



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 2nd 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 responses¹
- Over 792 community survey responses; 303 complete responses
- 48 employees and 5 public attendees at the open houses

This Strategic Plan reflects their input.

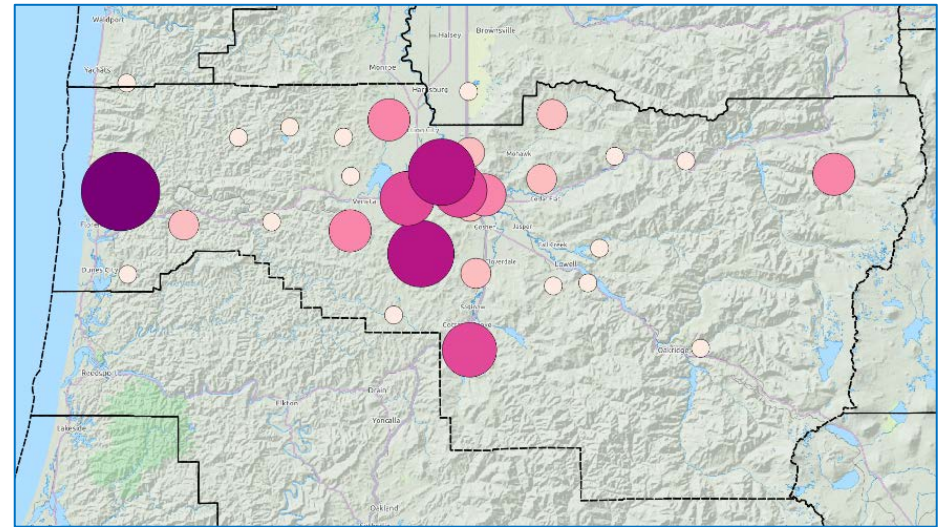


Figure 1: Community Survey Response Geographic Distribution

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

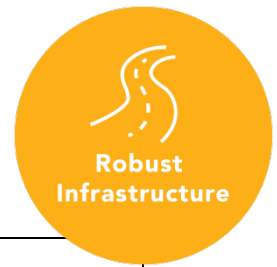


Strategic Priority 2: Vibrant Communities

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

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



Strategic Priority 4: Our People and Partnerships

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

Putting it Together

Lane County Strategic Plan 2018-2021

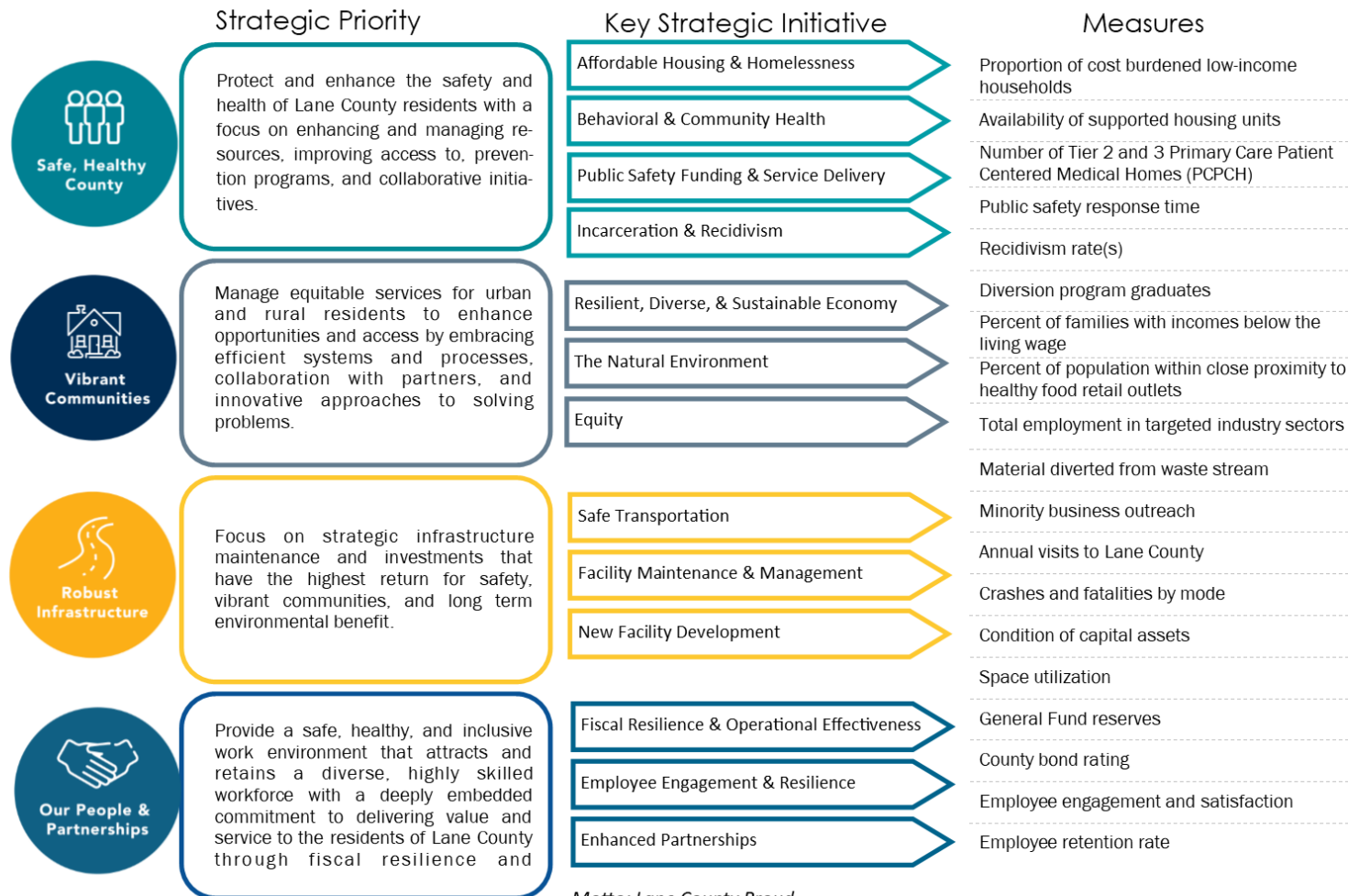


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Mission: We responsibly manage limited resources to deliver vital, community-centered services with passion, drive, and focus

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	Capital Projects Mgr
Our People and Partnerships	General Fund reserve percent	LC Budget	Christine Moody
	County bond rating	LC Finance	Robert Tittle
	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

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