AGENDA COVER MEMO

TO:	Board of County Commissioners
DEPARTMENT:	County Administration
PRESENTED BY:	Jeff Kincaid, Senior Operational Analyst Annie Rose Favreau, Director at Moss Adams Colleen Rozillis, Partner at Moss Adams
AGENDA ITEM TITLE:	DISCUSSION/ 2025-2027 Lane County Strategic Plan Update

I. MOTION

This item is discussion only.

II. AGENDA ITEM SUMMARY

The purpose of this discussion is to update the Board on the strategic planning process and receive feedback on proposed schedule and milestones for the upcoming process to create the 2025-2027 Lane County Strategic Plan.

III. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

In March of 2018, the Board approved the 2018-2021 Lane County Strategic Plan with Board Order 18-03-20-02.

In November of 2019, the Board approved a revision to the 2018-2021 Lane County Strategic Plan with Board Order 19-12-17-04.

On January 12, 2021, staff sought input from the Board of County Commissioners regarding the process, timing, and desired approach to the development of the next Strategic Plan.

On August 31, 2021, staff brought an approach forward to the Board of County Commissioners on how we might move forward with the planning process for Strategic Plan development.

On December 1, 2021, the Board of County Commissioners participated in an off-

site strategic plan leadership retreat.

On March 1, 2023 the Board held a work session to review and discuss the 2022-2024 Lane County Strategic Plan.

On July 9, 2024, The Board provided initial input as we began the process to create the 2025-2027 Lane County Strategic Plan.

B. Policy Issues

There are no significant policy issues for this item.

C. Board Goals

This strategic planning effort will ultimately allow us to plan for future Board goals and priorities.

D. Financial and/or Resource Considerations

There are no significant financial and/or resource considerations for this discussion.

E. Health Implications

There are no significant health implications for this item specifically. Ultimately the 2025-2027 Lane County Strategic Plan is anticipated to include priorities and initiatives that have positive health implications for our community.

F. Analysis

The Board will play a key role in the development of the content of the plan as planning progresses. Moss Adams has been engaged to provide valuable experience, knowledge, and expertise to facilitate processes, inject valuable insight on best practices, lead engagement activities, and aid in developing a comprehensive plan.

G. Alternatives/Options

The purpose of this discussion is to provide an update to the Board and receive additional feedback from the Board as we continue through the process to create the 2025-2027 Lane County Strategic Plan. Feedback from this discussion will be utilized to continue to evolve the process for creating the next iteration of our strategic plan.

IV. RECOMMENDATION

There is no recommendation from staff for this discussion item.

V. TIMING/IMPLEMENTATION

Staff will immediately proceed with the steps outlined in the attached presentation.

VI. FOLLOW-UP

Staff will return to the Board at multiple points throughout the plan development process to receive input from Commissioners on plan contents, provide updates on progress, and for plan adoption.

VII. ATTACHMENTS

Moss Adams presentation

MOSSADAMS

LANE COUNTY

Strategic Planning Orientation

DECEMBER 2024

Moss Adams Introduction

Our Oregon Presence

We understand the unique environment in which Oregon local governments operate. With more than 1,000 employees and partners in Oregon, we serve hundreds of public and private sector organizations in Oregon.

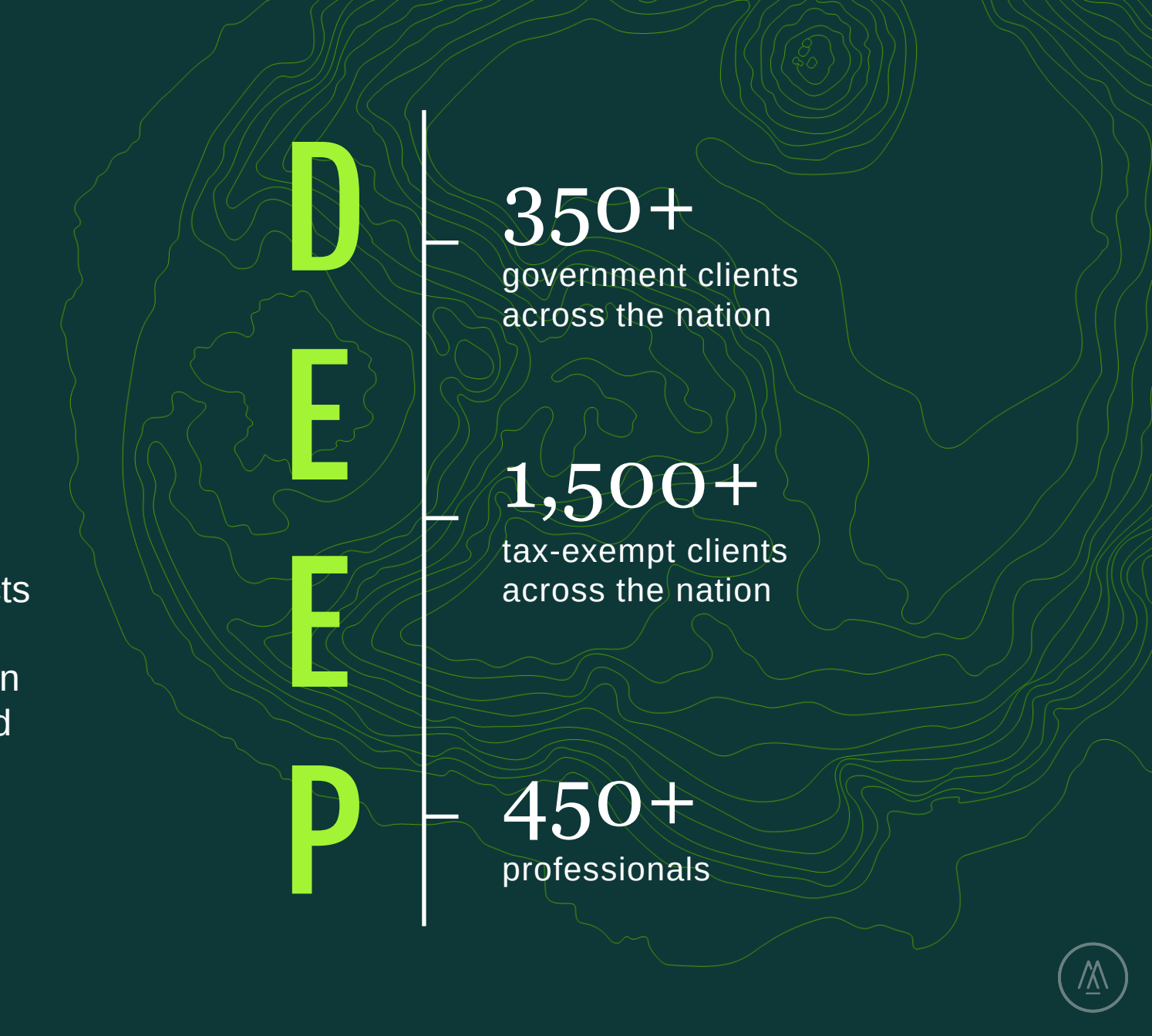
Counties

Cities & Districts

State Agencies

Our Government Practice

Our active involvement with other cities, counties, and special districts and professional associations means we understand how you run your organization and are invested in supporting your success and collaborating with you to help you achieve your mission.



Strategic Planning Experience

For more than 40 years, we've provided strategic and organizational consulting services to governments in Oregon and throughout the West.

350+
Government clients nationwide

450+
Senior-level professionals

Select Local Government Consulting Clients		
Burns Paiute Tribe, OR	City of Seattle	**Curry County, OR**
City of Redondo Beach	City of Stockton	**Klamath County, OR**
City of Medford, OR	City of Tacoma	King County
City of Salem, OR	Clark County	Marion County, OR
City of Portland, OR	County of Chelan	Multnomah County, OR
City of Santa Monica	County of Maui	**Port of Cascade Locks, OR**

Your Project Team

Annie Rose Favreau
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Project Manager and Facilitator

Colleen Rozillis
Public Sector Consulting Practice Lead, Partner
Quality Assurance

Jessie Lenhardt
Senior Manager
Facilitator

Maria Stroth
Senior Manager
Equity Lead

James Warren
Senior
Analyst

Working Together

Project Overview

Our goal is to work together to develop a strategic plan that will guide the County's major activities for the next three years.

The plan will be designed to help the County identify major strategic priorities and create a clear path to achieve those goals.

Strategic Plan Components

- **Vision, Mission, Values**: Ideals and principles that provide the strategic framework for the rest of the plan
- **Goals**: Broad, long-term outcomes
- **Objectives**: Specific, measurable steps to achieve goals
- **Actions**: Who, what, and when to accomplish objectives
- **Performance Measures**: How to evaluate goal and objective achievement

Iterative Planning

Roles and Responsibilities (DACI)

Role	Moss Adams	Board	Management & Employees	Community Stakeholders
Driver - The driver steers the project, ensuring tasks are accomplished, and keeping the momentum going.	☑			
Approver - The ultimate decision-makers within the project.		☑		
Consulted/Contributors - The team members providing expertise, suggestions, and ideas to the project.		☑	☑	☑
Informed - The team members who need to be aware of the project's progress and kept updated about the outcomes of the project.		☑	☑	☑

Project Milestones

DECEMBER

- Management Kickoff Meeting
- **Board Kickoff Meeting, December 17**
- Project activities
  - Document request
  - Interview list and scheduling
  - Survey drafts
  - Focus group material prep

JANUARY

- Community visioning survey
- Employee visioning survey
- Pre-interview work sheet
- Interviews with senior management
- **Interviews with commissioners**
- Conduct community leader focus groups

FEBRUARY

- **First joint work session with Board and management**
  - SWOT analysis
  - Mission, vision, values review
  - Strategic goals discussions
  - Objectives generation
- **Survey of Board and management to gain additional input**

Project Milestones

MARCH

- **Second joint work session with Board and management**
  - Refine objectives and activities
  - Discuss key performance indicators
- Prep for open houses

APRIL

- **Send draft plan for review to senior management and Board**
- Community survey opens
- Staff Open House (virtual and in-person)
- Community Open house (virtual and in-person)

MAY/JUNE

- Recommend updates to the draft plan
- **Gather input from senior management and Board**
- Finalize plan
- **Final presentation of the plan to the Board**

QUESTIONS

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