



AGENDA COVER MEMO

Memorandum Date: June 11, 2025

Order Date: June 24, 2025

TO: Board of County Commissioners

DEPARTMENT: County Administration

PRESENTED BY: Jeff Kincaid, Senior Operational Analyst; Judy Williams, Chief of Staff; Taina Saltysiak, County Data & Analytics Officer; Latiffe Amado, County Equity Officer; Laura Holtgrieve, Executive Assistant to the County Administrator; Annie Rose Favreau, Director, Baker Tilly; Jessie Lenhardt, Senior Manager, Baker Tilly.

AGENDA ITEM TITLE: PRESENTATION and DISCUSSION / ORDER / In the Matter of Adopting the 2025-2027 Lane County Strategic Plan

I. MOTION

Move to approve the attached Order Adopting the 2025-2027 Lane County Strategic Plan.

II. AGENDA ITEM SUMMARY

This is an update on and discussion of the 2025-2027 Lane County Strategic Plan. The Board is being asked to provide feedback on the draft plan and officially adopt the 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.

On December 17, 2024, the Board received an update on the proposed planning process for the 2025-2027 Lane County Strategic Plan.

On February 26, 2025, the Board received an update on the input received from the community and employees and held a work session to begin to develop the draft of the 2025-2027 Lane County Strategic Plan.

On March 19, 2025, the Board held a work session to continue to advance the discussion and drafting of the 2025-2027 Lane County Strategic Plan.

B. Policy Issues

There are no significant policy issues for this item.

C. Board Goals

The 2025-2027 Lane County Strategic Plan establishes focus, direction, and guidance to the organization on the Board's strategic priorities.

D. Financial and/or Resource Considerations

There are no significant financial and/or resource considerations of taking action on this item. The 2025-2027 Lane County Strategic Plan establishes goals, objectives, and a strategic framework that will help guide actions that ultimately will have financial and/or resource considerations.

E. Health Implications

There are no significant health implications of taking action on this item. The 2025-2027 Lane County Strategic Plan establishes goals, objectives, and a strategic framework that will help guide actions that ultimately will have health implications for our community.

F. Analysis

The Strategic Plan Core Team along with the Baker Tilly (Moss Adams) team have

worked diligently over the last six months to conduct a thorough, deliberate, and thoughtful strategic planning process. This process has included:

- An all-employee survey, both online and paper, to receive initial input.
- A community survey to receive initial input.
- Interviews with elected county officials and key county leadership (24).
- Five community focus groups that included members of local businesses, nonprofits, human service providers, advocacy groups, and advisory boards.
- A county-wide supervisor and manager meeting where we shared out highlights from the employee survey, formed small groups to talk about survey results, and talked about what directors and commissioners need to take out of the results.
- Four employee in-person open houses and one virtual employee open house to solicit feedback on the draft plan. Open houses were conducted in Harris Hall, at the MLK campus, at Charnelton, and at the Delta campus.
- An employee survey, online and paper copies, to solicit feedback on the draft plan for employees unable to attend the open houses.
- One community in-person open house, and one virtual community open house to solicit feedback on the draft plan.
- A community survey to solicit feedback on the draft plan for community members unable to attend the open houses.
- A meeting to review community and employee feedback on draft plan with directors and senior leadership.
- Posted flyers advertising open houses and community survey in over 17 locations around Lane County, with a focus on rural communities that had limited responses in the initial survey.
- Utilized a press release and social media to advertise opportunities to provide feedback.

Key Plan Elements and Updates

- An updated vision statement: Lane County is a thriving community where everyone can live, work, and play.
- An updated mission statement: We improve lives.
- Updated values and provided additional clarity with definitions:
 - Connection- Build meaningful internal and external relationships and collaborate with others to create positive community impact.
 - Integrity- Be accountable, ethical, and responsible stewards.
 - Excellence- Strive for effective and innovative solutions in all that we do.
 - Equity and Respect- Ensure that all members of our community are valued, respected, and supported by County services and systems.
- No change to core behaviors: Passion to Serve, Driven to Connect, Focused on Solutions.
- Updated strategic lenses and updated definitions:

- Collaborative Partnership- This lens emphasizes the importance of partnerships in solving present and future challenges facing our community. By fostering internal and external collaboration, we can align our efforts around a common agenda, shared goals, and clearly defined roles to make a lasting impact.
 - Stewardship of Resources- This lens focuses on how Lane County manages its public funds and resources. It emphasizes using resources wisely and transparently to meet today's needs, while preserving them for future generations. By applying analytical tools, the County ensures thoughtful decisions about pursuing, investing, and maintaining resources, balancing economic, environmental, social and safety priorities.
 - Equity- This lens ensures that everyone in the community has fair access to opportunities, tools, and support by recognizing that people face different challenges. It focuses on providing support and removing barriers to help people achieve health, safety, education, and economic stability. The County is committed to ensuring that all community members have the chance to thrive.
- Primary goals remain the same: Safe and Healthy County, Vibrant Communities, Robust Infrastructure, Our People and Organizational Health.
 - Removed activities from the plan to keep the plan high level, enable nimbleness as we face changing landscapes, and allow for an annual planning process.

Staff have been pleased with the feedback and participation received from employees and the community. Lane County is a large and diverse organization and community, so not all feedback could be included in the plan. However, all feedback received was considered, discussed at length, and actioned as appropriate.

G. Alternatives/Options

The Board has significant discretion when it comes to strategic planning and can choose to take action or direct staff as the Board deems fit.

IV. RECOMMENDATION

Staff recommends the Board adopt the draft 2025-2027 Lane County Strategic Plan.

V. TIMING/IMPLEMENTATION

Once adopted, the draft plan will immediately become the official 2025-2027 Lane County Strategic Plan.

VI. FOLLOW-UP

Staff will continue work to develop activities and key performance indicators to implement and achieve the goals and objectives identified in the plan. Staff will provide regular updates to the Board on progress on components of the strategic plan.

VII. ATTACHMENTS

Board Order

Draft 2025-2027 Lane County Strategic Plan

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO:

In the Matter of Adopting the 2025-2027
Lane County Strategic Plan

WHEREAS, the current Lane County Strategic Plan used 2022-2024 as the planning period; and

WHEREAS, the Board of Commissioners recognizes the need to establish the strategic vision for Lane County; and

WHEREAS, the Board of Commissioners provided direction to staff to begin the strategic planning process on July 9, 2024; and

WHEREAS, the County contracted with Moss Adams to provide assistance and expertise in the strategic planning process starting in December 2024; and

WHEREAS, staff have conducted multiple work sessions with the Board and department leadership, conducted community focus groups, hosted community and employee open houses, conducted community and employee surveys, and executed other engagement activities for the last six months; and

WHEREAS, staff feel confident that the strategic planning process conducted to-date has been successful and led to a draft plan that has taken all received input into account; and

WHEREAS, the Board of Commissioners desires to formally adopt the updated strategic plan.

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

Adoption of the 2025-2027 Lane County Strategic Plan.

ADOPTED this ____ day of _____, 2025.

David Loveall, Chair
Lane County Board of Commissioners



LANE COUNTY STRATEGIC PLAN

2025 – 2027



TO OUR COMMUNITY:

We are pleased to share with you our County's 2025-2027 Strategic Plan—a roadmap to guide our collective work over the next three years. This plan reflects our shared aspirations and a vision for a future where every person who lives and works across the County can thrive.

Creating this plan was a collaborative process between January and June of 2025. From the beginning, we set out to listen. Through interviews, focus groups, community surveys, open houses, and conversations across the County, we heard from residents, County employees, and other stakeholders who care deeply about the place we call home. We gathered quantitative data about the County's conditions from many sources, including large-scale initiatives like the Community Health Assessment. County management and leadership also brought their insight and experience to the table, helping shape priorities that are both bold and grounded in our community's realities.

The plan is organized into the following sections:

- Strategic Framework: Vision, Mission, Values
- Strategic Goals and Objectives
 - Goal 1: Safe and Healthy County
 - Goal 2: Vibrant Communities
 - Goal 3: Robust Infrastructure
 - Goal 4: Our People and Organizational Health
- Annual Planning Cycle

This plan does not attempt to cover every service the County provides—many essential programs and responsibilities will continue as they always have. Instead, this plan highlights the areas where we believe focused attention and additional resources will have the greatest impact. These priorities will help us meet the challenges of today while preparing for the opportunities of tomorrow.

We are deeply grateful to everyone who contributed their time and ideas to this process. The County's mission is to improve lives. Together, we are building a County where all residents—no matter who they are or where they live—can access opportunity, feel a sense of belonging, and live healthy, fulfilling lives. Thank you for being part of this important work. We look forward to continuing the journey with you.

*Ryan Ceniga, Commissioner
District 1 West Lane*

*David Loveall, Commissioner
District 2 Springfield*

*Laurie Triege, Commissioner
District 3 South Eugene*

*Pat Farr, Commissioner
District 4 North Eugene*

*Heather Buch, Commissioner
District 5 East Lane*

*Steve Mokrohisky
County Administrator*

STRATEGIC FRAMEWORK



Vision Statement

Lane County is a thriving community where everyone can live, work, and play.



Mission Statement

We improve lives.

Values

CONNECTION

Build meaningful internal and external relationships and collaborate with others to create positive community impact.

INTEGRITY

Be accountable, ethical, and responsible stewards.

EXCELLENCE

Strive for effective and innovative solutions in all that we do.

EQUITY AND RESPECT

Ensure that all members of our community are valued, respected, and supported by County services and systems.

Core Behaviors

Passion to Serve
Driven to Connect
Focused on Solutions

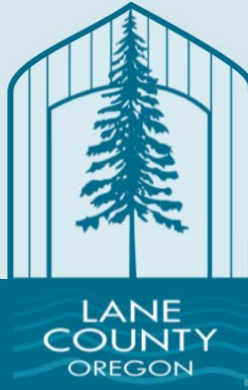
Strategic Lenses

Collaborative Partnership
Stewardship of Resources
Equity

Strategic Lenses

- **Collaborative Partnership:** This lens emphasizes the importance of partnerships in solving present and future challenges facing our community. By fostering internal and external collaboration, we can align our efforts around a common agenda, shared goals, and clearly defined roles to make a lasting impact.

- **Stewardship of Resources:** This lens focuses on how Lane County manages its public funds and resources. It emphasizes using resources wisely and transparently to meet today's needs, while preserving them for future generations. By applying analytical tools, the County ensures thoughtful decisions about pursuing, investing, and maintaining resources, balancing economic, environmental, social and safety priorities.
- **Equity:** This lens ensures that everyone in the community has fair access to opportunities, tools, and support by recognizing that people face different challenges. It focuses on providing support and removing barriers to help people achieve health, safety, education, and economic stability. The County is committed to ensuring that all community members have the chance to thrive.



STRATEGIC GOALS AND OBJECTIVES



GOAL 1: SAFE AND HEALTHY COUNTY

Deliver equitable and integrated services to support health, housing, and public safety.

Goal 1 Objectives

- **Emergency Response:** Enhance public safety and resilience by investing in preparedness efforts to reduce harm, ensure there are no interruptions to vital County services, and accelerate recovery from disasters.
- **Healthcare Access:** Improve community well-being and health outcomes by increasing access to and availability of healthcare services in accordance with the needs identified by the Community Health Assessment.
- **Homelessness Response:** In alignment with the strategic plan for the Poverty & Homelessness Board, continue work to prevent and respond to homelessness.
- **Public Safety Sustainability:** Ensure long-term public safety by establishing a sustainable funding model and investing in community-based programs that reduce strain on the criminal justice system.

GOAL 2: VIBRANT COMMUNITIES

Support Lane County communities by prioritizing economic vitality, inclusive engagement, housing affordability, and a healthy environment.

Goal 2 Objectives

- **Economic Development:** Strengthen the local economy by expanding job opportunities and fostering business growth.
- **Healthy Environment:** Support programs and systems that foster a healthy environment and enhance community well-being.
- **Housing:** In coordination with local partners, support housing affordability and supply through infrastructure and incentives.
- **Inclusive Community Support:** Ensure all people who reside in the community have a meaningful voice in decision-making and fair access to County services and support. This includes actively addressing barriers to participation, so everyone has the opportunity to be heard and supported.

GOAL 3: ROBUST INFRASTRUCTURE

Maintain and increase the resilience of County infrastructure by focusing on buildings, transportation, and Information Technology systems.

Goal 3 Objectives

- **Building Infrastructure:** Invest in County-owned buildings and facilities to ensure functional infrastructure in compliance with our accessibility and climate goals.
- **Cybersecurity and Information Technology:** Improve systems and data protection, to meet the needs of residents and businesses efficiently and securely.

GOAL 4: OUR PEOPLE AND ORGANIZATIONAL HEALTH

Support our employees, systems, and organizational health so that County residents can experience a more effective government.

Goal 4 Objectives

- **Employee Engagement and Development:** Foster an engaged and connected workforce by prioritizing employee development, ensuring competitive and equitable compensation, and enhancing internal communication.
- **Financial Stability of the County:** Continue our path to increase the County's financial stability and overall financial health.
- **Innovation and Process Improvement:** Enhance County culture and operations by fostering innovation, streamlining processes, leveraging data and technology, and adopting best practices that improve service delivery and reduce costs.
- **Lobbying and Intergovernmental Relationships:** Advance County priorities by actively engaging in lobbying efforts, building strong relationships with policymakers and governmental partners, including tribal partners, and securing legislative and funding support for key initiatives.

RELATED COUNTY PLANS

Specific activities related to the Goals and Objectives are captured in County department's annual operating plans as well as the following plans:

- Community Health Improvement Plan
- Community Wildfire Protection Plan
- Emergency Operations Plan
- Equity Strategic Plan
- Multi-Jurisdictional Natural Hazard Mitigation Plan
- Poverty & Homelessness Board Strategic Plan
- Climate Action Plan
- Community Health Improvement Plan
- Community and Economic Development Strategic Plan
- Equity Strategic Plan
- Greenhouse Gas Reduction Plan
- Lane Events Center Master Plan
- Limited English Proficiency Plan
- Bicycle Master Plan
- County Capital Improvement Plan 2025-2029
- Road and Bridge Capital Improvement Plan 2020-2025
- Section 504 Plan
- Technology Services Strategic Plan

ANNUAL PLANNING CYCLE

Each year, the County's management team will review the Strategic Plan and select specific objectives and actions they believe will be critical to focus on for the upcoming year. These priority activities will then be approved by the Board of Commissioners. Once priority activities have been established, the County's management team will develop a high-level implementation plan to identify specific actions, timelines, and responsible parties. At the end of the year, the County's management team will report on progress to the Board of Commissioners.

The general timeline will be as follows:

September-December

- Management team identifies key priority actions (that are tied to specific goals and objectives) for the upcoming fiscal year

December-January

- Management presents recommended priority actions to the Board of Commissioners for consideration
- The Board of Commissioners provisionally approves the selected priority actions
- Management prepares and presents a summary of key accomplishments related to strategic plan goals from July-December of the previous year

January-May

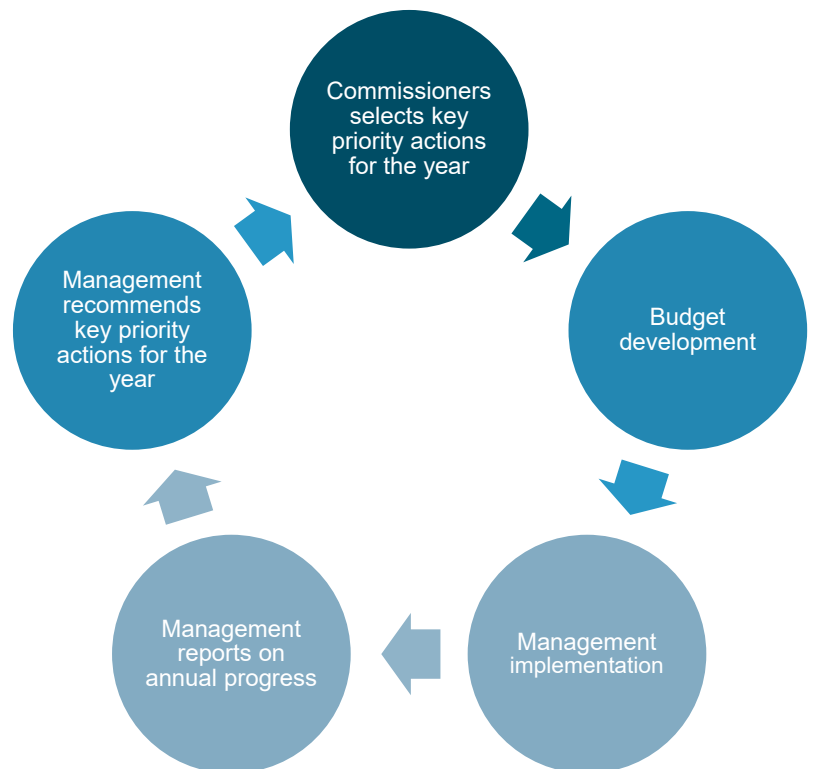
- Budget development process takes place

June

- Budget is adopted by the Board of Commissioners

July-August

- Management updates priority activities based on budget allocation and begins implementation
- Management prepares and presents a summary of key accomplishments related to the strategic plan goals from the previous fiscal year



ACKNOWLEDGEMENTS

Thank you to the following groups who dedicated time and valuable input to develop this strategic plan.

Lane County Community Members

Lane County Board of Commissioners

Lane County Leadership and Employees

PREPARED BY MOSS ADAMS LLP



MOSSADAMS

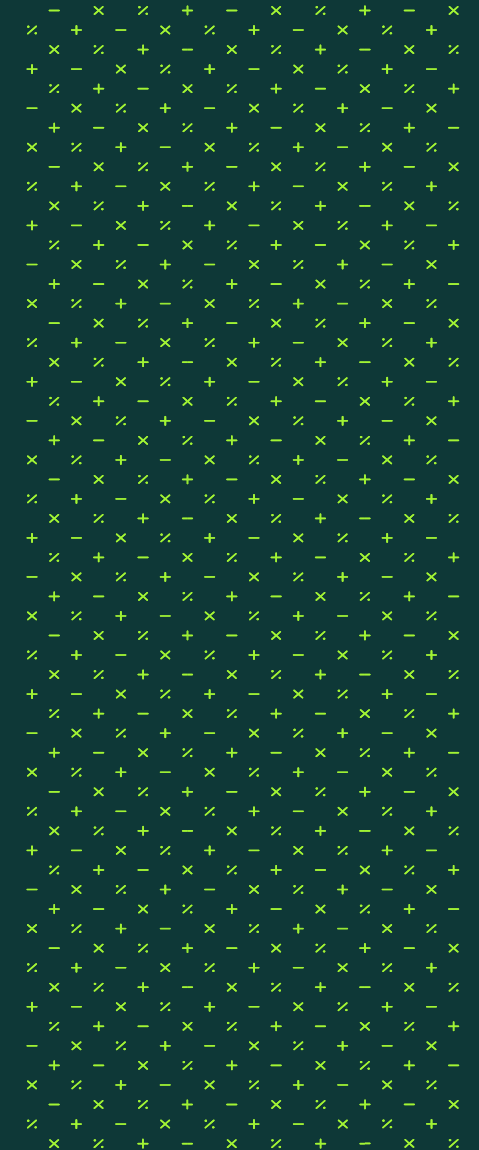


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Lane County Strategic Plan

WELCOME

JUNE 2025



Session Goals

- Receive an overview of the strategic planning process
- Review (and potentially adopt) the strategic framework:
 - **Vision, Mission, Values, Core Behaviors, and Strategic Lenses**
 - **Strategic Goals and Objectives**
- Receive a summary of next steps to develop performance measures and Year 1 activities

Your Baker Tilly Team



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Project Manager and
Facilitator



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Public Sector Consulting
Practice Lead, Partner
Quality Assurance



Jessie Lenhardt
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Staff
Analyst

Your Lane County Team

- **Jeff Kincaid**, Senior Operational Analyst
- **Judy Williams**, Chief of Staff
- **Latiffe Amado**, County Equity Officer
- **Laura Holtgrieve**, Executive Assistant to County Administrator
- **Taina Saltysiak**, County Data & Analytics Officer

Strategic ► Planning Overview



Project Overview

The goal of this project was to develop a strategic plan that will guide the County's major activities for the next three years.

The plan is 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
- **Performance Measures:** How to evaluate goal and objective achievement
- **Activities:** Who, what, and when to accomplish objectives (developed annually)



Iterative Planning



Milestones



► Strategic Framework



Strategic Plan Foundational Statements



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Annual Planning Cycle



DISCUSSION QUESTION

Do you have any questions about the draft strategic framework? Is the Board ready to adopt this framework?





Next Steps

01 COUNTY MANAGEMENT DEVELOPS KEY PERFORMANCE INDICATORS & YEAR 1 ACTIVITIES

02 BOARD APPROVED PERFORMANCE INDICATORS & YEAR 1 ACTIVITIES

03 FULL STRATEGIC PLAN PUBLISHED (ENGLISH AND SPANISH)



➤ **THANK YOU**



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