



# MARION COUNTY

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## 2012 STRATEGIC PLAN

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Compiled by the  
Marion County Board of Commissioners' Office  
P.O. Box 14500  
Salem, OR 97309  
Phone 503-588-5212

*[www.co.marion.or.us](http://www.co.marion.or.us)*

## ***Preface***

*Marion County elected officials, department heads, and staff have engaged in county-wide strategic planning for many years. This strategic plan is based on work initiated in 2006 designed to define the county's issues and future direction. The document initiated in 2006 was reviewed through a series of focus groups and community meetings, citizens, stakeholder groups, and county employees. County department heads and elected officials reviewed this input, and revised the plan which was approved in 2009.*

*Since that time, the Marion County Strategic Plan is reviewed and revised annually. The 2012 Plan maintains the mission, vision, values and goals approved originally in 2009. Changes to this plan reflect updated strategic issue statements, objectives, and key indicators for each goal. The 2012 Marion County Strategic Plan was approved by county elected officials and department heads on January 5, 2012.*



## **Marion County Mission Statement**

We serve the public to protect, promote, and enhance a positive quality of life in Marion County.

## **Marion County Vision Statement**

Marion County is a healthy, safe and vibrant place to live and work.

## **Marion County Motto**

Delivering Excellence Everyday

## **Marion County Statement of Values**

Our commitment to citizens and fellow employees is to top-quality service by community-focused professionals who demonstrate the following values:

**Customer Service** - We treat our customers and one another with courtesy, respect, dignity, fairness, and understanding. We work to make Marion County accessible and responsive to a wide range of individual and community needs and interests. We promote flexible, creative, solutions-oriented approaches to resolving customer problems and meeting customer needs.

**Professionalism** - We hire, train, and develop our employees to be knowledgeable and expert in their respective roles. We strive for the highest levels of accuracy and quality in carrying out our responsibilities to the public.

**Integrity** - We are honest, forthright, and ethical in our dealings with others and on behalf of the public trust. We follow-through on our commitments and we hold one another and ourselves personally accountable for doing what we promise.

**Stewardship** - We seek to make the most efficient and effective use of public resources, and we work to continuously improve our services through collaboration, innovation, and competence. We strive to create and maintain a fair, transparent and open process of government that actively seeks citizen participation and recognizes the diverse and competing interests of all of the county's constituencies.

## **MARION COUNTY STRATEGIC PLAN GOALS**

### **1. Operational Efficiency and Quality Service**

*Provide efficient, effective, and responsive government through stewardship and accountability.*

### **2. Growth and Infrastructure**

*Provide leadership that addresses the continual growth and increasing diversity of Marion County's population and focuses resources on best meeting the needs of residents and supporting business.*

### **3. Public Safety**

*Pursue a safe and secure community by protecting the people, property, and economy of Marion County.*

### **4. Economic Development**

*Demonstrate a supportive attitude toward employers, business, and property owners that promotes economic development and high standards of livability in Marion County.*

### **5. Transportation**

*Provide a safe, efficient and reliable transportation system and maintain vital infrastructure in the best condition available resources allow.*

### **6. Health and Community Services**

*Promote the overall health of people in Marion County by improving the delivery of quality health services and supporting community-based prevention efforts.*

### **7. Emergency Management**

*Proactively plan, review, and maintain a comprehensive emergency management program.*



**Marion County Strategic Plan**

**OPERATIONAL EFFICIENCY  
AND QUALITY SERVICE**

**GOAL 1**

*Provide efficient, effective, and responsive government through stewardship and accountability.*

**Strategic Issue Statement**

Marion County is responsible for administering general government services that reach all county residents. These include conducting fair and open elections; protecting property rights through recording ownership and property claims; issuing licenses and preserving public records; assessing, collecting, and distributing tax revenue; and investing, managing, and safeguarding public funds. Elected officials and county staff must ensure that public trust is maintained as these and other vital public services are carried out.

In order to efficiently and effectively carry out necessary services, the county must continue efforts to streamline and standardize business processes throughout the enterprise. Departments must operate as an interconnected system that is responsive to varying public needs. A central services workgroup consisting of department heads from business services, legal counsel, finance, and information technology departments has been created by the chief administrative officer to improve the efficiency and effectiveness of the county's central operations.

Significant efficiencies have been gained through technology upgrades and modifications to the financial management and human resources information systems. The changes have resulted in consolidated systems that take better advantage of capabilities of existing applications and that streamline business processes and workflows across the enterprise. The increased efficiencies generate improved information for decisions on the use of county resources. Marion County continues to seek ways to increase productivity, quality, and efficiency through ongoing efforts to streamline business process and core services.

Marion County employees are committed to providing quality public service. Implementation of a countywide customer service policy sets a high standard of service delivery that is consistent across departments. The board of commissioners recognizes the contributions of dedicated and hard working county employees who make a positive statement about county government with every public contact.

# OPERATIONAL EFFICIENCY AND QUALITY SERVICE

## GOAL 1

### Supporting County Plans

- FY 2011-12 Adopted Budget
- Facilities Master Plan Final Report 2006
- Facilities Condition Assessment Report
- Comprehensive Annual Financial Report (CAFR)
- Treasurer’s Investment Portfolio Report

### County Objectives and Key Indicators

Objectives	Key Indicators
<i>County Administration</i> – Lead and manage the county business functions to increase teamwork, efficiency, and accountability.	Core processes for Central Services that are mapped, re-designed and implemented
<i>Tax Collections</i> - Minimize the costs of collecting taxes; maximize the revenues generated, while maintaining a high degree of efficiency and accuracy.	Added value to assessment rolls
<i>Employee Wellness</i> - Develop and manage a proactive program that promotes safety and wellness for county employees.	Days Away, Restricted or Transferred (DART) rate
<i>Elections and Recording</i> - Administer all elections, licensing and recording, and tax appeals in accordance with all laws and rules.	Per ballot cost of elections
<i>Asset Management</i> - Actively and appropriately invest, account for, manage, distribute, and safeguard the county’s cash assets.	Investment portfolio returns compared with the Local Government Investment Pool



## Marion County Strategic Plan

### GROWTH AND INFRASTRUCTURE

#### GOAL 2

*Provide leadership that addresses the continual growth and increasing diversity of Marion County's population and focuses resources on best meeting the needs of residents and supporting business.*

#### Strategic Issue Statement

Population forecasts show that Marion County is expected to grow from its 2010 census population of 315,335 residents to a population of nearly 410,000 by 2030. While the population is growing, it is also becoming more diverse. The county has the largest percentage of Hispanics in the state, approaching 24 percent, according to 2010 census data.

Supporting business and jobs is a key growth strategy and a cornerstone for a prosperous and sustainable county. A healthy and supportive business and employment environment in which to operate can be nurtured and promoted by providing infrastructure, a business-friendly regulatory environment, quality-of-life amenities, and support for business and jobs.

Land supply is another critical issue. Marion County has the largest agricultural revenue and the most cities (20) among Oregon counties. As growth continues, it will become increasingly important for Marion County and its communities to coordinate comprehensive land use planning that balances urban and rural interests, and to collaborate on planning and developing essential infrastructure, such as transportation facilities, sewer and water systems, storm drainage, and waste disposal.

Rural communities are facing decreasing population and the challenge of becoming more isolated with less access to services. Some smaller communities also face the challenge of paying the costs of maintaining infrastructure with decreasing revenues to pay for needed improvements. Affordable housing will be another challenge. The county's Housing Authority shows a shortage of affordable housing for those eligible in the face of level or reduced funding from federal revenue sources. Transportation, health, senior services, education, and jobs are fundamental services that need to be integrated into the development of affordable housing for families, seniors, and people with disabilities.

Managing the county's groundwater and drainage systems is another important area of focus. Development is placing demands on Marion County's storm water drainage systems. Replacement of outdated and undersized facilities and preserving land for regional storm water detention facilities while it is still available must both be addressed.

# GROWTH AND INFRASTRUCTURE

## GOAL 2

### Supporting County Plans

- Marion County Comprehensive Plan (Land Use)
- Marion County Parks Master Plan
- Marion County Solid Waste Management Plan
- Stormwater Management Plan

### County Objectives and Key Indicators

Objectives	Key Indicators
<i>Permits</i> - Provide consistent and timely service to all customers, internal and external regarding land use, zoning, and permits.	Number (percent) of permits issued by type (within xx days)
<i>Recycling</i> - Maintain a high level of recycling in the county for a cleaner environment.	Recycling Rate





## Marion County Strategic Plan

### PUBLIC SAFETY

#### GOAL 3

*Pursue a safe and secure community by protecting the people, property, and economy of Marion County.*

#### Strategic Issue Statement

The fear of crime and its impact on livability and economic viability of business is of significant concern to our citizens. Public safety continues to be the top priority of the Marion County Board of Commissioners with nearly three-quarters of the county general fund designated to keeping justice courts operational; the jail and juvenile facilities open; deputies on the streets; prosecutors in the courts; and services, supervision, and sanctions available for offender accountability and reduction of future criminal activity.

With the majority of juveniles and adult offenders in the community and ultimately almost all in custody eventually returning to the community, the role of juvenile and adult parole and probation officers is significant. They provide continual vigilance using research-based assessment tools to determine risks tied to criminal activity, select the appropriate sanctions and interventions available to change behavior and address risk creatively, enable the change process through re-entry strategies from custody to community, and use evidenced-based principles in community supervision.

Critical to public safety is acceptable capacity throughout system including: enforcement; prosecution; custody of criminals who engage in drug, gang, and related activities; re-entry supports for successful community transitions; substance abuse treatment alternatives; mental health assessment and interventions; and a continuum of adolescent and adult programs proven to mitigate risk.

However the “new normal” environment is restricted funding, decreased number of beds and program slots for offenders, and increasing occurrences of quality of life problems compounded by mental illness, substance abuse and homelessness. More than a third of jailed adult offenders are mentally ill and the impacts of mental illness, co-occurring mental disorders, and substance abuse on the juvenile and adult criminal justice system cannot be ignored.

Although crime trends nationally are decreasing, our communities are experiencing a spike in domestic violence calls to law enforcement, ongoing gang-related criminal activity, incidents of military veterans involved in public safety encounters, and the sexual trafficking and exploitation of youth by adult criminal networks. The complexity of public safety issues points to the need to identify, coordinate and advocate for a cost-effective public safety system – a system supported by evidence-based programs meeting the needs of victims and citizens. This requires significant coordination and collaboration and the growing need for greater communication among various

law enforcement and public safety agencies in Marion County, as well as other jurisdictions in Oregon, including inter-operability issues of voice and data communication systems.

## PUBLIC SAFETY

### GOAL 3

#### Supporting County Plans

- Marion County Public Safety Coordinating Council – 2011-2012 Strategic Plan
- Sheriff’s Office Core Functions & Objectives
- Marion County Parole and Probation Annual State Plan
- Marion County Juvenile Department Update to Strategic Plan 2011
- Marion County Reentry Initiative Strategic Plan

#### County Objectives and Key Indicators

Objectives	Key Indicators
<i>Criminal Prosecutions</i> - Aggressively prosecute and prioritize violent and person-to-person crimes.	Adult prosecution criminal cases submitted
<i>Victim Assistance</i> - Advocate for victims of crime and provide assistance and information that empowers victims to make informed decisions.	Victim assistance program contacts
<i>Juvenile Crime</i> - Increase public safety outcomes by addressing criminogenic risk factors to reduce juvenile recidivism.	Juvenile Recidivism Data
<i>Community Safety</i> - Keep our community safe through maintaining a safe and secure jail and work center, patrolling and conducting criminal investigations, providing civil process, supervising offenders through parole and probation, providing search and rescue response, and keeping our courts safe and accessible to the public through judicial security.	Mentally ill persons entering the corrections system  Post-prison recidivism rate
<i>Crime Prevention</i> - Work collaboratively with our community and public safety partners with an emphasis on the prevention of crime, problem solving, and being responsive to the community’s needs for public safety.	Crime prevention outreach: Neighborhood Watch and community safety events



## Marion County Strategic Plan

### ECONOMIC DEVELOPMENT

#### GOAL 4

*Demonstrate a supportive attitude toward employers, businesses, and property owners that promotes economic development and high standards of livability in Marion County.*

#### Strategic Issue Statement

Economic development is the concerted effort of policymakers, community leaders and entrepreneurs to grow the economy, increase employment, and improve the standard of living in Marion County.

Economic development is both an external and internal function. We work to communicate across public and private sectors, seek efficiencies in government operations, and help employers retain and create jobs. Through new development, the value of the property tax base will increase to help fund essential public services.

Economic development is not possible without growth, yet current economic growth is so low that it creates unemployment, reduces spending and tax revenue, increases expenses, and causes conflict that harms businesses and government jurisdictions. Since the economic recession of 2008, powerful forces shown below have reversed many previous successes in economic development and now influence major decisions in Marion County:

1. Property tax values may soon face compression in Marion County
2. Decline of market values in residential housing continues
3. Employment gains are not yet occurring
4. Demographic forecast shows smaller working age cohort than elderly/children cohorts
5. Health care and pension costs continue to rise
6. Agribusiness feels threatened but is committed
7. Cuts loom in state and federal spending
8. Funding for roads and bridges is not keeping up with inflation

These forces now influence major decisions. Marion County will continue to streamline permitting processes, regularly review zoning ordinances, and (as limited funding permits) improve critical transportation infrastructure to support new development. Continued partnerships with SEDCOR and others are crucial to efforts that help recruit and retain jobs and ensure Marion County's workers are skilled and competitive in the labor market.

## ECONOMIC DEVELOPMENT

### GOAL 4

#### Supporting County Plans

- 2011 Economic Development Strategic Plan
- Marion County Fair Strategic Plan

#### County Objectives and Key Indicators

Objectives	Key Indicators
<i>Economic Development Strategies</i> - Promote economic development through the county's Economic Development Advisory Board, partnerships with Strategic Economic Development Corporation (SEDCOR), Job Growers, and chambers of commerce, and, fund projects through video lottery grants.	Number of existing partnerships with the Marion County Economic Development Advisory Board.  Number of new partnerships for economic development.
<i>County Fair</i> - Promote economic development and safe, positive events and activities for families.	TBD



## Marion County Strategic Plan

### TRANSPORTATION

#### GOAL 5

*Provide a safe, efficient and reliable transportation system and maintain vital infrastructure in the best condition available resources allow.*

#### Strategic Issue Statement

Over the next 20 years, Marion County will continue to keep as its top priority the maintenance and preservation of the 1,119-mile existing roadway system (932 miles paved) in terms of resource allocation. Approximately \$11.5 million per year has previously gone toward operations, maintenance, and pavement preservation. This has dropped to an estimated \$9 million per year, due to the loss of Secure Rural Schools and Community Self-Determination Act funds, and reduced gas tax receipts. Inflation continues to erode the buying power of each dollar available for road and bridge maintenance. Without significant and timely new investment, the overall condition of the county road system will continue to deteriorate, and the eventual cost of restoration will greatly exceed that of adequate preventive maintenance and preservation.

Transportation needs identified in Marion County's Rural Transportation System Plan include \$168 million for rural projects and \$225 million for projects on county roads within urban growth boundaries of cities. Therefore, Marion County must select only its highest priority improvements, balancing projects that address mobility, safety and roadway preservation.

Connectivity issues such as walking trails, sidewalks, bike paths, and pedestrian safety have been cited by several Marion County communities as issues of significant interest. Also cited was the need to continue to support bus service through the Chemeketa Area Regional Transportation System, also known as the CARTS program. Freight rail traffic is expected to increase significantly and will require significant new funding to maintain service levels.

An efficient multi-modal transportation system, that includes countywide airports as well as rail systems, is also tied to economic development, supporting Marion County's commerce and economic prosperity. Congestion management is vital to preserving the ability of the public to access businesses and other destinations. Public safety and economic benefits of reduced congestion include reduced accident rates, the consequential damage costs and the social cost attributable to travel delays.

## TRANSPORTATION

### GOAL 5

#### Supporting County Plans

- Rural Transportation System Plan
- Public Works Department Strategic Plan
- Public Works Capital Improvement Program

#### County Objectives and Key Indicators

Objective	Key Indicator
<i>County Roads</i> - Improve overall condition of road surfaces.	Cost per mile for surface treatments on county roads  Miles of road resurfaced by treatment type  Pavement Condition Index (PCI)



## Marion County Strategic Plan

### HEALTH AND COMMUNITY SERVICES

#### GOAL 6

*Promote the overall health of people in Marion County by improving the delivery of quality health services and supporting community-based prevention efforts.*

#### **Strategic Issue Statement**

Families in Marion County experience multiple risk factors including unemployment, poverty, health disparities, mental illness, and addiction. These risk factors perpetuate distress in the family unit and contribute to child abuse, high risk behaviors among youth, and low student achievement. Many families need support to become self-sufficient. Research shows that supporting children and youth in the context of their families increases the likelihood of success. Access to health care is essential to protecting the health of community members. Similarly, a “safety net” of supportive services for vulnerable individuals needs to be maintained and enhanced by leveraging community resources.

With the rising cost of health care stakeholders must alter how we think about and deliver health care. The demand for county health care services will continue to increase at the same time funding for services will decline. To mitigate the negative effects of this trend, health care services must be as effective and efficient as possible. An emphasis on prevention, early intervention, and appropriate diversion from more intensive services will help reduce spending on preventable high cost procedures and care. This will involve promoting programs that prevent or help manage chronic diseases. In this climate, it will be important to encourage individuals and families to engage actively in their own wellness. Mental health and substance abuse intervention and treatment that address problems at all developmental stages—early childhood, adolescents, at-risk youth, juvenile offenders, adults, adult offenders, adults as parents and older adults—must be readily available and coordinated with primary care. Early diagnosis, intervention, and the appropriate intensity of treatment, coordinated across agencies, will lead to better health.

Research has demonstrated that safe communities improve the likelihood of better individual and family health. Facilitating safe communities requires a partnership among families, community members, public safety, health and social service agencies. Community-based programs that support effective parenting skills and, promote healthy, pro-social development and positive roles for youth play a key role. Community literacy efforts to improve student success will continue to be necessary for preventing substance abuse, juvenile crime, teen pregnancy, and chronic unemployment. Because effectively addressing the major social problems facing our communities requires the coordinated efforts of multiple county departments, it will be important for Marion County to continue facilitating interdepartmental relationships that encourage collaborative action.

## HEALTH AND COMMUNITY SERVICES

### GOAL 6

#### **Supporting County Plans**

- 2010 Update to the 6-Year Plan for Improving Outcomes for Marion County Children & Families
- Marion County Public Health Comprehensive Plan for 2011-2013
- 2011 – 2013 Biennial Implementation Plan for Mental Health, Addictions and Gambling
- Ambulance Service Plan, 2008 Revision
- Marion County Housing Authority 2011 5-Year Plan

#### **County Objectives and Key Indicators**

Objectives	Key Indicators
<i>Literacy</i> - Improve family literacy by promoting reading.	3 <sup>rd</sup> and 8 <sup>th</sup> grade reading achievement test scores
<i>Mental Health</i> - Continue to manage effectively the inpatient placement of persons experiencing a mental health crisis and manage the inpatient census of Marion County residents at Oregon State Hospital (OSH).	Acute Care Utilization
<i>Public Health</i>	WIC nutrition program caseload
<i>Family Reunification</i>	Number of children reunited with enrolled parents





## Marion County Strategic Plan

### EMERGENCY MANAGEMENT

#### GOAL 7

*Proactively plan, review, and maintain a comprehensive emergency management program.*

#### **Strategic Issue Statement**

Natural disasters such as floods, landslides, wind, severe winter storms, earthquakes, forest fires, and droughts pose a potential threat to the life and property of Marion County's population and to the County's infrastructure. The threat of natural hazards and the resulting destruction of life and property, disruption of essential services and water supply place a large number of Marion County's population at risk.

Marion County is also subject to technological and human-caused hazards such as terrorism, fire, dam failure, transportation accidents and hazardous materials spills. It is imperative that there be an effective response plan and the resources to support it.

Citizens and businesses of Marion County expect government, health, and education organizations to manage and coordinate response and recovery activities, Marion County also works in cooperation with other agencies to provide guidance and information to the general population before, during and after emergency events. Educating and informing county residents on basic emergency preparedness is a key foundation to emergency management.

Marion County also coordinates emergency planning and drills with participating cities within the county. In all phases of emergency management, Marion County partners with appropriate local, state and federal agencies.

# EMERGENCY MANAGEMENT

## GOAL 7

### Supporting County Plans

- Marion County Emergency Operations Plan – 2011
- Natural Hazards Mitigation Plan – 2010
- Marion County Health Department Pandemic Influenza Plan – 2--9

### County Objectives and Key Indicators

Objectives	Key Indicators
<i>Emergency Operations Plan</i>	Flood insurance discount