



LANCASTER

NEBRASKA

C O U N T Y

**2023 – 2025
STRATEGIC PLAN**

**PROGRESS REPORT
July 17, 2025**



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.

OBJECTIVE

- Enhance partnerships and expand access to crisis intervention, behavioral health services, and basic needs support services.

OUTCOME MEASURES

- Complete construction of the Family Resource Center by the end of 2025.

Completed In Progress

Construction meetings for the future SquareOne facility at 220 South 17th Street began at the end of December 2024 and included the design team and stakeholder groups. Furnishings have been selected and demolition to the site was completed in May 2025. Construction began in late May 2025 and is scheduled for completion by the end of February 2026.

- Reduce the number of behavioral health calls for service to law enforcement and increase the number of calls to community-based crisis response resources.

Completed In Progress

In 2023, there were 4,331 behavioral health calls for service to law enforcement and 4,348 calls to community-based crisis response resources; compared to 3,807 calls to law enforcement and 4,406 calls to community-based crisis response resources in 2024, indicating a decrease in calls to law enforcement and an increase in calls to community-based resources. The 988 Suicide & Crisis Lifeline and CenterPointe Helpline will continue to be marketed as the number to calls for those experiencing a behavioral health crisis.

- Reduce waiting periods for health and human services in the community based on data from Region V and County programs.

Completed In Progress

The number of individuals waiting for health and human services in the community has decreased from 569 individuals in 2023, to 527 individuals in 2024. CenterPointe began providing SquareOne services on July 9, 2024, and this accounts for some of the reduction in the waiting period for those individuals seeking services from HopeSpoke.





Community Well-Being and Safety

OBJECTIVE

- Enhance diversion programs and alternatives to incarceration to decrease the jail population and reduce recidivism.

OUTCOME MEASURE

- 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.

Completed In Progress

HDR/ECC and UNO are scheduled to present their findings to the Justice Council on August 8, 2025.

Welcoming and Diverse Communities

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.

OBJECTIVE

- 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.

OUTCOME MEASURE.

- Complete community engagement strategy by the end of 2024.

■ Completed □ In Progress

The Marketing and Outreach Coordinator has developed a community engagement strategy to gather meaningful and equitable feedback from Lancaster County residents. The strategy includes a comprehensive list of key stakeholders and community partners and a targeted approach to collecting a representative sample of responses that mirrors the demographic, geographic, and occupational diversity of Lancaster County based on the most recent census and community data. This targeted approach will be achieved through both digital and physical communication channels and by leveraging existing networks and relationships.



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.

OBJECTIVE

- Enhance the pride and satisfaction employees feel as part of Lancaster County through learning and development that strengthens employee attraction, engagement, and retention.

OUTCOME MEASURES

- Roll out the employee development program based upon the findings of the organizational needs analysis by the end of 2025.

■ Completed □ In Progress

In early 2025, the Lancaster County Foundational Training ("Traliant") courses were shared with and previewed by Agency Heads. The first course, "Preventing Workplace Harassment Fundamentals," launched for employees in May 2025. The 2025 HR Training Calendar has been communicated through email and is posted on the HR Learning intranet page and includes Continuum monthly webinars, Leadership Lens, HR Insights and Evaluate Your Impact lunch-and-learns, and the Traliant launch schedule.

- 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).

■ Completed □ In Progress

As an alternative to an employee engagement survey, HR has launched an employee listening strategy that includes the Employee Roundtable, an Employee Feedback form on the HR website, and surveys relating to new hires, training, and the hiring process. HR has provided custom approaches for Agency Heads interested in more in-depth survey or focus groups such as using the Federal Mediation and Conciliation Services and a targeted employee feedback form. Thus far in 2025, participant numbers include 24 in Leadership Academy, 29 in Leadership Lens, 25 in Continuum webinars, and 5 in Lunch-and-Learns. In 2024, turnover dropped from 18.7% to 17.4%.



Climate Smart and Resilient Infrastructure



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

OBJECTIVE

- 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.

OUTCOME MEASURE

- 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.

Completed In Progress

The County Engineer's Office continues to work on a draft of an RFP to solicit interested consultants to conduct the assessment.



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.

OBJECTIVE

- Align zoning to promote commercial and industrial sectors and housing options that support community needs consistent with the Lincoln-Lancaster County 2050 Comprehensive Plan.

OUTCOME MEASURE

- Increase the size of Lancaster County’s workforce in the commercial and industrial sectors.
 Completed In Progress

On March 17, 2025, the City Council approved Text Amendment 25002 to the City’s Zoning Code which changed the minimum area for a Use Permit in the I-3 Employment Center District from 30 acres to 5 acres. The 5 acre minimum should allow for a much more liberal use of the I-3 Employment Center District for uses that are typically considered light industrial.

OBJECTIVE

- Improve access to housing in rural communities.

OUTCOME MEASURE

- Expend Owner Occupied Rehousing Program funds by the end of 2025.
 Completed In Progress

As of June 2025, the Owner Occupied Rehousing Program fund included \$207,983.00. Upon request, Administrative Services continues to provide assistance to Southeast Nebraska Development District (SENND) to communicate funding opportunities to homeowners through social media channels.

OBJECTIVE

- Support and partner with the American Jobs Center to provide people looking for work with access to job openings.

OUTCOME MEASURE

- Increase in the number of people accessing the American Jobs Center who find employment.
 Completed In Progress

The Youth Summer Internship Program kicked off in June 2025, placing interns with five County agencies. For Program Year 2023 (July 1, 2023 - June 30, 2024), the American Job Center served 10,942 participants. Although Program Year 2024 (July 1, 2024 - June 30, 2025) has not closed, as of the end of May 2025, the American Job Center has served 12,742 participants which is a 16.5% increase from PY 2023.



Community Well-Being and Safety

OBJECTIVE

- Ensure residents of all abilities have physical access to government programs and services.

OUTCOME MEASURE

- Complete an updated self-evaluation and Americans with Disabilities (ADA) transition plan by the end of 2023.

■ Completed In Progress

Innerspace Studios, LTD, provided an ADA analysis report to Property Management on March 1, 2023. The report reviewed conditions at the Lancaster County Motor Vehicle Services building at 625 North 46th St. and the Lancaster County Drivers License Testing Facility at 500 West "O" Street. For information on the analysis report, please contact Kerin Peterson, Director, Facilities and Properties.

Welcoming and Diverse Communities

OBJECTIVE

- 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.

OUTCOME MEASURE

- Fill Communications position by the end of 2023.

■ Completed In Progress

On April 15, 2024, the Administrative Services team welcomed Lauren Farris, Marketing and Outreach Coordinator.

OBJECTIVE

- Support the implementation of the Welcoming and Belonging Plan developed jointly by the City of Lincoln and Lancaster County.

OUTCOME MEASURE

■ Completed In Progress

The Welcoming and Belonging Plan's "Equitable Access" vision states, "work with community partners to designate and fund a City/County Welcoming Community Coordinator..." On September 19, 2023, the County Board approved a contract with Asian Community & Cultural Center for the Welcoming Coordinator program in the amount of \$75,000 (for the period October 1, 2023, through December 31, 2024).



Employer of Choice

OBJECTIVE

- Effectively use knowledge, processes, data, workforce and systems to meet the expectations and needs of those the County serves.

OUTCOME MEASURE

- Develop streamlined quality assurance reporting for employee data by the end of 2023.

■ Completed In Progress

Human Resources has established a process to pull employee data and deliver the data to Agency Heads. In addition, Human Resources has completed a quarterly metric report for the County Board staff meeting updates and provided budget and analytics to the Budget and Fiscal Office.

OBJECTIVE

- Enhance the pride and satisfaction employees feel as part of Lancaster County through learning and development that strengthens employee attraction, engagement, and retention.

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.

■ Completed In Progress

A needs analysis was completed by Human Resources through interviews with Agency Heads, managers and supervisors. The needs analysis summary indicated that the top 3 most requested content areas are compliance training, new manager training, and interpersonal training.

OBJECTIVE

- 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.

OUTCOME MEASURE

- Implement an employee-driven quality improvement and continuous process improvement program by the end of 2024.

■ Completed In Progress

Human Resources implemented quarterly meetings with Agency Heads and Agency Representatives to seek feedback on systems and process improvements and provide baseline employee metrics; implemented a case management database in May 2024, which allows Agency Heads increased visibility into employment matters; engaged the Employee Advisory Roundtable to create or revise policies and Rules to enhance County benefits, clarify policies, or improve processes; and improved system implementations for the Cost of Living Adjustment pay increase process.

Climate Smart and Resilient Infrastructure

OBJECTIVE

- Ensure a safe, sustainable water supply.

OUTCOME MEASURE

- Receive recommendation from the Lincoln Second Water Supply Working Group by the end of 2023.

Completed In Progress

On January 19, 2023, the County Board accepted the following recommendation from the Working Group, “developing wellfields on the Missouri River that pump treated water directly to the Capital City.”

Thriving Economy

OBJECTIVE

- 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.

OUTCOME MEASURES

- Make Visitor’s Improvement Fund available for projects in 2025.

Completed In Progress

On November 21, 2023, the County Board approved a grant contract with the Lancaster County Agricultural Society allowing Lancaster County to expend up to \$1,250,000 from County Visitors Improvement funds to be utilized for a project to expand and improve infrastructure and facilities at the Lancaster County Event Center (now known as the Sandhills Global Event Center). The Ag Society grant is a matching grant to ensure that State ARPA dollars could be secured for our community.

- Add new Promotion Fund grant cycle in 2023 and 2024.

Completed In Progress

On April 18, 2023, a new Promotion Fund Grant cycle was added that includes a June 2023 review and a November 2023 review (up to \$50K per cycle). Both 2023 reviews are complete.

OBJECTIVE

- Increase public expenditures with local vendors.

OUTCOME MEASURE

- Implement a plan to increase public expenditures with local vendors by the end of 2025.

Completed In Progress

On December 12, 2023, the County Board approved a Resolution to amend the County Purchasing Manual to encourage County agencies to use their purchase authority to support local businesses when possible.

Appendix



OBJECTIVE

- Expand access to technologies such as broadband to rural areas of the County to increase connectivity.

OUTCOME MEASURE

- Complete broadband project milestones.

■ Completed In Progress

In June 2024, the County Board celebrated the substantial completion of the Lancaster County Broadband Infrastructure Project which placed approximately 164 miles of conduit throughout Lancaster County. As of October 2024, ALLO Fiber has deployed locatable material throughout all quadrants.



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