survey Narrative Survey Responses and Narrative Summary Analysis<sup>1</sup>**

**Overview.** Lane County Board of County Commissioners implemented an on-line county employee survey from 1/5/18 to 2/1/2018. Several questions were posed to receive feedback on impact and effectiveness of the outgoing Lane County Strategic Plan 2014-2017, implementation and relevance of initiatives and current community issues. Invitations to participate were sent out to as broad as possible list via email as well additional efforts were made to reach County employees without emails.

### **Demographics**

Surveys were received from a majority of Lane County departments, with Health and Human Services submitting approximately 34% of the responses. Length of employment was markedly weighted towards two groups of employees: those with under five years of employment or those with more than 11 years. Less than 25% came from employees with 6-10 years of County employment. Most responses reflected a moderate familiarity with the Strategic Plan. Approximately 2/3 of responses indicated that the plan had moderately to little impact on both their individual work and the work of the County as an organization. Responses also pointed to the County doing an acceptable job meeting the needs of its citizens and stake holders.

The following is a summary of open-ended responses followed by closed-ended responses and data tables.

### **What is most important to accomplish in the next three years for: Safe, Healthy County?**

It was a top priority for many of the respondents that the County needed to improve access to healthcare and health services and wellness resources. Health services encompassed primary care, dental, behavioral and mental health. Access to health services included public education announcements, increased County funding and focus in rural areas, increased case management resources for current employees and employee wellness aimed to improve retention.

Public safety was primarily focused on improving response times, traffic safety, drug use and related crimes. Respondents also indicated that homelessness was an integrated issue and the solutions were therefore entwined. For example, reentry services, substance abuse treatment, and decriminalizing homelessness were important for public safety.

Finally, in the area of public safety, road and traffic safety, and economic development was also a pressing area of concern.

### **What is most important to accomplish in the next three years for: Vibrant Communities?**

Economic development was a top response. The need for downtown development, tax incentives, small business marketing, tourism were noted along with other issues like public safety and parks and open space. With a range of concerns from equitable access to homeless encampments, many responses

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<sup>1</sup> The narrative summary analysis reflects the information gathered in the open-ended response sections of the survey. Responses were reviewed before being organized and coded into subcategories for each question.

detailed the need for improvement to County parks and open spaces. In both rural and urban areas effective waste management and cleanliness were causes of concern.

Public safety was deeply ingrained within this issue, primarily in terms of solutions for the growing homeless and vagrant population and growing drug abuse crisis.

Respondents suggested building new facilities that would allow for citizens to have more pride within the community. They recommended more places of entertainment where families can go to enjoy themselves, such as community event and convention centers.

### **What is most important to accomplish in the next three years for: Infrastructure?**

Effective facility use and maintenance was a prevalent issue. Many respondents thought that maximizing existing facilities would not only be fiscally responsible but would support employee wellbeing and community enhancement efforts.

Workforce development was indicated as a cross cutting initiative to boost economic development, increase access to services, quality of life and general health of employees and the community. Higher wages, increased training and streamlined hiring process were some solutions noted.

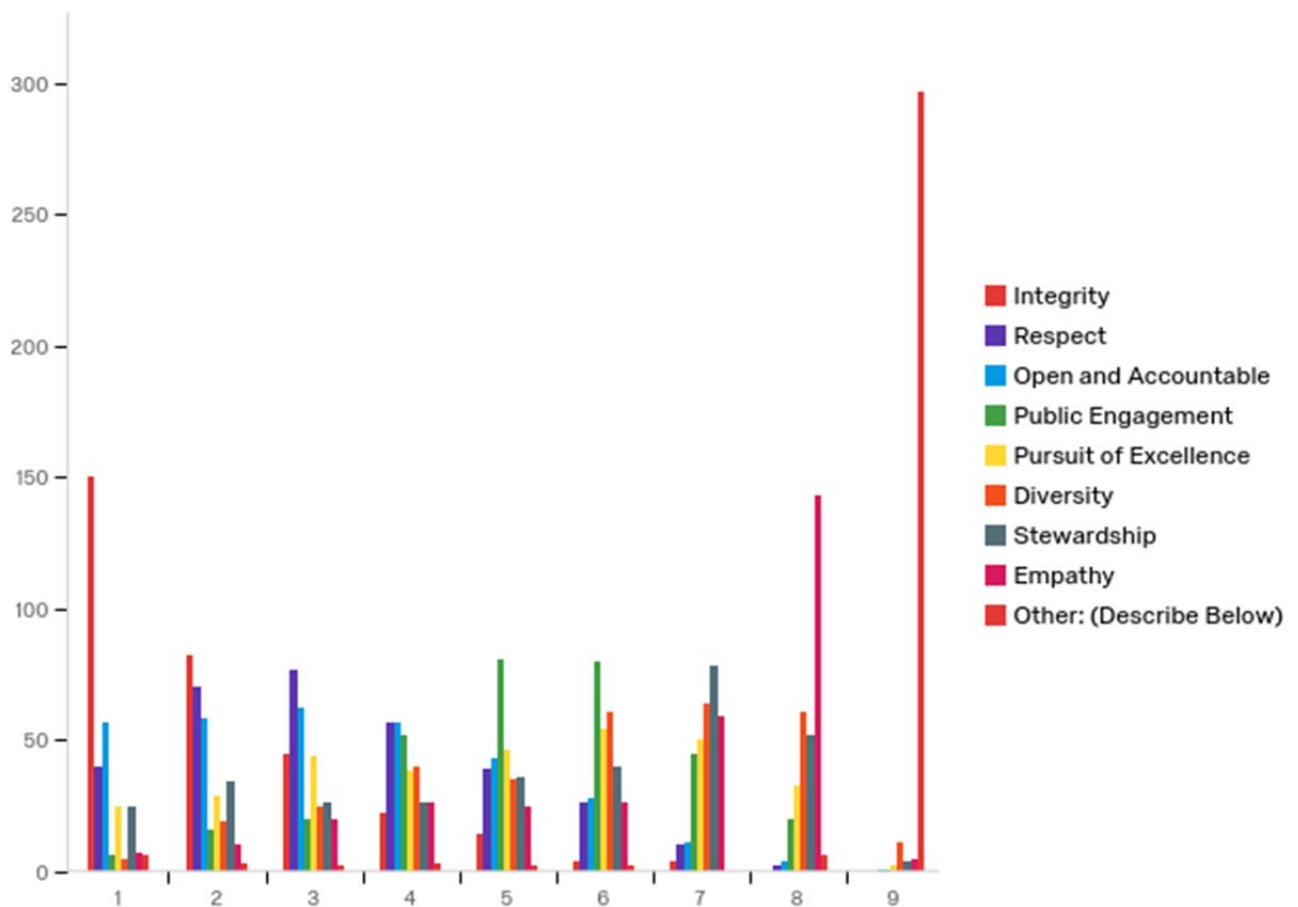
Many respondents identified that the improvement of roads, bridges and highways needed attention in the next strategic plan. Bridges needed evaluation to meet guidelines and seismic upgrades, roads needed expansion to deal with growing populations and bike lanes would support the health and livability of the County as a whole.

## Employee Survey Report - No Open Ended

*Lane County Strategic Plan Employee Survey*

March 12th 2018, 2:43 pm PDT

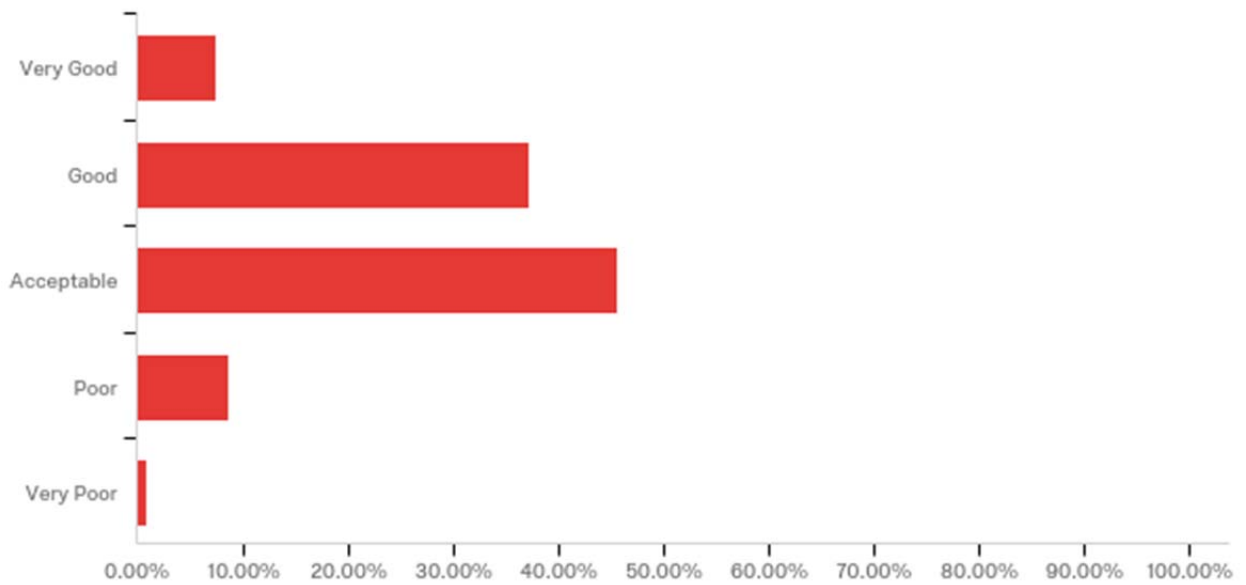
The following are the values in the current County Strategic Plan. Please drag and drop them in order from most important to least important. Feel free to add a value and rank it with these.



#	Question	1		2		3		4		5		6		7		8		9		Total
1	Integrity	46.73%	150	25.55%	82	14.02%	45	6.85%	22	4.36%	14	1.25%	4	1.25%	4	0.00%	0	0.00%	0	321
3	Open and Accountable	17.76%	57	18.07%	58	19.31%	62	17.76%	57	13.40%	43	8.72%	28	3.43%	11	1.25%	4	0.31%	1	321
2	Respect	12.46%	40	21.81%	70	23.99%	77	17.76%	57	12.15%	39	8.10%	26	3.12%	10	0.62%	2	0.00%	0	321
5	Pursuit of Excellence	7.79%	25	9.03%	29	13.71%	44	11.84%	38	14.33%	46	16.82%	54	15.58%	50	10.28%	33	0.62%	2	321
7	Stewardship	7.79%	25	10.59%	34	8.10%	26	8.10%	26	11.21%	36	12.46%	40	24.30%	78	16.20%	52	1.25%	4	321
8	Empathy	2.18%	7	3.12%	10	6.23%	20	8.10%	26	7.79%	25	8.10%	26	18.38%	59	44.55%	143	1.56%	5	321
4	Public Engagement	1.87%	6	4.98%	16	6.23%	20	16.20%	52	25.23%	81	24.92%	80	14.02%	45	6.23%	20	0.31%	1	321
9	Other : (Describe Below)	1.87%	6	0.93%	3	0.62%	2	0.93%	3	0.62%	2	0.62%	2	0.00%	0	1.87%	6	92.52%	297	321
6	Diversity	1.56%	5	5.92%	19	7.79%	25	12.46%	40	10.90%	35	19.00%	61	19.94%	64	19.00%	61	3.43%	11	321

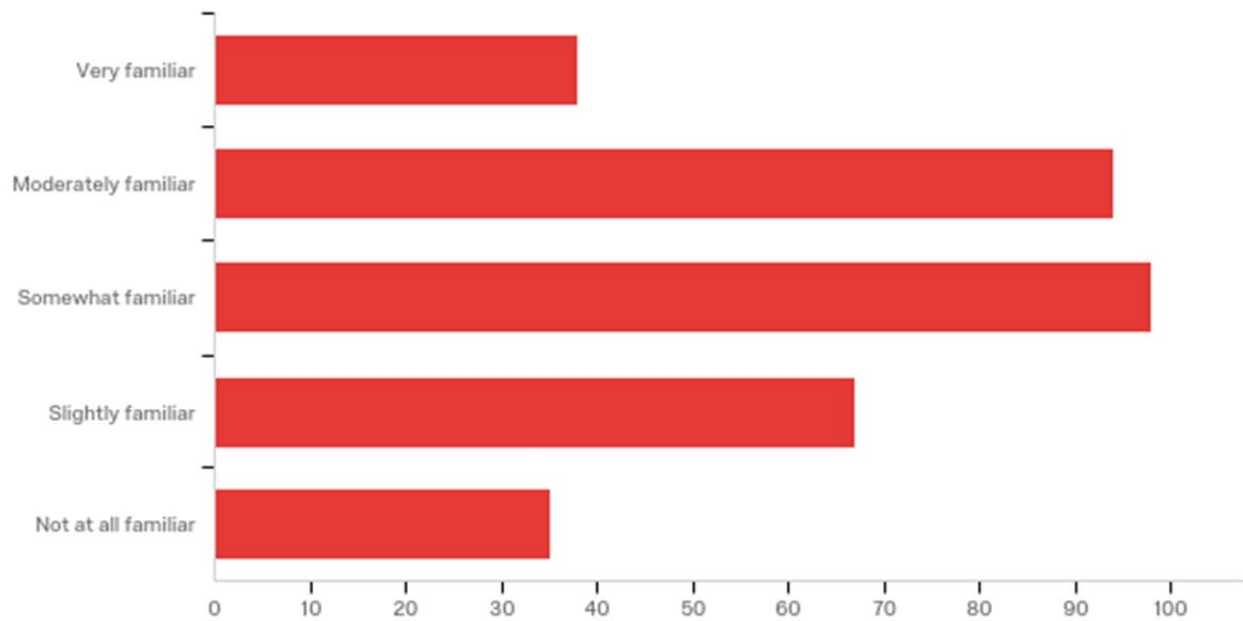


**How well do you think the County is meeting the needs of its citizens and community stakeholders?**



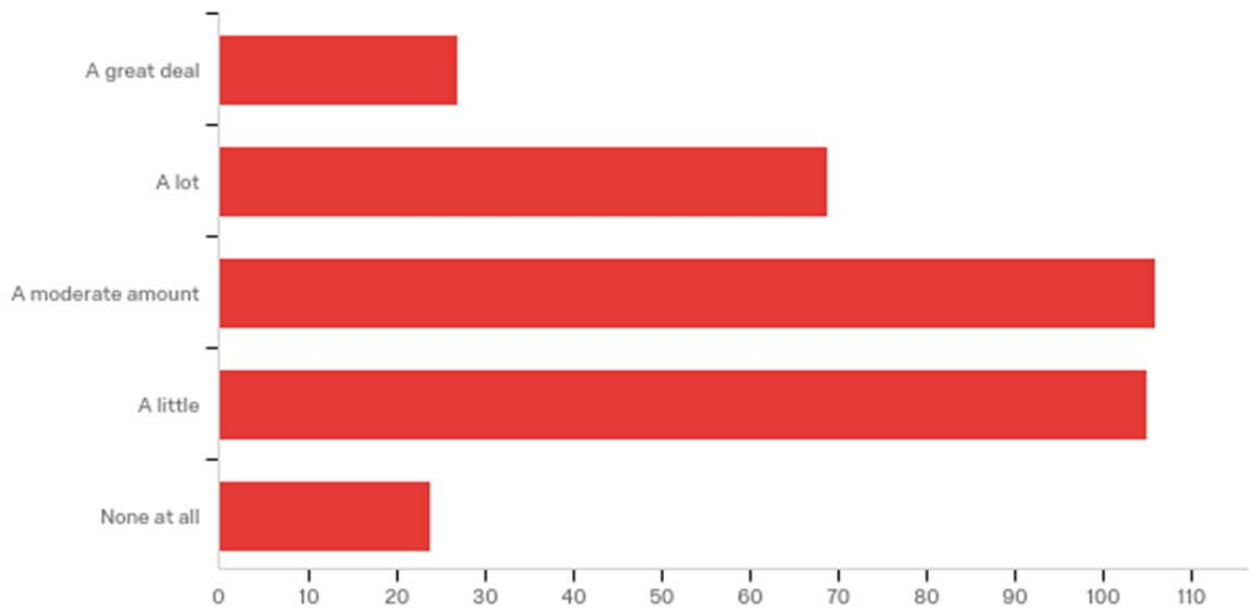
#	Answer	%	Count
1	Very Good	7.46%	25
2	Good	37.31%	125
3	Acceptable	45.67%	153
4	Poor	8.66%	29
5	Very Poor	0.90%	3
	Total	100%	335

## How familiar would you say you are with the County's Strategic Plan and key objectives?



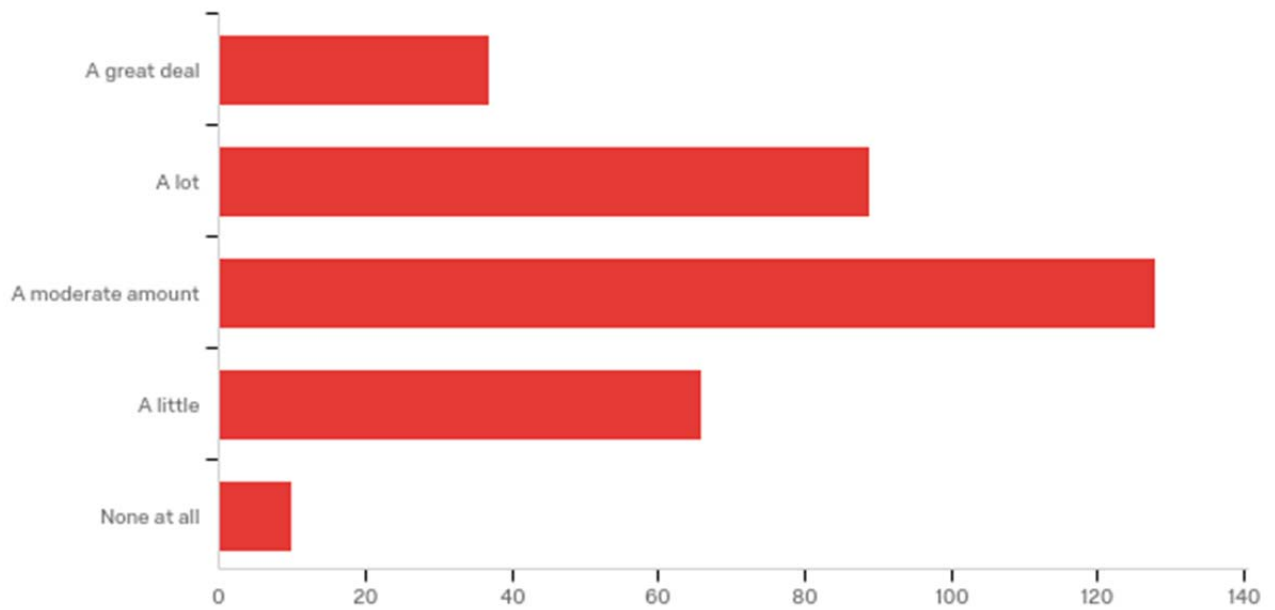
#	Answer	%	Count
1	Very familiar	11.45%	38
2	Moderately familiar	28.31%	94
3	Somewhat familiar	29.52%	98
4	Slightly familiar	20.18%	67
5	Not at all familiar	10.54%	35
	Total	100%	332

**How much of an impact do you feel the Strategic Plan and key objectives have on your work at the County?**



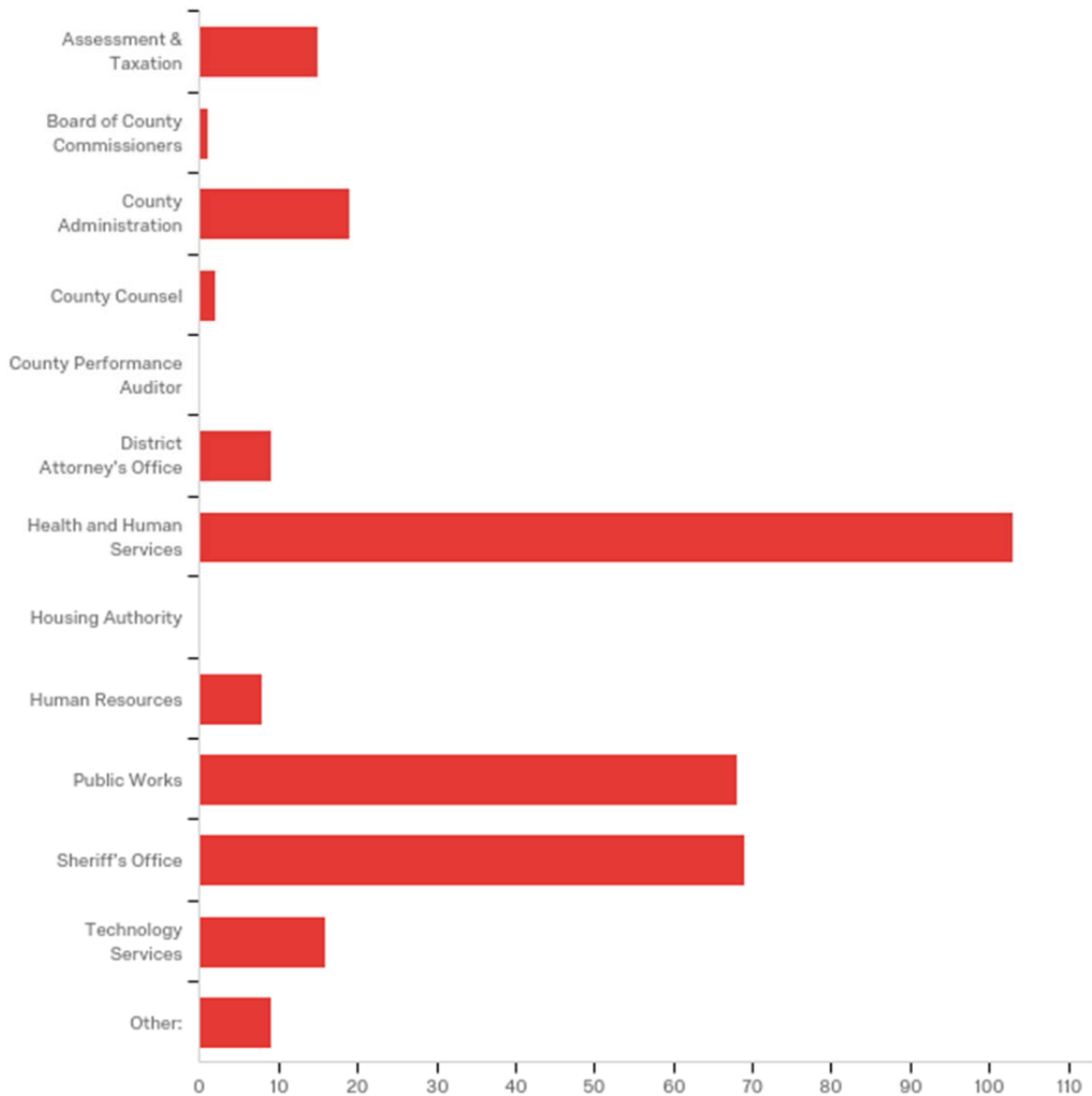
#	Answer	%	Count
1	A great deal	8.16%	27
2	A lot	20.85%	69
3	A moderate amount	32.02%	106
4	A little	31.72%	105
5	None at all	7.25%	24
	Total	100%	331

**How much of an impact do you feel the Strategic Plan and key objectives have on the work of the County in general (as a whole organization)?**



#	Answer	%	Count
1	A great deal	11.21%	37
2	A lot	26.97%	89
3	A moderate amount	38.79%	128
4	A little	20.00%	66
5	None at all	3.03%	10
	Total	100%	330

## What Department do you work in?



#	Answer	%	Count
1	Assessment & Taxation	4.70%	15
2	Board of County Commissioners	0.31%	1
3	County Administration	5.96%	19
4	County Counsel	0.63%	2
5	County Performance Auditor	0.00%	0
6	District Attorney's Office	2.82%	9
7	Health and Human Services	32.29%	103
8	Housing Authority	0.00%	0
9	Human Resources	2.51%	8
10	Public Works	21.32%	68
11	Sheriff's Office	21.63%	69
12	Technology Services	5.02%	16
13	Other:	2.82%	9
	Total	100%	319

## Other:

Other: - Text

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Parole and Probation

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Community Corrections

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Facility Maintenance

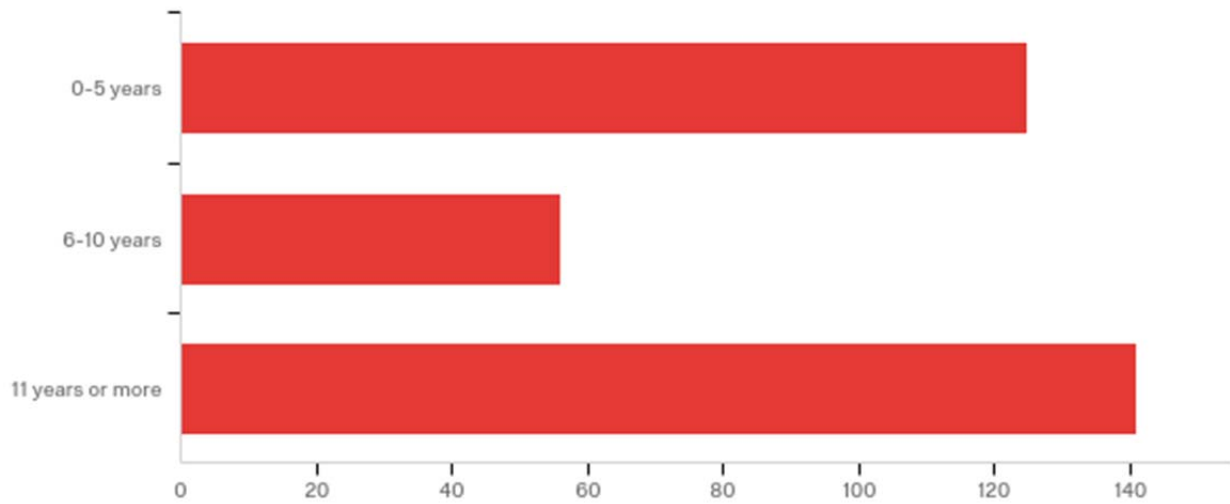
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Parole & Probation

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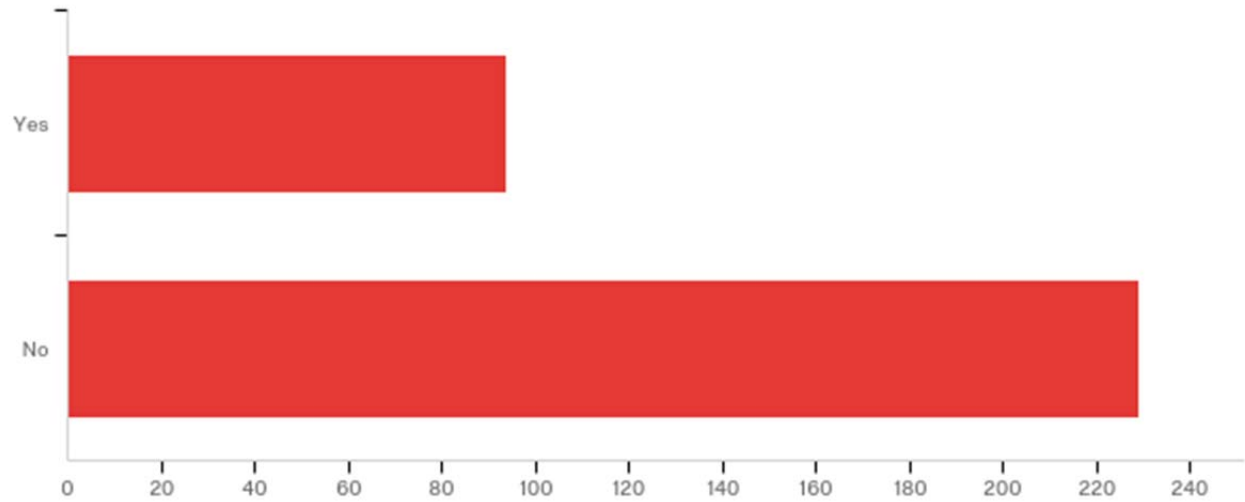
Youth Services

## How many years have you worked for the County?



#	Answer	%	Count
1	0-5 years	38.82%	125
2	6-10 years	17.39%	56
3	11 years or more	43.79%	141
	Total	100%	322

## Do you supervise employees?



#	Answer	%	Count
1	Yes	29.10%	94
2	No	70.90%	229
	Total	100%	323



## **Community Survey**

### **Open-Ended Survey Responses Narrative Summary Analysis<sup>1</sup>**

**Overview.** Lane County Board of County Commissioners implemented an on-line county community survey from 1/20/18 to 2/12/2018. Several questions were posed to receive feedback on impact and effectiveness of the concluding Lane County Strategic Plan 2014-2017. In addition, questions regarding service implementation, relevance of initiatives, and current community issues were also asked.

Invitations to participate were sent out to as broad as possible list via email and public service announcements. In addition, the link to participate was provided on the Lane County Official Website.

The following is a summary of the approximately 300 open-ended responses, followed by closed ended responses and data tables. Respondents identified primarily as County residents with approximately 30% of responses coming from business owners and community stakeholders. The average age of respondents was 57 years old.

#### **Issues of most concern**

Our first question asked the respondents to rank identified concerns in order from most important to least important. In order of importance: Public Safety, Transportation Safety, Public and Children's Health, Economic Development, Rural Issues (including economic and community support), Parks and Recreation, Land Use. Other responses conveyed concerns with homelessness, affordable housing, food security and environmental health (to include disaster prevention and preparedness and climate change).

#### **What is most important to accomplish in the next three years for: Vibrant Communities and a Safe, Healthy County?<sup>2</sup>**

Many of the respondents considered that: client access to health and wellness resources, public safety, homelessness, road and traffic safety and economic development were the top pressing issues. Immigration was noted, however, there was a divide of strategies between enforcing current immigration and deportation laws and providing protection and resources to immigrants and refugees. Concerns for environmental health were based on pesticides codes,

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<sup>1</sup> The narrative summary analysis reflects the information gathered in the open-ended response sections of the survey. Responses were reviewed prior to being coded into subcategories for each question.

<sup>2</sup> Survey responses for Vibrant Communities and a Safe, Healthy County were almost identical in terms of areas of concern. For the purpose of this survey the responses are combined.

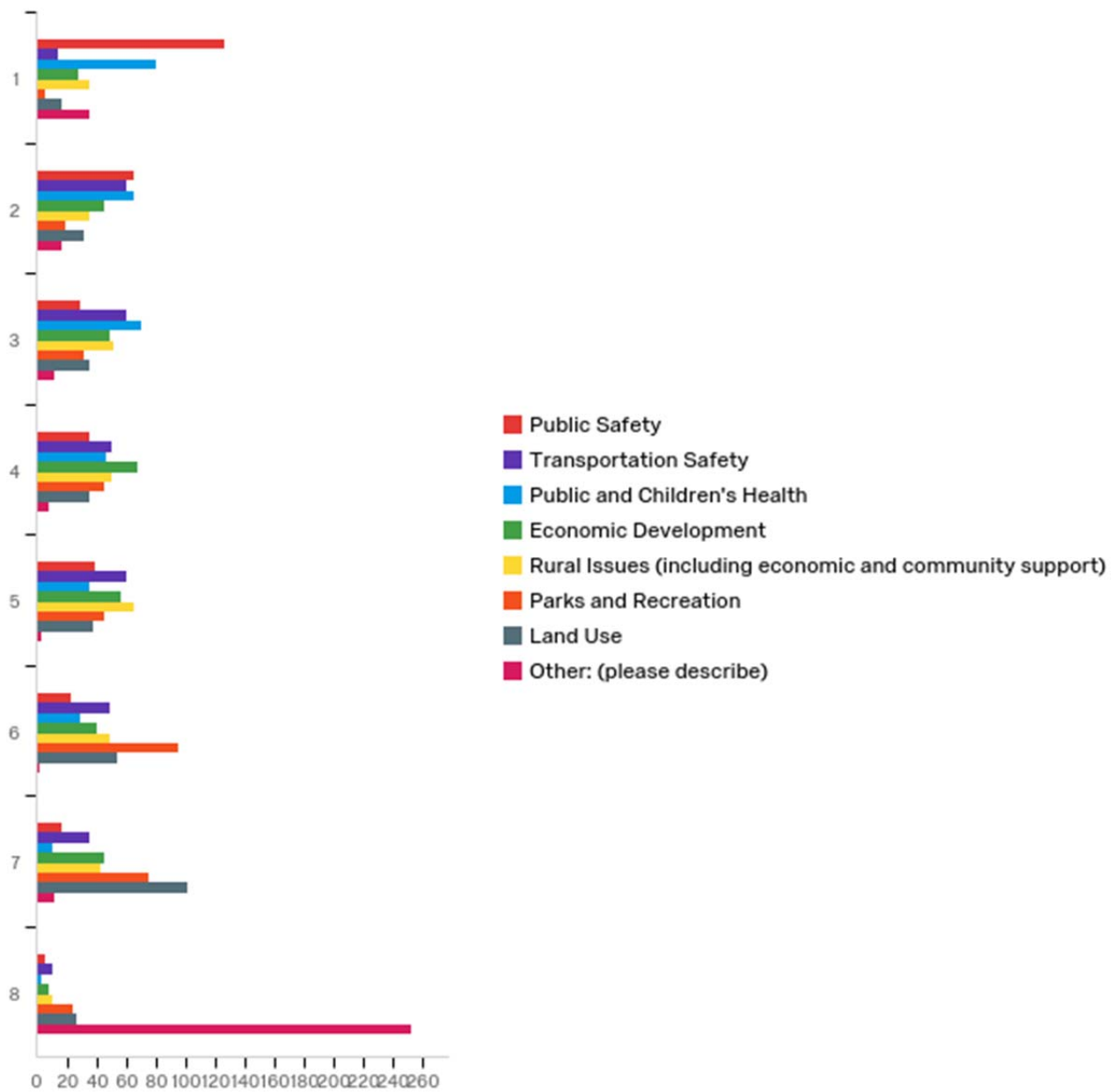
protecting natural resources, safeguarding against drilling and preparing against natural disasters through land use protection. Responses to the issue of homelessness was uneven. Some respondents called for stricter laws against vagrancy. Many others leaned towards increased housing, behavioral resources, and increased social justice through the court system.

**What is most important to accomplish in the next three years for Infrastructure?**

Most of the respondents requested improvements to roads and bridges including the creation or the repair of sidewalk, highway (The Belt Line/River Road & HWY 126) expansions and improvements. A desire for better public transportation was often noted. For example, respondents wanted expanded bus and train lines, increased frequency, and increased rural service. Many responses highlighted the need for high speed internet. The survey received a large response in regards to environmental health issues including disaster prevention and preparedness, natural resource protections, waste management and water security.

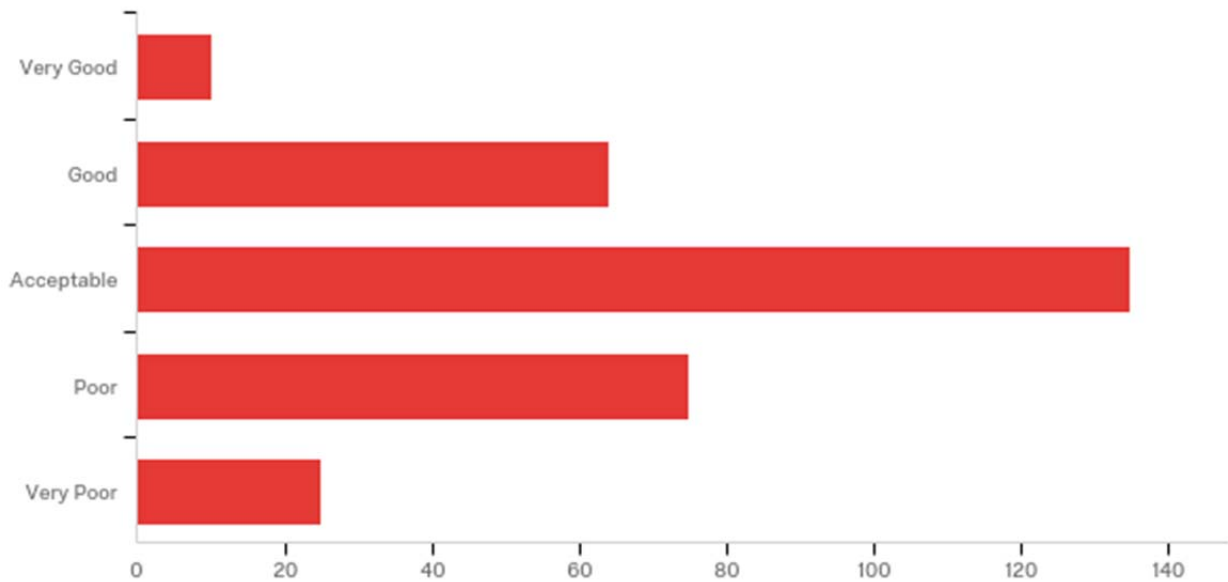
## Closed – Ended Responses and Data Tables

**Q7 - Strategic plans focus the efforts of an organization on what is most important. This allows organizations to best allocate resources. Through meetings with stakeholders and partners, the planning process has identified a number of priority issues that face the County. Please drag and drop these concerns in order from most important to least important. Feel free to add a value and rank it with the these if it is not in the list.**



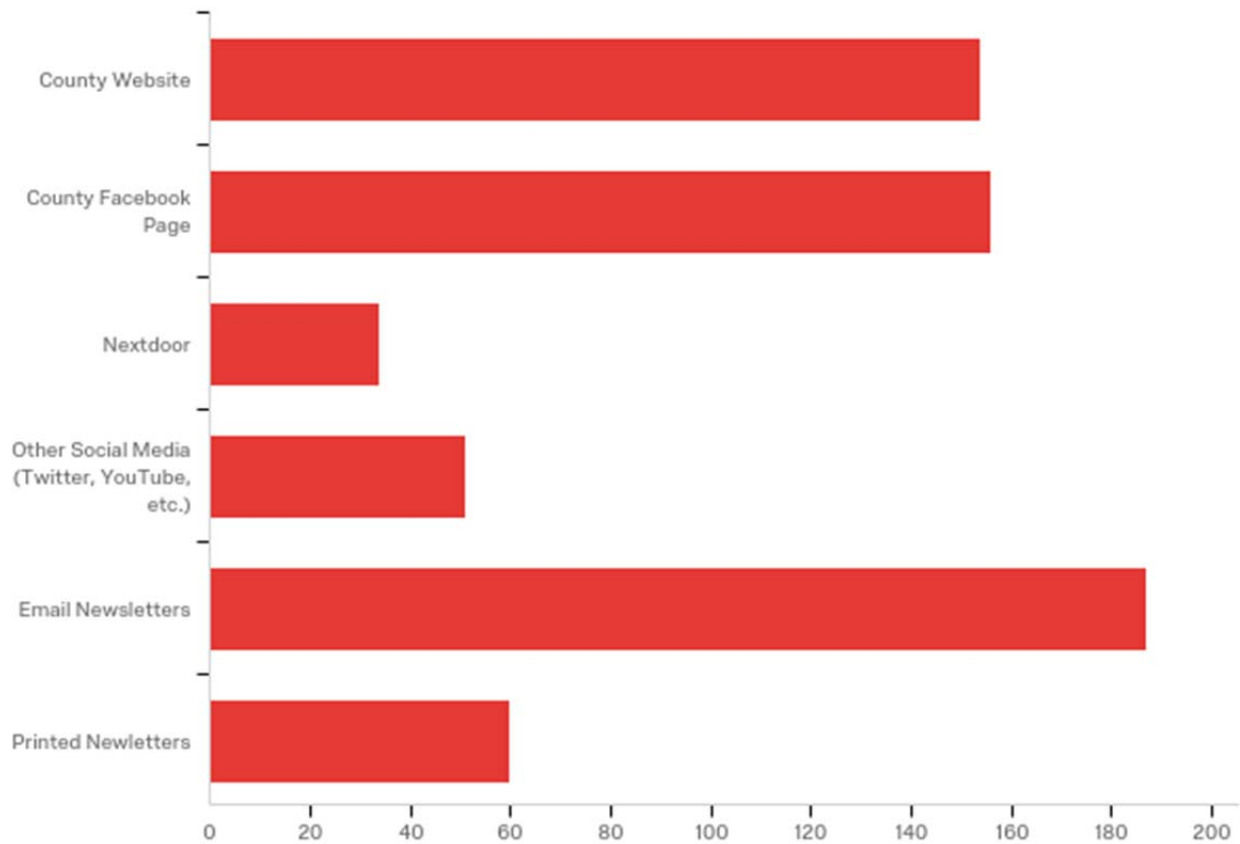
#	Question	1		2		3		4		5		6		7		8		Total
1	Public Safety	36.84%	126	19.30%	66	8.48%	29	10.53%	36	11.40%	39	6.73%	23	4.97%	17	1.75%	6	342
2	Transportation Safety	4.09%	14	17.54%	60	17.84%	61	14.91%	51	17.54%	60	14.33%	49	10.53%	36	3.22%	11	342
3	Public and Children's Health	23.39%	80	19.30%	66	20.76%	71	13.74%	47	10.23%	35	8.48%	29	3.22%	11	0.88%	3	342
4	Economic Development	8.19%	28	13.45%	46	14.33%	49	19.88%	68	16.67%	57	11.99%	41	13.16%	45	2.34%	8	342
5	Rural Issues (including economic and community support)	10.53%	36	10.53%	36	15.20%	52	14.91%	51	19.01%	65	14.33%	49	12.57%	43	2.92%	10	342
6	Parks and Recreation	1.75%	6	5.56%	19	9.36%	32	13.16%	45	13.16%	45	27.78%	95	22.22%	76	7.02%	24	342
7	Land Use	4.97%	17	9.36%	32	10.53%	36	10.53%	36	11.11%	38	15.79%	54	29.82%	102	7.89%	27	342
8	Other: (please describe)	10.23%	35	4.97%	17	3.51%	12	2.34%	8	0.88%	3	0.58%	2	3.51%	12	73.98%	253	342

**Q11 - How do you rate the County in meeting the needs of its citizens and community stakeholders?**



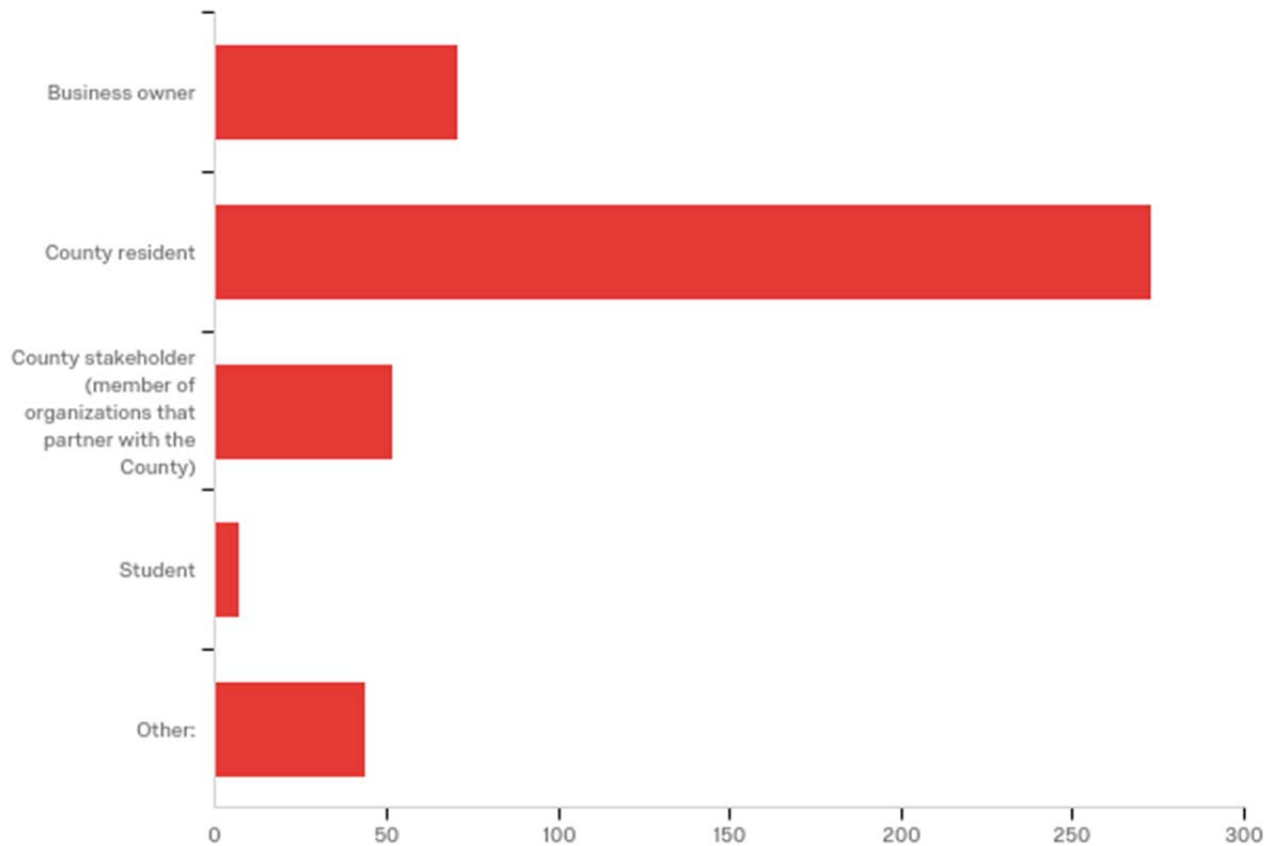
#	Answer	%	Count
1	Very Good	3.24%	10
2	Good	20.71%	64
3	Acceptable	43.69%	135
4	Poor	24.27%	75
5	Very Poor	8.09%	25
	Total	100%	309

**Q13 - How would you like us to share updates on the development and implementation of the Strategic Plan? (Select all that apply)**



#	Answer	%	Count
1	County Website	23.99%	154
2	County Facebook Page	24.30%	156
3	Nextdoor	5.30%	34
4	Other Social Media (Twitter, YouTube, etc.)	7.94%	51
5	Email Newsletters	29.13%	187
6	Printed Newsletters	9.35%	60
	Total	100%	642

## Q16 - How would you describe yourself: (Select all that apply)



#	Answer	%	Count
2	Business owner	15.88%	71
1	County resident	61.07%	273
4	County stakeholder (member of organizations that partner with the County)	11.63%	52
3	Student	1.57%	7
5	Other:	9.84%	44
	Total	100%	447

### Q18 - What year were you born in? (e.g 1965)

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What year were you born in? (e.g 1965)	1928.00	1997.00	1948.70	157.21	24713.65	295

### Q19 - Including yourself, how many adults and children live in your home? (Include related and unrelated individuals.)

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Adults:	1.00	6.00	2.05	0.80	0.64	301

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Children under 18 years old:	0.00	5.00	0.96	1.19	1.42	168



## Lane County Employee and Community Public Town Hall Summary

Public town halls were held 1/24/2018 & 1/25 2018 for Lane County citizens and County employees. 48 employees and 4 community resident attended.

Attendants were asked to review the DRAFT 2018-21 Strategic Plan and list their top initiative and needed partnerships for initiative success in each of the proposed priorities: Vibrant Communities, Robust Infrastructure, Safe, Healthy County and Our People & Partnerships.

The overlap of and redundancy of top priorities and suggested partnerships was quite apparent. Many noted that they could produce ideas and input on the initiatives but in terms of partnerships to build to ensure success was not always transparent. There were inputs from both employees and residents that more information of department responsibility and resources was needed to form a deeper understanding of the relationships needed for success.

Respondents seemed to connect the four priorities through cross cutting initiatives. Decreased homelessness was not only a factor of increased housing and behavioral health services but was impacted by employee wellness, wage increases, employee retention as well as improved effective infrastructure uses. Whereas public safety was not only a matter of funding or of increased behavioral health services but also of community engagement.

The connection between initiatives and partnerships were not necessarily linked. Listed below are the main themes for initiative focus and suggested partnerships:

### Initiative Priority

- Community Health
- Public Safety
- Roads, bridges, transportation
- Homelessness
- Increased wages
- More jobs
- Rural economic development
- Public safety increased in rural areas
- Higher taxes
- Mental health
- Reentry services for incarcerated people
- Affordable housing
- Opioid crisis
- Facility for recycling
- Parks and open spaces
- Small business development in rural areas
- Employee retention
- Fiscal resilience
- Employee wellness
- Food Security

### Partnerships

- Ford Foundation
- Coast Guard
- Bureau of Land Management
- Chamber of Commerce
- ODOT
- Blue Zones

- HASCA
- Cahoots, Whitebird
- Rural fire district
- United Way
- Technology infrastructure
- LCOG
- Parks and Recreation

- RAIN
- OEDA
- Catholic Community Services
- Shelter Care
- LTD
- Amtrak
- Human resources