

2023 – 2025 STRATEGIC PLAN

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Message from the County Commissioners

Lancaster County has grown and evolved since being founded in 1859, but it has preserved the characteristics that make Lancaster County unique, including providing the best of both rural and urban residential, commercial, and recreational opportunities. The County Commissioners are excited to build upon our successes and make Lancaster County an even better place to live, work, and play through an even more effective, more efficient, and more focused County government.

The Lancaster County Strategic Plan will be vital in making our vision for Lancaster County a reality. It is important to view this document as a road map and to understand our continued success will depend on following the direction provided by the Strategic Plan's priorities and goals.

This Strategic Plan would not exist if not for the thoughtful insight and input from our community, including residents, businesses, advisory boards and committees, a broad array of community stakeholder groups, elected officials, department heads, and employees. Thanks to all of you for your many meaningful contributions to this Strategic Plan.

We look forward to implementing this Strategic Plan in collaboration with all of our internal and external partners as it provides innovative, sustainable services for a healthy, safe, diverse, and vibrant community.



Mission & Vision Statement

Our Mission

The mission of Lancaster County government is to provide innovative, sustainable services for a healthy, safe, diverse, and vibrant community.

Our Vision

Lancaster County is a leading center of culture, education, agriculture, and commerce that thrives through dynamic growth, thoughtful leadership, and the diversity of its people in both rural and urban communities.

Guiding Principles

Engaged, Accessible and Attentive

We create an environment in which all voices are heard, information is available, and where dialogue and understanding are seen as invaluable to the decision-making process and service provision.

Compassionate and People-Focused

We are professionals who treat everyone with fairness, dignity, and respect and serve all with empathy and kindness, always putting people first.

Accountable and Faithful Stewards

We apply best practices, invest wisely, and use County resources responsibly because we value our service to the public and the trust of our community.

Solution-Oriented and Innovative

We challenge the status quo and are not afraid to take risks as we focus on finding and creating new and efficient solutions to sustain existing services, adapt to new demands, and look towards the future.

Exceptional and Empowered Employees

We continuously invest in our workforce and implement forward-thinking policies and practices that promote development, recognition and stability and create a friendly, supportive environment where everyone wants to work.

LANCASTER
STRATEGIC PRIORITY & GOAL

Community Well-Being and Safety

Provide a range of public safety services and enhance access to human services to foster well-being throughout Lancaster County.

OBJECTIVES

- Enhance partnerships and expand access to crisis intervention, behavioral health services, and basic needs support services.
- Ensure residents of all abilities have physical access to government programs and services.
- Enhance diversion programs and alternatives to incarceration to decrease the jail population and reduce recidivism.



OUTCOME MEASURES

- Complete construction of the Family Resource Center by the end of 2025.
- Reduce number of behavioral health and increase number of calls for service to law enforcement and increased number of calls to community-based crisis response resources.
- Reduce waiting periods for health and human services in the community based on data from Region V and County programs.
- Complete an updated self-evaluation and Americans with Disabilities (ADA) transition plan by the end of 2023.
- Engage an independent third-party consultant to provide findings and recommendations on the criminal justice system by end of 2025, including developing a common definition of recidivism.



Welcoming and Diverse Communities

LANCASTER
STRATEGIC PRIORITY & GOAL

Foster opportunities, services, and effective communication to strengthen the cycle of support and sense of belonging for all who live in and visit Lancaster County.

OBJECTIVES

- Assess and enhance existing data and data sources available on service provision and community needs.
- Establish a communications position to develop a comprehensive, inclusive, centralized, data-driven community engagement strategy to effectively engage the community and ensure a unified approach to addressing community needs.
- Support the implementation of the Welcoming and Belonging Plan developed jointly by the City of Lincoln and Lancaster County.

OUTCOME MEASURES

- Engage an independent third-party consultant to provide findings and recommendations on how best to use existing data and develop new data for service provision and community needs.
- Fill Communications position by the end of 2023.
- Complete community engagement strategy by the end of 2024.
- Evaluate the success of the community engagement strategy through a community survey using objective measurements.





LANCASTER
STRATEGIC PRIORITY & GOAL

Employer of Choice

Implement flexible, creative, and diverse methods of learning and developing the County's workforce that enhance the employees' experience, encourage a culture of innovation, and enable employee success through development of their talents.

OBJECTIVES



- Enhance the pride and satisfaction employees feel as part of Lancaster County through learning and development that strengthens employee attraction, engagement, and retention.
- Effectively use knowledge, processes, data, workforce and systems to meet the expectations and needs of those the County serves.
- Develop an employee-driven quality improvement and continuous process improvement program to enhance decision-making and to increase the efficiency and effectiveness of County operations.
- Support Diversity, Equity, and Inclusion (DEI) Manager's development and implementation ofa DEI strategy within County agencies.

OUTCOME MEASURES

- Complete a needs analysis of organizational capabilities and employee competencies by the end of 2024, providing a proposal for resources needed to implement an employee development program.
- Develop streamlined quality assurance reporting for employee data by the end of 2023.
- Roll out the employee development program based upon the findings of the organizational needs analysis by the end of 2025.
- Implement an employee-driven quality improvement and continuous process improvement program by the end of 2024.
- Utilize regular employee surveys and human capital management data, to demonstrate an increase in:
  - Employee retention and reduce turnover year over year.
  - Employee engagement year over year.
  - Employees who receive/attend training year over year.
  - Employees who feel that the County provides opportunities for career advancement (benchmarked from survey).
  - Employees who rate their work environment as excellent or good (benchmarked from survey).
- Implement a DEI Strategy within County agencies by end of 2025.



Climate Smart and Resilient Infrastructure

LANCASTER
STRATEGIC PRIORITY & GOAL

Invest in resilient and sustainable infrastructure to meet changing needs and potential growth, protect the environment, and ensure a safe community.

OBJECTIVES

- Update the 2018 Transportation Study by developing a 20-year infrastructure needs assessment to begin planning and prioritizing improvements, including needs relative to service delivery.
- Develop a climate strategic plan in coordination with other government agencies and partners to increase climate resiliency throughout the County.
- Ensure a safe, sustainable water supply.



OUTCOME MEASURES

- Complete the 20-year infrastructure needs assessment by the end of 2024 to identify and prioritize:
  - District shops and buildings in need of updates.
  - Replacement of bridges and culverts rated in poor condition.
  - Pavement of county roads to support traffic increases.
  - Propose innovative solutions to filling any identified gaps in funding for shop, bridge, culvert, and road projects over the 20-year plan lifecycle.
- Complete climate strategic plan by end of 2025.
- Receive recommendation from the Lincoln Second Water Supply Working Group by the end of 2023.



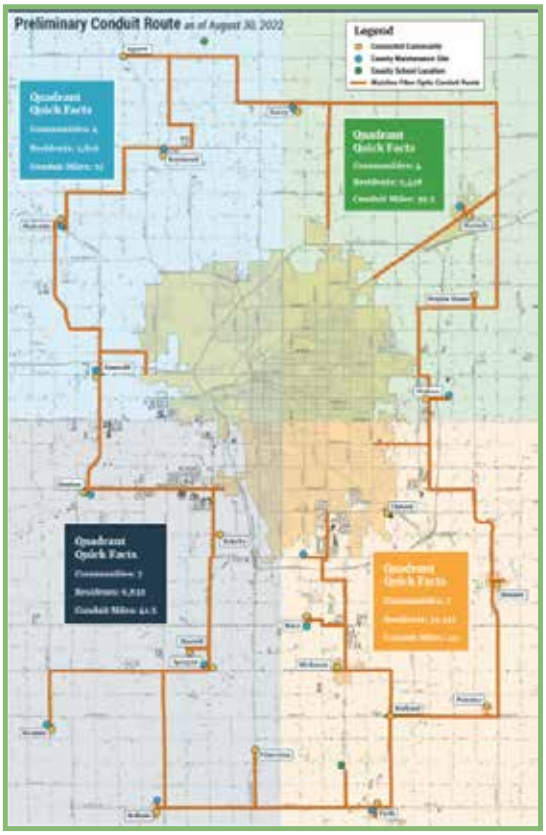
LANCASTER
STRATEGIC PRIORITY & GOAL

Thriving Economy

Encourage a diversified and resilient economy through intentional growth and public-private partnerships so that Lancaster County residents have the best employment, housing, and opportunities for a high quality of life.

OBJECTIVES

- Expand access to technologies such as broadband to rural areas of the County to increase connectivity.
- Align zoning to promote commercial and industrial sectors and housing options that support community needs consistent with the Lincoln-Lancaster County 2050 Comprehensive Plan.
- Work with the Chamber, through Lincoln Partnership Economic Development (LPED) and Convention and Visitors Bureau (CVB), to support and advance tourism and their existing and planned economic development efforts, including the expansion of recreational activities in Lancaster County.
- Improve access to housing in rural communities.
- Support and partner with the American Jobs Center to provide people looking for work with access to job openings.
- Increase public expenditures with local vendors.



OUTCOME MEASURES

- Complete broadband project milestones.
- Make Visitor's Improvement Fund available for projects in 2025.
- Add new Promotion Fund grant cycle in 2023 and 2024.
- Increase the size of Lancaster County's workforce in the commercial and industrial sectors.
- Expend Owner Occupied Rehousing Program funds by the end of 2025.
- Increase in the number of people accessing the American Jobs Center who find employment.
- Validate at least 5,000 affordable housing units on track to be constructed by 2030.
- Implement a plan to increase public expenditures with local vendors by the end of 2025.



Acknowledgements

The County Commissioners would like to thank all those who participated in the process of providing knowledge and insights that informed the development of this Strategic Plan:

Local and State Elected Officials

Department Heads

County Employees

Constituents who participated in the planning process in person and on-line

Local Businesses, including Agricultural Producers

Non-Profits

Faith-Based Communities

Local Governmental Entities

Clubs and Organizations

BerryDunn Consulting Team

IMAGE CREDITS

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