This document is the official 2024-2027 Equity Strategic Plan adopted by Lane County. It serves as the guiding framework for us to develop and implement equity action plans.

**Purpose:** Our next Equity Strategic Plan builds on our ongoing commitment to advancing equity, diversity, inclusion, and belonging. It aims to propel Lane County further toward more equitable governance, transitioning from our current Racial Equity Plan to the 2024-2027 Equity Strategic Plan.

**Strategic Lenses:** Our Strategic Lenses shape our priorities and decisions. This plan seeks to integrate the stewardship of resources, equity lens, and collective impact lens in crafting and implementing of strategies.

**Process:** The 2024-2027 Equity Strategic Plan was collaboratively developed by various Lane County employees and groups. The Equity Core team, composed of individuals from different departments, supported the creation of this document during a 2-day retreat. Using anecdotal information and employee survey data, the team identified drivers and goals, resulting in five main goals. Subsequently, the Equity program engaged different groups to craft strategies and tactics, involving teams whose work would be most affected by decisions made. Through a series of meetings, alignment on goals and strategies was achieved. We then engaged in a series of Listening Sessions for Lane County Employees to gather reactions, ideas on additional tactics, and gather ideas on ways to implement them in their divisions and departments. These listening sessions reached nearly 300 Lane County Employees from every department. In the final step, the plan went to our executive leadership team, which included our elected officials. To ensure accountability in implementation, we will look to our broader community, specifically our Equity program Advisory Board, which has representatives from all 5 Lane County districts.

**Timeline for Implementation:** The plan is set for adoption in Fiscal Year 2024, with a goal to complete it by the end of Fiscal Year 2027. An annual review will be presented to our executive leadership team to monitor progress.
Context: This strategic plan builds upon both existing and past efforts. It's important not to perceive every goal, strategy, or tactic as an entirely new idea; rather, view it as a comprehensive roadmap that focuses on bringing these various efforts together. Embracing a collective impact approach, this plan acknowledges that some strategies and initiatives may not be solely driven by the equity program and instead driven by other teams. Therefore, the perspectives and contributions of these individuals and teams were centered in creating this plan. Throughout the plan, you'll notice how certain goals are interconnected with the ongoing initiatives of various teams. It's essential to recognize that our role as an Equity Program is to provide direction for our equity work, collaborate with teams in generating ideas, assist in implementing strategies, and monitor the successes and challenges of these initiatives.

You'll also notice under the goals and strategies a set of ideas, or tactics. These are the bullet points directly under the strategies. These are included for the purpose of illustrating ways of achieving the strategy, but they are not an exhaustive or prescribed list. We will continue to work with the Equity Core Team to create a roadmap towards achieving the strategies and goals.

Goals:

✓ **Goal #1** - Align our county-wide equity efforts.
✓ **Goal #2** - Use disaggregated data to measure progress of equity efforts and for decision-making.
✓ **Goal #3** - Cultivate a culture of belonging in which all employees, especially those from our historically and currently underserved communities, can fully thrive and succeed.
✓ **Goal #4** - Secure ongoing financing and effectively resource our equity work across the organization.
✓ **Goal #5** - Foster an inclusive and equitable framework for community engagement and civic participation.
Goal #1 - Align our county-wide equity efforts

Connections to our 2023-2024 Lane County Strategic Plan: Strategic Priority 4.B. 1-4, 2.B.5.

In essence, this means that for this goal to succeed, every department must commit to the 2024-2027 Equity Strategic Plan. This involves creating measurable equity action plans for each department, maintaining regular and clear communication, and using the Equity Lens Toolkit in their work.

Refine and adopt the county-wide plan.

- Define roles of the Equity Program and Departments in adopting a departmental equity action plan.
- Conduct evaluations of departmental equity action plans to ensure alignment with Lane County’s equity framework.
- Establish mechanisms for accountability across departments.

Create equity action plans through various lenses.

- Department-specific action plans
  - Create and convene equity champions at each department
  - Work with each department to identify measurable goals
- Create action plans that focus on historically and currently underserved populations
  - Organize and prioritize with our Employee Resource Groups (ERGs)

For example, Community Justice and Rehabilitation Services is creating an Equity Action Plan with their equity committee with goals that connect to this strategic plan, one of which includes creating racial disparity reports and targeted action plans to address those disparities.

Develop and implement communications strategy to ensure county-wide understanding of equity goals, strategies and initiatives across the organization.

- Develop a communications strategy to ensure county-wide understanding of equity vision and goals.
- Communicate equity goals, strategies and initiatives across the organization.
- Define roles of Department Directors, E2, Core Team, and department equity committees.
- Identify Equity Plan touchpoints (website, onboarding, regular updates)
Operationalize the Equity Lens Toolkit.
  o Robust training program for all decision-makers at Lane County.
  o Addition of a Decision-making for Racial Equity Tool (DRE)

For example, the Equity program training all managers and supervisors on how to use the Equity Lens Toolkit in both decision-making and in specific projects.

Focus on economic growth by reducing barriers to doing business with Lane County Government, increase the use of historically underutilized businesses, and highlighting and promoting those businesses.
  o Increase use of COBID (Certification Office for Business Inclusion and Diversity) Certified Businesses
  o Expand the impact of the Diverse Business Directory

For example, the procurement team is working with community organizations to orient minority-owned businesses on how to attain COBID certification and also tracking how many of these businesses Lane County uses each year.
Goal #2-Use disaggregated data to measure progress of equity efforts and for decision-making.

Connections to our 2023-2025 Lane County Strategic Plan: Strategic Priority 2.B.4

In essence, this means using detailed data to measure the impact of equity initiative, incorporating this data into strategic plans, and ensuring transparent, ethical data collection and analysis. By understanding subgroup experiences and addressing system limitations, departments can take informed, data-driven actions to advance equity.

Use data to measure impact of equity initiatives.
- Implement Key Performance Indicators (KPIs) specifically tailored to measure impact
- Include this data in department strategic plan
- Include this data in budget KPIs

Use disaggregated data to understand different subgroups
- Intentional collection and analysis of data
- Establish intentional suppressed data collection strategies

For Example, Human Resources is working to align our demographic data collection practices with existing systems, such as the United States Census, while ensuring that our reporting needs are not compromised.

For example, Community Justice and Rehabilitation Services is examining racial disparity reports and developing targeted strategies to address each of those disparities.
Establish the use of data lifecycles
  o Identify current system limitations in capturing data accurately/timely/etc.
  o Thoughtful Purposeful Lifecycle
    ▪ Design (goals, objectives, format, purpose)
    ▪ Collection of Data
    ▪ Interpretation of Data that include transparency and accessibility
    ▪ Data-Driven Action Goals
    ▪ Dissemination of Data

For example, the Stabilization Center survey ensured that the community was front and center at every step, from creating and distributing the survey to visualizing the results, analyzing the data, and making recommendations on the design aspects they had autonomy over. This entire data life cycle helps build trust in our systems and enhances community data literacy.

Actively engage in data governance process
  o Establish clear protocols for disaggregating data based on various demographic variables (race, gender, age, etc.) to gain deeper insights into subgroup experiences
  o Develop and disseminate clear guidelines and policies on ethical data usage and handling, emphasizing respect for individual privacy and confidentiality.
Goal #3- Cultivate a culture of belonging in which all employees, especially those from our historically and currently underserved communities, can fully thrive and succeed.

*Connections to our 2023-2025 Lane County Strategic Plan: Strategic Priority 4.A.2, 2.B.5*

In essence, this means fostering a culture where all employees, particularly those from underserved communities, can thrive by leveraging HR's efforts in workforce equity. This involves using detailed data to understand employee experiences, improving recruitment and retention strategies, and enhancing onboarding practices to ensure employees feel connected and supported.

Use data to better understand the employee experience in a more authentic and disaggregate way.

- Define our historic and currently underserved employee populations
- Strengthen the tracking and utilization of ERGs and employee data to better support underrepresented employees.
- Look at additional areas of the employee lifecycle to understand the challenges and opportunities to create a more inclusive environment for underrepresented employees (stay interviews, etc...)
- Use predictive analytics data to better support teams and get ahead of preventable dynamics.

For example, a collaboration between Human Resources, the Equity Program, and Data and Analytics is enhancing the employee survey to better reflect our increased capacity to collect, visualize, report, and act on disaggregated data for the 2025 survey.

Continue to diversify our workforce

- Diverse Sourcing
- Inclusive job descriptions
- Bias-awareness selection process
- Diversify our job types (part time, flexibility, etc.)

For example, the Sheriff's Department has developed targeted strategies to recruit and retain female deputies.
Develop retention strategies, especially employees from our historically and currently underserved communities

- Develop strategies to retain and promote underrepresented employees, ensuring they have opportunities to thrive within the organization.
- Improve the analysis of exit data to understand the reasons for underrepresented employees leaving the organization and take corrective actions where needed.
- Track and share data on recruitment, retention, and promotion. Example: City of Dallas

For example, Human Resources led the creation of Employee Resource Groups (ERGs), affinity groups designed to retain employees from underserved communities. The ERGs include groups for BIPOC, LGBTQ2S+, neurodivergent individuals, disability awareness, veterans, and caregivers.

Help employees feel connected and integrated.

- Revamp our onboarding practices (onboarding buddy and others)
- Centralize parts of our onboarding experience
- Shadow a new employee to better understand experience.
- Learn from departments with high scores in “Helping new employees feel connected and integrated” question.
- Create and expand internal connections to people and organization.
- Expand impact of Partners in Diversity
- Areas of interest groups (outside or Employee Resource Groups-ERGs) that connect people on common interest. Mixers

For example, Lane County joined Partners in Diversity to create a welcoming environment for employees of color, especially those new to the Pacific Northwest. This membership provides us with additional recruitment tools and events focused on professionals of color.
GOAL #4 - Secure ongoing financing and effectively resource our equity work across the organization.

Connections to our 2023-2025 Lane County Strategic Plan: Strategic Priority 4.C., 4.D., 4.E.

In essence, this means ensuring sustained financing and resources for equity work across the organization by leveraging the efforts of the Budget & Financial Planning Manager and the Procurement Manager. This involves integrating equity into the budgeting process, streamlining resources, fostering departmental collaboration, and diversifying funding sources to create a stable financial base for equity initiatives.

Embed Equity Lens in Budget Cycles

- Integrate equity considerations into the organization's budgeting process
- Include equity as one of the measurable departmental goals in budget process

For example, the fiscal year 2024 budget process required departments to develop equity performance measures, and this initiative to prioritize equity in our budgeting cycle will be further expanded in FY 2025.

Apply a collective impact lens to departmental equity-related efforts

- Identify areas where efforts related to equity work are being duplicated across departments.
- Create budgeting codes that can help track equity budget allocations
- Streamline resources, eliminate duplications, and centralize certain functions or initiatives where appropriate.
- Foster a collaborative environment where departments can learn from each other and collectively enhance their funding approaches.

For example, the budget and finance team introduced two new project codes for budgeting to track equity consulting and community engagement initiatives. This data will enable us to identify duplication of efforts and optimize our resource allocation.

Diversify Funding Streams

- Identify and pursue various funding sources such as government grants, private National foundations, and corporate sponsorships, to create a stable financial base for equity initiatives.
- Establish mutually beneficial community relationships that can offer financial support, in-kind resources, expertise, or access to wider networks.
- Encourage departments to explore and apply for funding opportunities aligned with their specific equity-related projects.
Goal #5- Foster an inclusive and equitable framework for community engagement and civic participation.

In essence, this means nurturing an inclusive and equitable framework for community engagement and civic participation by tailoring engagement plans, diversifying committee memberships, and strengthening partnerships with community organizations. This involves creating mechanisms for public input and feedback, prioritizing diversity and inclusion in committee selections, and fostering strong government-to-government relationships with the Tribes Lane County serves.

Develop tailored community engagement plans

- Establish mechanisms for public input, feedback, and open dialogue, enabling community members to actively participate in decision-making processes.
- Create tailored community engagement plans that consider the unique needs, preferences, and diversity within the communities they serve.
- Ensure transparency and accessibility in decision-making processes within the organization by providing clear information about upcoming decisions, policies, or projects that affect the community.
- Use internal case studies as models (Parks Levy, Stabilization Center, etc.)

For example, the Parks Levy survey projects were developed in collaboration with community organizations, and the projects were subsequently presented to the community for voting via a survey. This survey was specifically designed to prioritize individuals with lived experiences of inequitable access to parks. The team utilized data to adapt their survey distribution strategies to ensure they met their distribution goals.

Diversify committee and advisory board membership

- Review and revise the processes for appointing members to committees, boards, or advisory groups within the organization to ensure representation from diverse backgrounds, perspectives, and demographics.
- Develop specific criteria or guidelines that prioritize diversity, equity, and inclusion in committee selections, considering factors such as race, ethnicity, gender, age, socio-economic status, and expertise.
- Actively recruit individuals from underrepresented communities or marginalized groups to serve on committees, ensuring their voices are heard and valued in decision-making processes.
- Provide training and orientation sessions for committee members to promote understanding of equity issues, cultural competency, and the importance of diverse perspectives in shaping policies and programs.
• Establish accountability measures to track and assess the diversity and inclusivity of committee appointments, regularly reviewing and adjusting the selection processes to continuously improve representation and inclusivity.

For example, the Equity Program is piloting a universal application for the majority of our advisory boards, providing us access to a centralized dashboard with demographic information. Additionally, it is testing a low-barrier model to ensure that physical, language, or financial obstacles do not hinder people’s ability to participate.

Strengthen partnerships with community organizations
  • Foster strong partnerships with local community-based organizations, nonprofits, advocacy groups, faith-based groups and cultural associations to enhance community engagement and increase civic participation.
  • Apply collective impact lens when taking on new initiatives and consider the existing work of community organizations.

For example, the Community Partnerships Program is dedicated to enhancing public health practices in Lane County. This includes prioritizing communities disproportionately impacted by systemic oppression, fostering accountability to them, recognizing historical harms, and actively sharing power and resources as equal partners in public health initiatives.

Establish strong government to government relationships with the five Tribes that are in Lane County service area
  • Complete the Intergovernmental Tribal Relations Workgroup Plan
  • Identify and track Tribal Consultation regulations and efforts at Lane County

For example, Lane County’s Intergovernmental Tribal Relations Workgroup is dedicated to establishing government-to-government relations with the five tribes served by Lane County. This process prioritizes learning, listening, and building relationships.
2024-2027 Equity Strategic Plan

1. **Align County-wide equity efforts**
   - Refine and adopt the County-wide plan
   - Create equity action plans through various lenses
   - Develop and implement communications strategy to ensure County-wide understanding of equity goals, strategies and initiatives across the organization
   - Operationalize the Equity Lens Toolkit
   - Focus on economic growth by reducing barriers to doing business with Lane County Government, increase the use of historically underutilized businesses, and highlighting and promoting those businesses.

2. **Use disaggregated data to measure progress of equity efforts and for decision-making**
   - Use data to measure impact of equity initiatives
   - Use disaggregated data to understand different subgroups
   - Establish the use of data lifecycles
   - Actively engage in data governance process

3. **Cultivate a culture of belonging in which all employees, especially those that come from historically and currently underserved communities, can fully thrive and succeed**
   - Use data to better understand the employee experience in a more authentic and disaggregate way
   - Continue to diversify our workforce
   - Develop retention strategies, especially employees from our historically and currently underserved communities
   - Help employees feel connected and integrated

4. **Secure ongoing financing and effectively resource our equity work across the organization**
   - Embed Equity Lens in budget cycles
   - Apply a collective impact lens to departmental equity-related efforts
   - Diversify funding streams

5. **Foster an inclusive and equitable framework for community engagement and civic participation**
   - Develop tailored community engagement plans
   - Diversify committee and advisory board membership
   - Strengthen partnerships with community organizations
   - Establish strong government to government relationships with the five Tribes that are in Lane County service area

Cultivate a culture of belonging in which all employees, especially those that come from historically and currently underserved communities, can fully thrive and succeed.