



2024-2028  
**Strategic Plan**

**August 2023**

**KLAMATH COUNTY, OREGON**

A strong strategic plan is like a map—it identifies a final destination and outlines a path to get there. Building on the vision for the community, we are pleased to present Klamath County’s 2024–2028 Strategic Plan.

This plan lays out a course of action for the next five years by establishing priority goals for the County, identifying actions to effectively achieve those goals, and defining a framework to share our progress with you along the way.

Community members and other County strategic partners helped to shape this plan by participating in interviews, open houses, online surveys, and public comment throughout the planning period. Over 1,200 members of our community shared their voices, and we are extremely grateful for their engagement in this work.

The planning process aimed to prioritize and balance the many issues that were identified by the community as critical needs for the County. While this plan is the first step, the real work begins today as we work to partner with you to turn this roadmap into a reality. Together, we can envision a bright future for Klamath County and create a community where everyone can thrive. Thank you for your support while we continue this journey together.

Respectfully,

Your County Commissioners

## OUR VISION

Klamath County will be a safe and thriving community that cultivates economic opportunity, honors our unique natural beauty, and fosters community connection.

## OUR MISSION

Build a legacy of well-being by working with our partners to provide quality, comprehensive, and fiscally responsible services that are responsive to the needs of our community.

## OUR VALUES

### **Accountable**

We act with integrity and honesty. We take responsibility for our actions and communicate with our community to ensure transparency.

### **Community-Focused**

Our community is our greatest strength. We strive to build deep and constructive relationships between the County and our strategic partners.

### **Innovative**

We embrace creative solutions, leverage our unique resources, and cultivate sustainable growth while preserving our cherished way of life.

### **Respectful**

We aim to create a healthy work environment rooted in mutual respect, professionalism, and a shared dedication to performing our roles with excellence.

### **Welcoming**

We aspire to create a welcoming and inclusive environment where diverse backgrounds and perspectives are celebrated, and a strong sense of belonging is fostered.

# STRATEGIC PILLARS



## **PILLAR 1** **Economy**

Create jobs by attracting and supporting business opportunities and innovation.



## **PILLAR 2** **Public Safety and Health**

Maintain and improve public safety and health services.



## **PILLAR 3** **Housing**

Increase access to workforce housing and ensure diverse housing options.



## **PILLAR 4** **Recreation**

Increase access to recreation, arts, and cultural activities.



## **PILLAR 5** **High-Performing Government**

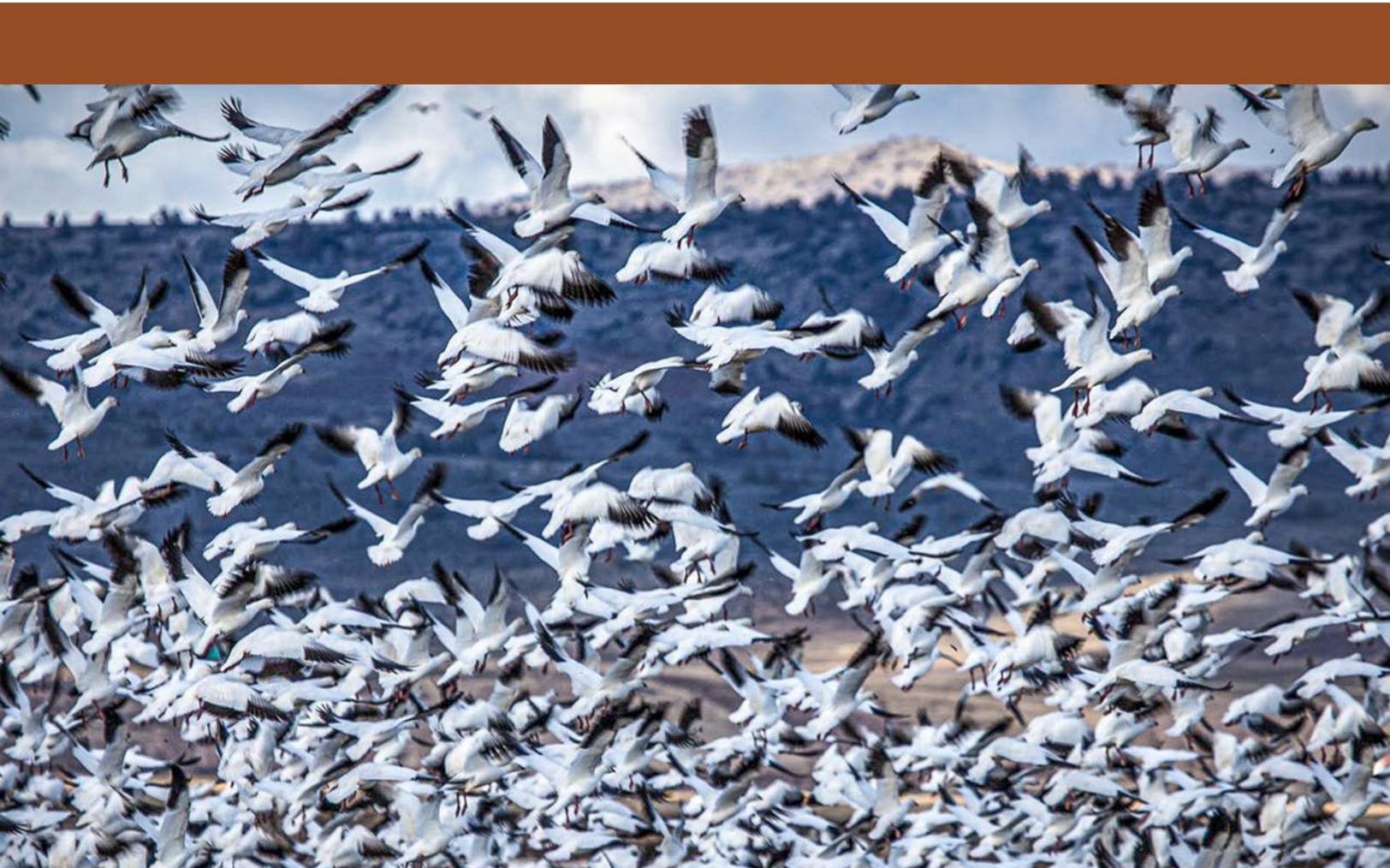
Improve and maintain the efficiency of County services.





**PILLAR 1**

# **Economy**



KLAMATH COUNTY STRATEGIC PLAN

# Pillar 1: Economy

## Create jobs by attracting and supporting business opportunities and innovation.

### Objectives & Activities

#### 1.1: Enhance local business development by providing resources, training, and incentives to promote entrepreneurship and business growth.

- Establish a Food Hub: Support the development of a food hub at the Fairgrounds/Event Center to increase access to local produce and improve food security.
- Provide Local Entrepreneurs Access to Resources, Guidance, and Mentorship: Develop and implement programs tailored to aspiring entrepreneurs and small business owners. Bring together local entrepreneurs, industry experts, and business professionals to develop and nurture relationships.
- Support Physical Space: Support entrepreneurs by providing a space where individuals can collaborate and access shared resources.
- Develop Incentive Programs: Target incentives towards specific industries or underserved areas, encouraging innovation and economic development that benefits the County's long-term vision. Explore opportunities to incorporate land acquisition incentives into future strategies.

#### 1.2: Invest in both existing and new partnerships with economic development partners to attract diverse businesses and industries to the County.

- Identify Key Economic Development Partners: Identify relevant economic development organizations that can serve as partners in attracting businesses and industries to Klamath County.
- Foster Collaboration: Initiate and maintain regular communication with economic development partners to establish strong relationships. Explore opportunities for collaboration to promote Klamath County as an attractive destination for businesses and industries.

- Provide Business Incentives and Assistance: Work with economic development partners to enhance business incentive programs.
- Develop Targeted Marketing Strategies and Materials: Collaborate with economic development partners to create targeted marketing strategies aimed at specific industries and businesses that align with the economic goals and strengths of Klamath County. Identify and promote the unique strengths of Klamath County, that showcase our competitive advantages to attract businesses and industries.
- Support Trade Shows and Conferences: Encourage participation in relevant trade shows, conferences, and industry events to provide opportunities to network with businesses and industry leaders.

### **1.3: Foster a favorable business climate by reducing barriers to economic growth while maintaining our integrity.**

- Review and Simplify Regulatory Processes: Review existing regulations and processes that businesses navigate during their start-up phases. Identify opportunities to streamline and simplify these processes and reduce administrative burdens.
- Enhance Coordination and Communication: Improve coordination and communication between government departments and agencies that work with businesses. Establish streamlined channels of communication, cross-departmental task forces, and regular meetings to address any bottlenecks and ensure a cohesive and efficient approach.
- Regularly Evaluate and Update Processes: Continuously evaluate the effectiveness of streamlined processes and business support initiatives. Solicit feedback from businesses and strategic partners to identify areas for improvement and make necessary adjustments to ensure ongoing facilitation of economic growth.
- Conduct Comparative Analysis: Research and analyze the offerings and incentives provided by other jurisdictions that successfully attract businesses and facilitate economic growth. Integrate best practices, policies, and initiatives that have proven effective in creating a favorable business climate.

### **1.4: Influence efforts to bring commercial air service to Klamath County.**

- Explore Obtaining the Airport as a County Asset: Work with local municipalities to explore options to transition airport management and oversight to the County.
- Conduct a Feasibility Study: Conduct a comprehensive feasibility study to assess the viability of introducing affordable commercial air services to the County.
- Market Analysis and Air Service Demand: Conduct a market analysis to determine the demand for commercial air services.
- Develop a Business Plan: Prepare a detailed business plan outlining the potential benefits, costs, and revenue projections for establishing commercial air service.
- Engage Strategic Partners: Identify and engage relevant strategic partners, such as local government officials, business leaders, community organizations, tourism boards, and airport authorities to collaborate on efforts and strengthen support for commercial air service.
- Build Community Support: Engage local businesses, community members, and community organizations to promote the benefits of commercial air services, such as increased tourism, business opportunities, and improved connectivity.

#### **1.5: Create a revitalized identity for Klamath County.**

- Define Clear Vision for Revitalization: Define the core values, aspirations, and goals that will guide the development of the new identity. Ensure alignment with the economic, social, and cultural objectives of Klamath County.
- Visual Identity and Design: Develop a distinct visual identity for Klamath County that encapsulate its unique attributes. Collaborate with local artists and designers to infuse authenticity and local flavor into the visual identity.
- Communications and Marketing Plan: Develop a comprehensive communications and marketing plan to promote the revitalized identity. Engage various channels, such as social media, websites, traditional media, and community events, to effectively communicate the new brand and engage with the community.

#### **1.6: Provide support for workers and workforce development.**

- Assess Workforce Needs: Analyze the County's current and future workforce needs. Identify industries, occupations, and skill sets that are in demand or projected to grow.

- Support Training Programs: Work with local organizations to design, implement, and increase access to training programs that align with the identified workforce needs such as vocational training, apprenticeships, internships, sober workforce supports, behavioral health access, and upskilling opportunities to equip the workforce with the necessary skills for in-demand jobs.
- Support Career Counseling and Guidance: Support career counseling and guidance services to assist workers in exploring career pathways, setting goals, and making informed decisions about their professional development. Offer individualized support, mentorship, and resources to help workers navigate their career journeys.

## Performance Indicators for Economy

### Possible Performance Indicators

- Gross County product
- Number of new businesses established
- Number of new jobs created
- Percent of jobs that are living wage
- Number of businesses benefiting from incentive programs
- Number of individuals participating in skill development programs

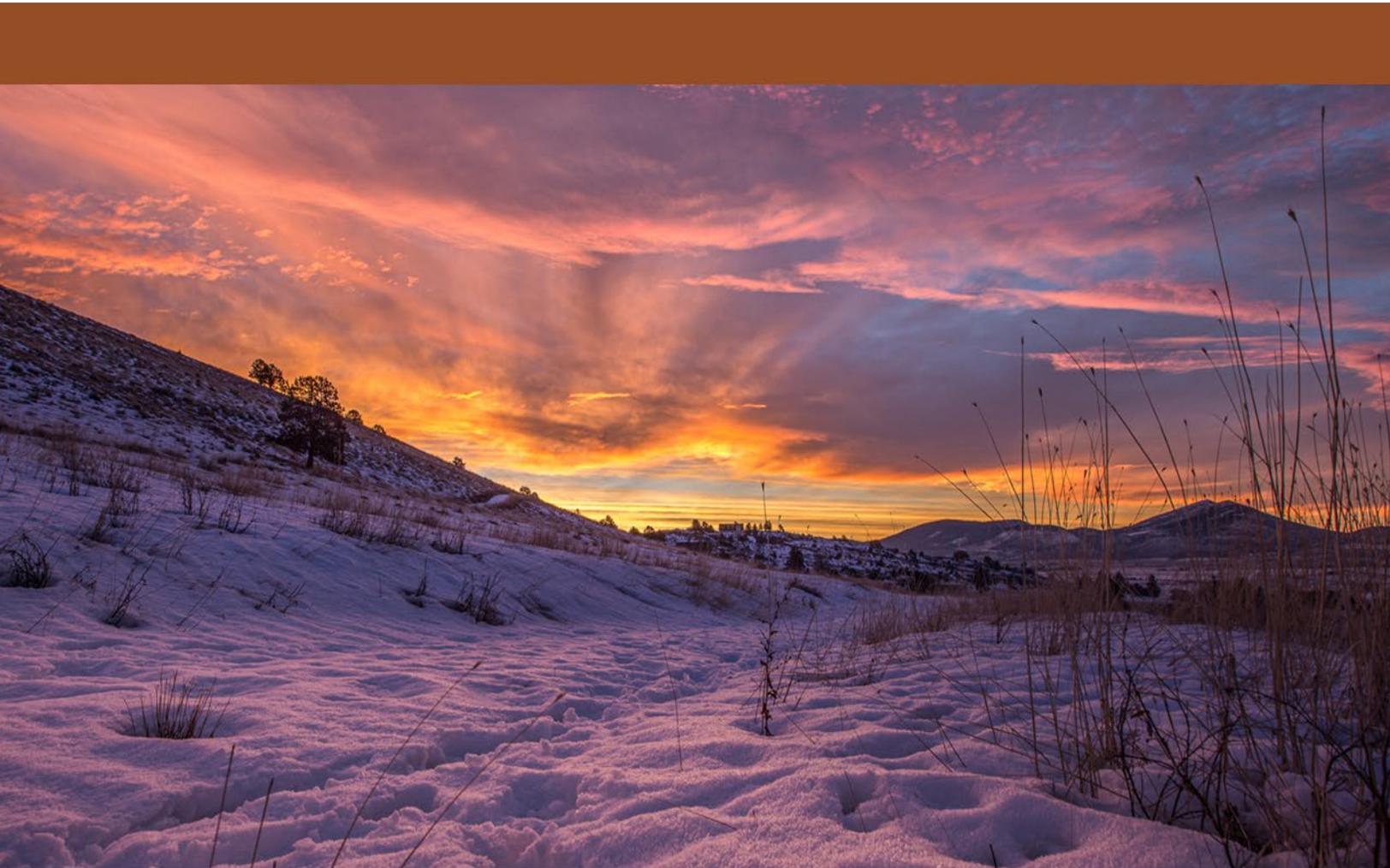
## Milestone Measures for Economy

- Open the Food Hub at the Fairgrounds/Event Center
- Establishment of regular meetings with economic development partners to set and review measured goals
- Revised government processes to support businesses
- Completion of a feasibility study, and potential business plan for a future commercial airport
- Creation of a marketing plan for the County
- Completion of a local workforce needs analysis



**PILLAR 2**

# **Public Health and Safety**



KLAMATH COUNTY STRATEGIC PLAN

## Pillar 2: Public Health & Safety

### Improve and maintain public safety and health services.

#### Objectives & Activities

##### 2.1: Improve law enforcement and Emergency Medical Service responsiveness and presence in rural areas.

- Assess Needs and Prioritize Areas: Conduct a comprehensive assessment of rural areas to identify gaps in law enforcement and EMS services and staffing. Prioritize areas based on factors such as population density, crime rates, response times, and geographic considerations.
- Restructure Staffing and Resources: Allocate law enforcement personnel and resources in rural areas. Ensure staffing levels are sufficient to meet the needs of the local population including contracting the City of Klamath Falls to provide policing within the urban growth boundary.
- Enhance Training: Provide specialized training for law enforcement personnel working in rural areas, such as handling wildlife encounters, remote medical response, and understanding the unique challenges of serving in geographically dispersed communities.
- Satellite Station Plan: Develop a plan for satellite law enforcement or EMS stations strategically located in rural areas to improve response times and presence. Identify cost, resource, and facility requirements. Outline the implementation steps to sustainably launch satellite stations in high-priority areas.
- Strengthen Communication Networks: Support the improvement of communication networks and infrastructure to facilitate effective communication between law enforcement, EMS, and other emergency services in rural areas.
- Community Engagement: Foster partnerships and engagement between law enforcement, EMS, and the rural communities they serve. Organize community outreach programs, town hall meetings, and educational initiatives to build trust, encourage collaboration, and address specific safety concerns.

##### 2.2: Increase external communication and reporting on actual crime data to support accurate narratives around the state of crime in the County.

- Data Collection and Analysis: Establish a robust system for collecting and analyzing crime data within the County. Ensure that data is consistently and accurately recorded, including details such as crime types, locations, dates, and demographics.
- Transparency and Accessibility: Make crime data easily accessible to the public through online portals, reports, or interactive dashboards. Provide clear explanations of the data, definitions of terms used, and instructions for interpretation.

### **2.3: Continue to support efforts to prepare and respond to natural disasters, including fires and earthquakes.**

- Enhance Emergency Operation Plans: Review and update existing emergency operation plans to incorporate lessons learned from previous disasters. Conduct risk assessments to identify vulnerabilities and develop strategies to address them. Collaborate with emergency management agencies, local authorities, and community organizations to effectively align response plans and coordinate resources.
- Strengthen Cascadia Earthquake Emergency Planning: Refine and enhance an emergency management plan specifically related to a future Cascadia earthquake event.
- Strengthen Community Preparedness: Implement public awareness campaigns to educate communities about disaster preparedness, evacuation procedures, and safety measures.

### **2.4: Create an evidence-based homelessness strategic plan to guide and coordinate the activities of Klamath County.**

- Conduct a Needs Assessment: Conduct a comprehensive needs assessment to understand the extent and nature of homelessness in Klamath County. Engage individuals across the spectrum of homelessness response including front-line emergency responders and providers of supportive services in the community.
- Set Clear Goals and Objectives: Define measurable and achievable goals for reducing homelessness in Klamath County. Develop specific objectives and targets that align with the overall vision of the strategic plan.

- Develop a Coordinated Approach: Establish a coordinated system of care that integrates services across various sectors, including housing, healthcare, employment, and mental health.
- Secure Funding and Resources: Identify potential funding sources, such as government grants, private donations, or partnerships with philanthropic organizations.
- Review Ordinances: Evaluate County ordinances to clarify how they support or detract from addressing homelessness in the County. Update ordinances to support the County's strategic response to homelessness.

## **2.5: Support an adaptive public health system.**

- Invest in Public Health Infrastructure: Allocate resources to enhance public health infrastructure, including personnel, equipment, and technology. Support the development of robust communication networks to facilitate rapid dissemination of information during public health emergencies.
- Promote Health Education and Communication: Implement multilingual public health education campaigns to raise awareness about preventive measures, vaccination, and disease control strategies. Foster partnerships with community organizations, schools, and media outlets to disseminate accurate and timely health information.
- Foster Collaboration and Partnerships: Engage in community collaborations with healthcare providers, community organizations, and government agencies to address health disparities and promote population health.
- Pursue State Funding: Ensure health departments across the County have access to the same set of core services.

## **Performance Indicators for Public Health & Safety**

### **Possible Performance Indicators**

- Emergency response times
- Crime statistics
- Total investments in public health resources
- Number of multi-lingual health campaigns

## **Milestone Measures for Public Health & Safety**

- Creation of a satellite law enforcement and EMS station plan
- Launch of the crime data dashboard
- Publication of updated disaster preparedness plans
- Creation of a strategic plan to address homelessness
- Launch of multi-lingual health campaigns



**PILLAR 3**  
**Housing**



KLAMATH COUNTY STRATEGIC PLAN

## Pillar 3: Housing

### Increase access to workforce housing and ensure diverse housing options.

#### Objectives & Activities

##### **3.1: Gather data to define and quantify housing needs within the County—including understanding the full lifecycle of housing needs.**

- Conduct a Comprehensive Housing Needs Assessment: Gather data from various sources, including surveys, interviews, and existing housing studies, to assess the current state of housing within the County. Analyze trends such as population growth projections, and economic indicators to understand the demand for different types of housing. Identify specific housing needs for various population groups, such as families, seniors, individuals with disabilities, and low-income households.
- Evaluate Existing Housing Stock: Assess the quality, availability, and affordability of existing housing units within the County. Identify gaps in the housing market, such as shortages in specific types of housing (e.g., affordable rental units, accessible housing) or underserved geographic areas. Evaluate the condition of housing infrastructure and the need for rehabilitation or redevelopment to meet current and future housing demands.
- Analyze Lifecycle Housing Needs: Examine the complete lifecycle of housing needs, including transitions between different stages of life (e.g., young adults leaving home, growing families, downsizing seniors). Assess the housing needs of various income levels, from entry-level housing for first-time homeowners to affordable rentals for low-income households. Evaluate the need for specialized housing options, such as supportive housing for vulnerable populations or accessible housing for individuals with disabilities.

##### **3.2: Increase the availability of workforce housing by partnering with developers and utilizing incentives to encourage construction.**

- Identify Potential Developer Partners: Research and identify developers with experience and interest in workforce housing projects. Engage in outreach and establish partnerships with developers who share the goal of increasing affordable

and workforce housing within the community. Foster collaboration and communication with developers to align objectives and explore opportunities to increase and elevate the housing supply.

- Streamline Regulatory Processes: Evaluate and streamline regulatory processes and requirements for workforce housing development. Simplify zoning regulations, land use restrictions, and permitting procedures to facilitate and expedite construction. Establish clear guidelines and standards for workforce housing projects to provide developers with a predictable and efficient development process.
- Identify and Implement Incentivization Strategies: Identify and promote incentivization for workforce housing development, such as low-interest loans, grants, or public-private partnerships. Establish partnerships with financial institutions, housing finance agencies, or community development financial institutions to create accessible financing opportunities.
- Explore Modifications to City and County Land Development Codes: Identify opportunities to support and possibly incentivize low-income and workforce-income development projects including smaller footprint homes and higher density development such as townhomes or cottages.
- Enhance Code Enforcement Criteria: Establish Land Development Code and Code Enforcement criteria to facilitate urban development that enhances curb appeal.

### **3.3: Expand efforts to support housing and neighborhood revitalization.**

- Conduct Comprehensive Neighborhood Assessments: Identify neighborhoods in need of revitalization by conducting assessments of physical conditions, housing stock, infrastructure, and community assets. Engage with community members, community organizations, and local strategic partners to gather insights and perspectives on neighborhood challenges and opportunities. Analyze data on crime rates, vacancy rates, property values, and socioeconomic indicators to inform revitalization strategies.
- Develop a Housing Revitalization Plan: Create a comprehensive plan that outlines goals, strategies, and timelines for housing and neighborhood revitalization efforts. Prioritize areas and specific projects based on need, potential impact, and available resources. Align the plan with community priorities, community input, and the unique characteristics of each neighborhood.

- Implement Housing Rehabilitation Programs: Develop and/or participate in programs that provide financial assistance and incentives for homeowners and landlords to rehabilitate and upgrade their properties. Offer grants, low-interest loans, or tax credits for repairs, energy efficiency improvements, and code compliance. Provide technical support and guidance to property owners throughout the rehabilitation process.
- Engage and Empower Community Members: Involve community members in the revitalization process through community engagement activities, workshops, and community-led initiatives. Foster partnerships with community associations, neighborhood councils, and community organizations to ensure their active participation and leadership in revitalization efforts. Explore opportunities for community members to acquire skills, training, and job placement assistance through workforce development programs related to construction, maintenance, or neighborhood services.

## **Performance Indicators for Housing**

### **Possible Performance Indicators**

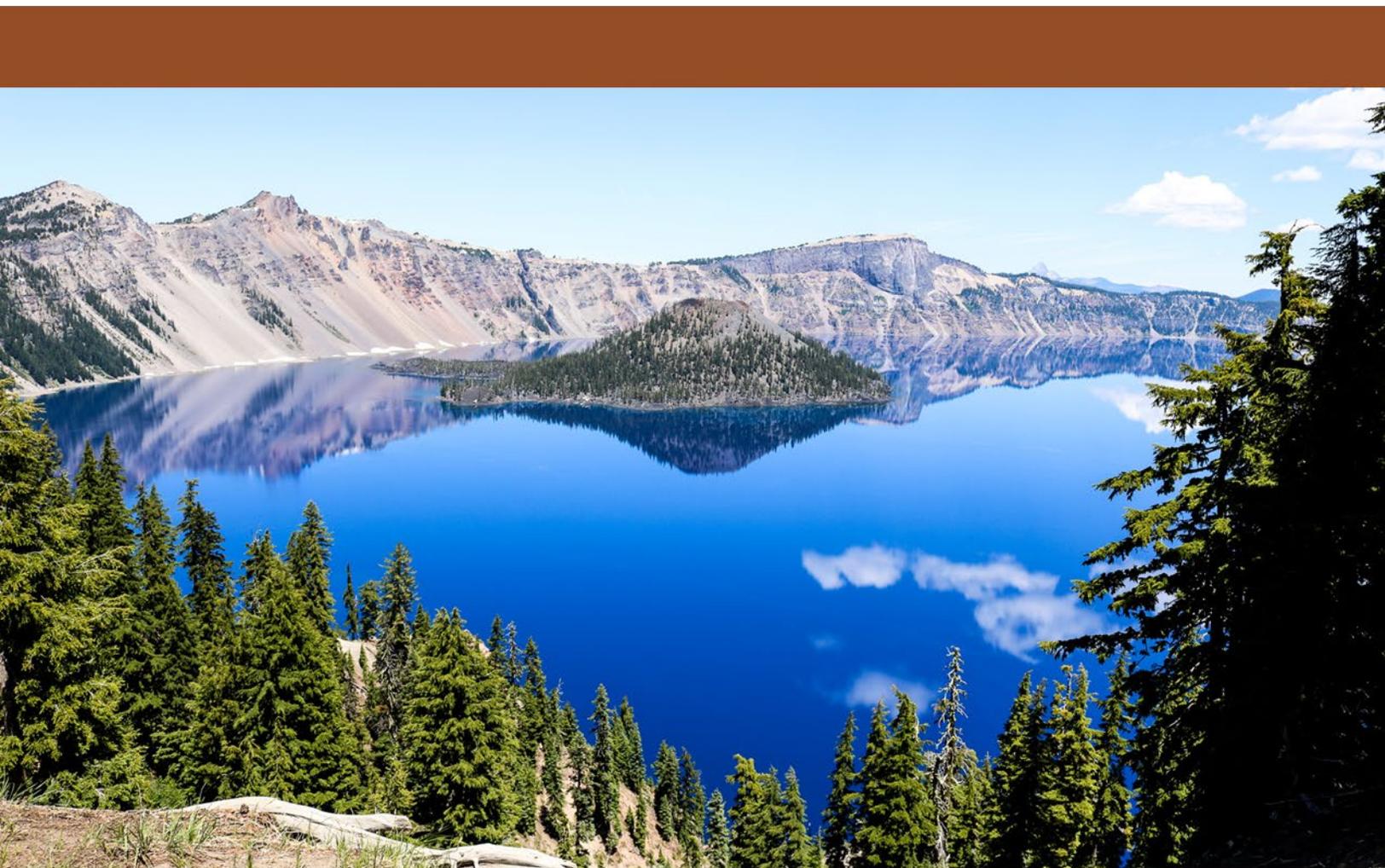
- Number of homes by type
- Percent availability of homes by type
- Number of homes in development by type
- Number of housing projects funded through public-private partnerships

## **Milestone Measures for Housing**

- Completion of the comprehensive housing needs assessment
- Revision of City and County land development codes
- Adoption of a comprehensive revitalization plan



**PILLAR 4**  
**Recreation**



KLAMATH COUNTY STRATEGIC PLAN

## Pillar 4: Recreation

### Increase access to recreation, arts, and cultural activities.

#### Objectives & Activities

##### 4.1: Increase funding to support parks and recreation by establishing a parks and recreation district.

- Research and Feasibility: Assess the feasibility of establishing a parks and recreation district. Gather data on current park infrastructure, recreational programs, and community demand for coordinated parks and recreational activities. Analyze the potential funding sources, legal requirements, and governance structure associated with creating a district.
- Community Engagement and Education: Engage with community members, strategic partners, and local organizations to raise awareness about the benefits of establishing a parks and recreation district.
- Secure Funding: Develop a funding strategy to support the parks and recreation district. Seek voter approval for a dedicated funding source to generate sustainable park development and maintenance funding. Explore partnerships with local businesses, foundations, and community organizations to secure additional funding through grants, sponsorships, or donations.

##### 4.2: Establish the County as a premium recreation destination.

- Conduct a Destination Assessment: Assess the recreational assets of Klamath County, including natural landscapes, parks, trails, waterways, and cultural attractions. Identify the County's unique selling points and competitive advantages as a recreational destination. Evaluate the visitor experience, infrastructure, and amenities to identify areas for improvement and enhancement.
- Enhance Recreational Infrastructure: Invest in the development and improvement of recreational infrastructure, such as parks, trails, campgrounds, marinas, and sports facilities. Upgrade existing facilities to meet high-quality standards and cater to diverse visitor needs.
- Diversify Recreational Offerings: Expand the range of recreational activities and attractions available in the County. Identify and develop offerings that align with the

County's natural resources and unique characteristics. Explore partnerships with local outfitters, adventure tourism operators, and recreational service providers to offer a wide range of experiences.

- Support Efforts to Grow Sports Tourism: Work with strategic community partners to develop a united plan to grow sports tourism for the County. Engage partners involved across sectors that could be impacted by planning, communication, outreach, hosting, or other aspects of sports tourism growth.

#### **4.3: Expand arts and cultural activities and events within County facilities.**

- Develop Partnerships: Forge partnerships with local arts organizations, cultural institutions, artists, and community groups to collaborate on programming and events. Work with partners to outline roles, responsibilities, and shared goals. Leverage the expertise, resources, and networks of community partners to enhance the quality and range of arts and cultural activities.
- Support Programming and Events: Curate a variety of arts and culture programming that appeals to a broad audience. Support performances, exhibitions, workshops, festivals, and other cultural events within County facilities. Ensure a balance of local, regional, and national artists and performers to showcase local talent and attract a wider audience.
- Promote Collaboration and Community Engagement: Encourage collaboration between artists, performers, and community members to create interactive and participatory arts experiences. Facilitate community engagement programs, such as art classes, artist talks, workshops, artist-in-residence programs, and public art installations. Foster partnerships with local schools, colleges, and community organizations to involve community members in arts and culture activities.

### **Performance Indicators for Recreation**

#### **Possible Performance Indicators**

- Total recreation funding commitments through partnerships
- Number of recreation infrastructure projects completed
- Growth rate of sports tourism

- Number of recreation collaborations with local schools, colleges, and community organizations

### **Milestone Measures for Recreation**

- Completion of the recreation research and feasibility study report
- Publication of the destination assessment report
- Voter approval for a dedicated funding source for the parks and recreation district



**PILLAR 5**

# **High-Performing Government**



KLAMATH COUNTY STRATEGIC PLAN

## Pillar 5: High-Performing Government

### Maintain and improve the efficiency of County services.

#### Objectives & Activities

##### 5.1: Enhance transparency and accountability through consistent internal and external communication.

- Develop a Communication Strategy: Create a comprehensive communication plan that defines objectives, audience, cadence, and key messages. Identify the most effective communication channels and platforms to reach internal groups.
- Improve Reporting and Documentation: Establish standardized reporting procedures and formats to ensure consistent and transparent reporting of County activities, progress, and outcomes. Provide regular progress reports to internal and external groups. Make reports and documentation easily accessible to facilitate transparency and accountability.
- Solicit and Act on Feedback: Seek feedback from internal and external groups to gauge perceptions and expectations regarding transparency and accountability. Establish mechanisms for receiving and addressing concerns, complaints, or suggestions. Communicate outcomes and demonstrate a commitment to continuous improvement based on input.

##### 5.2: Recruit and retain a skilled workforce by providing professional development opportunities and competitive compensation.

- Assess Workforce Needs: Analyze the County's current and future workforce needs. Identify the key skills, qualifications, and competencies required for various positions. Determine the gaps between existing workforce capabilities and desired skill sets.
- Create a Professional Development Program: Establish a professional development program that aligns with the goals of the County and employee career paths. Offer training opportunities including, workshops, seminars, conferences, online courses, and certifications. Update professional development strategies to support employee needs and aspirations.
- Provide Mentorship and Coaching: Implement a mentorship and coaching program to support employees in their professional growth and development. Encourage

ongoing feedback and constructive coaching to help employees refine skills and enhance performance.

- Conduct a Compensation Study: Conduct a comprehensive compensation study to evaluate the County's compensation and its standing within the region. Review salary structures, benefits, and incentive programs to attract and retain top talent.

### **5.3: Ensure organizational structure and staffing are designed to enhance our ability to deliver high-quality services.**

- Conduct a Workforce Analysis: Assess each department's current workload and responsibilities. Identify any gaps or areas of overburdened workload that may require additional support.
- Develop a Recruitment and Retention Strategy: Create a comprehensive recruitment strategy to attract qualified candidates for vacant positions. Define the job requirements, qualifications, and desired skills for each position. Utilize a mix of recruitment channels, such as job boards, professional networks, social media, and referrals, to reach a diverse pool of potential candidates.
- Evaluate the Organizational Structure: Conduct an organizational structure and staffing assessment to identify opportunities to increase the efficiency and effectiveness of County operations and identify opportunities to strengthen cross-functional collaboration.

### **5.4: Modernize the County's use of technology to streamline workflows and enhance services.**

- Transition the County to a .gov Domain: Continue efforts to shift the County to a .gov domain to enhance security and improve the ability of the County to apply for, and receive, grants.
- Update Networks: Continue to update the virtual network for Klamath County.
- Invest in Cybersecurity: Continue to enhance the County's cybersecurity environment.
- Streamline Workflows and Processes: Identify manual or paper-based processes that can be digitized and automated to streamline workflows. Provide training and support to employees to ensure the successful adoption of new digital tools and workflows.

### **5.5: Explore options to increase and diversify County revenue.**

- Develop Methods for Tracking and Monitoring: Identify current and desired methods for tracking and reporting on the financial impact of the County's investments in housing (Pillar 3), the parks and recreation district (Pillar 4), and economic development activities (Pillar 1).
- Seek Grant Opportunities: Continue identifying grant programs and funding opportunities at the local, state, federal, and private foundation levels. Research grants that align with the priorities and initiatives of the County.

### **5.6: Maintain a long-range capital improvement plan to prioritize work and guide resource allocation to improve County infrastructure.**

- Assess Current Infrastructure: Conduct a comprehensive infrastructure assessment, including buildings, roads, bridges, utilities, parks, and other assets of Klamath County. Identify critical needs, maintenance backlogs, and areas requiring immediate attention.
- Define Infrastructure Goals and Priorities: Prioritize County infrastructure improvements based on community needs, safety considerations, economic development, and environmental sustainability. Engage with strategic partners, including community members, department heads, and elected officials, to gather input and ensure alignment with their expectations and priorities.
- Conduct Cost Estimates and Financial Analysis: Determine the financial resources available for infrastructure improvements. Conduct cost estimates for identified infrastructure projects. Perform financial analysis to assess the feasibility and affordability of proposed projects within the available resources.
- Establish a Long-Range Planning Timeline: Define a timeline for the long-range capital improvement plan, considering the scale and complexity of infrastructure projects, funding availability, and community needs. Identify short-term, medium-term, and long-term goals to guide resource allocation and project sequencing.
- Modify Land Development Code: Review and update the Land Development Code that facilitates the growth of urban infrastructure (utilities, roads, sidewalks, etc.) at a sustainable rate that supports development without deferring existing improvements.

- Explore Infrastructure Funding Programs: Identify opportunities to bolster funding programs that proactively fund utilities and County road work within the Urban Growth Boundary.

### **5.7: Explore options to unify or coordinate services within the Klamath Falls urban growth boundary.**

- Conduct a Service Inventory and Assessment: Assess the efficiency, effectiveness, and alignment of existing services across different agencies and jurisdictions. Identify any duplication, gaps, or areas where coordination can enhance service delivery.
- Facilitate Interagency Communication and Collaboration: Foster regular communication channels and collaborative mechanisms among service providers within the urban growth boundary. Establish interagency working groups, task forces, or committees to address common issues, share best practices, and streamline processes. Organize regular meetings, workshops, or forums to promote information exchange, brainstorm solutions, and align strategies.
- Identify Service Integration Opportunities: Evaluate opportunities for integrating or consolidating specific services to improve efficiency and effectiveness. Identify services that can be shared or coordinated among different agencies or jurisdictions. Explore potential partnerships or contractual arrangements to deliver services more efficiently.
- Develop Joint Service Agreements: Establish formal agreements among service providers to outline shared goals, responsibilities, and resource allocation. Define performance metrics and service standards to ensure accountability and quality of service provision. Regularly review and evaluate joint service agreements to assess their effectiveness and make necessary adjustments.

## **Performance Indicators for High-Performing Government**

### **Possible Performance Indicators**

- Customer satisfaction rating
- Professional development participation rate
- Number of open positions

- Revenue diversification ratio
- Number of joint service agreements completed
- Total deferred maintenance costs

### **Milestone Measures for High-Performing Government**

- Completion of a comprehensive communication strategy
- Establishment of internal communication feedback mechanisms
- Creation of a customer satisfaction survey
- Launch of a professional development and mentorship program
- Completion of the infrastructure assessment report
- Successful transition of the County to a .gov domain

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## **ACKNOWLEDGEMENTS**

The following individuals dedicated time and provided valuable input during the development of this strategic plan.

### **THE COMMUNITY OF KLAMATH COUNTY**

#### **EMPLOYEES OF KLAMATH COUNTY**

#### **KLAMATH COUNTY COMMISSIONERS**

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Chair

**Kelley Minty**  
Vice Chair

**Dave Henslee**  
Commissioner

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