2022-2024 Lane County Strategic Plan

**Our purpose is to improve lives.**

Our core behaviors: Passion to Serve; Driven to Connect; Focused on Solutions

---

**Safe, Healthy County**
Develop an equitable and integrated approach to health, behavioral health, public safety and homelessness so that all residents are safe, healthy, housed, and health outcomes are improved.

**Vibrant Communities**
Invest in Lane County residents by fostering engaged communities with affordable housing options, equitable opportunities, economic vitality and a healthy environment.

**Robust Infrastructure**
Maintain and invest in resilient infrastructure that creates the highest return for safety, community connectivity, enjoyment of life, and local economic success.

---

**Behavioral Health, Homelessness and Public Safety**

**Public Safety & Service Delivery**

**Juvenile and Adult Supervision**

**Homelessness**

**Health Promotion**

**Community Partnerships Program**

**Traffic Safety**
- Homelessness recidivism
- Reduction in first time homelessness
- # of deputies per 1,000 population
- Reconviction rates by race and ethnicity
- Vehicle-related personal injury and fatal crashes

**Affordable Housing**

**Economic Development, Equity and the Environment**

**Multi-Use Community Facility**

**Civic Engagement**

**Rural Communities**

**Land Management**

---

**Affordable Broadband**

**Accessible Data**

**Preparedness and Operational Readiness**

**Disaster Recovery**

**County Infrastructure and Facilities**

**Core Services**
- Expanded broadband access
- Organization risk score
- FEMA community rating score
- Grant funding obtained as a total % of cost of capital projects

---

**Employee Well-Being and Positive Workplace Culture**

**Inclusive, Diverse and Equitable Workforce**

**Financial Stability and Health**

**Capacity of Our Internal Services**

**Fulfill the Goals of Strategic Plan**
- Preventative care visits
- Diversity of Lane County's workforce
- Employee engagement year over year
- Retention rate
- Bond rating

---

**Our People and Organizational Health**
Invest in our employees who are the backbone of our organization and invest in our systems and organizational health so that employees can thrive and residents can experience a more effective government.

---

**Our Vision:**
Lane County is the best county in which all can live, work, and play.

**Our Mission:** We responsibly manage available resources to deliver vital, community-centered services with passion, drive and focus.

www.LaneCountyOR.gov/StrategicPlan
### 2022-2024 Lane County Strategic Plan - Our Priorities and Objectives

#### 1) Safe, Healthy County

**1A.** Focus on the intersection of behavioral health, homelessness, and public safety.

1.A.1 Gain perspective from people with the highest needs and highest users of the system.
1.A.2 Engage with community partners to problem solve and build support for next steps.
1.A.3 Complete a funding plan for a crisis/stabilization center in concert with community organizations.
1.A.4 Identify a site and start construction of a crisis/stabilization center.

1.B. Invest in public safety for improved service delivery.

1.B.1 Accomplish phase two of the Lane County Community Public Safety Repair Plan.
1.B.2 Actively pursue a renewal of the 5-year Public Safety Levy which ends May 2023.
1.B.3 Advocate at state/federal level for sustained funding for critical public safety services.

1.C. Invest in our juvenile justice programs and adult supervision services.

1.C.1 Continue to plan for and actively work with employees to create new department.
1.C.2 Understand and work to address the racial disparities in both adult/juvenile justice systems.

1.D. Reduce the length of time people experience homelessness by adopting best practices and strategies.

1.D.1 Invest in at least two more Permanent Supportive Housing facilities.
1.D.2 Support operations of the navigation center.
1.D.3 Incentive for Parks Foundation.

1.E. Focus on health promotion by providing equitable access to care across the life span.

1.E.1 Secure funding to expand services in rural communities starting with South Lane Community Health Center.
1.E.2 Increase mobile outreach and access with our most marginalized populations to increase well-being.
1.F. Launch Community Partnership Program to achieve health equity in communities.

1.F.1 Strengthen partnerships with culturally-specific community-based organizations.
1.F.2 Collaborate with communities to develop data use approaches and root drivers of social inequity.
1.G. Establish a traffic safety presence along with engineering and education to reduce fatalities.

1.G.1 Support and implement the Transportation Safety Action Plan.

#### 3) Robust Infrastructure

3.A. Expand support structures in order to expand access to affordable broadband.

3.A.1 Establish a local government-level coordinator to coordinate with the State Broadband Office.

3.B. Advance our access and share data internally and externally to support data-driven decisions.

3.B.1 Increase investments in technologies that create easy access to data.
3.B.2 Support the establishment of regional data governance structures.
3.B.3 Implement the Cybersecurity Plan, which includes advancing trainings and exercises.

3.C. Build a culture of preparedness and operational readiness in coordination with community partners.

3.C.1 Create protocols for staffing an emergency response for immediate action and extended operation.
3.C.2 Standardize the Emergency Operations Plan to align with national standards.
3.C.3 Partner with faith-based, community-based, and non-profit groups to prepare/recover together.
3.C.4 Maintain and invest in the Lane Regional Resilience Collaborative initiative.
3.C.5 Create an infrastructure that supports environmental monitoring and emergency alerts.
3.C.6 Coordinate integration and interoperability for radio communications systems.
3.C.7 Implement the All-Hazards Mitigation Plan.

3.D. Develop disaster recovery plans, policies, and procedures.

3.D.1 Establish policy and procedures needed to effectively track disaster costs for recovery.
3.D.4 Conduct routine trainings and tabletop exercises to test the Disaster Recovery Plan.

3.E. Invest in our County-owned facilities and infrastructure and utilize to the highest and best use.

3.E.1 Leverage the Capital Improvement Plan to explore and secure grant funding for infrastructure.
3.E.2 Create a space utilization policy that incorporates existing / future uses and incorporates telework.
3.E.3 Apply the equity and stewardship of resources lenses to facilities and maintenance plans.
3.E.4 Implement the Bicycle Master Plan.
3.F. Support core services in order to deliver high-quality, dependable and consistent customer service.

3.F.1 Explore modernization of systems that aid with resiliency and ease of use.

#### 4) Our People and Organizational Health

4.A. Improve employee well-being and promote a positive workplace culture with purpose and potential.

4.A.1 Prioritize rolling out the Strategic Plan to create clarity of the plan, purpose, and vision.
4.A.2 Improve employee well-being, workload capacity and wellness (mental, physical and financial).
4.A.4 Continue to advance flexibility as we explore a new normal in workplace environments.

4.B. Advance an inclusive, diverse and equitable workforce in order to shift the culture around equity.

4.B.1 Identify equity training/development needs, improve communication, and support supervisors.
4.B.2 Define roles of the equity teams and the supports within the organization.
4.B.3 Gather input to inform the strategy as we create an Equity Action Plan.
4.B.4 Assist departments with identifying equity goals and provide support in accomplishing them.
4.B.5 Support Employee Resource Groups as a support to employees and as a voice of shared experiences.

4.C. Increase our financial stability, overall financial health and continuous quality improvement.

4.C.1 Expand data analytics in order to actively monitor metrics related to financial health.
4.C.2 Strategically manage the infusion of one-time federal/state dollars and leverage opportunities.
4.C.3 Ensure our financial policies and procedures are aligned with best practice.
4.C.4 Enhance revenue for core services that impact the health and safety of our organization/community.

4.D. Build & align capacity of internal services at an effective/efficient level (keep the wheels on the bus).

4.D.1 Create and implement policies that evaluate internal capacity and resource needs as we evolve.
4.D.2 Explore options to carefully plan and apply system logistics when taking on a new grant.
4.D.3 Establish a culture of organizational learning; identify gaps, provide trainings and share a database.
4.E. Assess our resources/deficiencies in order to advance our Strategic Plan; review and reprioritize.

4.E.1 Identify needs through the annual budget development process and prioritize resources accordingly.
4.E.2 Conduct quarterly and annual updates to address progress and capacity.