



MARION COUNTY

2015 STRATEGIC PLAN

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

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 2015 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 2015 Marion County Strategic Plan was approved by county elected officials and department heads on March 5, 2015.



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.



Goal 1 – Operational Efficiency and Quality Service

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.

Supporting County Plans

- Annual Adopted Budget
- Facilities Master Plan Final Report
- Facilities Condition Assessment Report
- Comprehensive Annual Financial Report
- Treasurer's Investment Portfolio Report

Goal 1 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
Assessor’s Office	Tax Collections: Minimize the costs of property assessment and tax collection through operational and procedural efficiencies.	Added value to assessment rolls
Board of Commissioners’ Office	Enterprise Approach: Complete management and organizational reviews of programs to assist in creating efficiencies.	Organizational and management assessments
Business Services	Facilities Support: Ensure the safety, well-being and productivity of Marion County staff and visitors through facilities support services.	Ratio of repair hours to preventative maintenance hours
Clerk’s Office	Increase Efficiency: Evaluate business processes to make the best use of management skills, technology and resources.	Cost of elections
Community Services	Dog Services: Protect the people and dogs of Marion County by providing professional and courteous and enforcement and services.	Return of dogs to the community
Finance	Fiscal Integrity: Streamline and standardize the county’s contracting, solicitation and purchasing processes.	Contracts processed in compliance with county policy and procedure
Information Technology	Enterprise Approach: Create a “Technology Roadmap” to include enterprise and department specific projects and elements, capacity planning, asset management, application development, timeline, and financial requirements.	Application Management and Support
Legal Counsel	Protecting the County: Represent the county in contested matters in court or before administrative tribunals, and recommend settlements as appropriate.	Tort claim notices
Treasurer’s Office	Asset Management: Safeguard public funds.	Investment portfolio returns



Goal 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.

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.

Land supply is a 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 is another challenge.

Managing the county’s groundwater and drainage systems is also an 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.

Supporting County Plans

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

Goal 2 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
Public Works	Recycling: Maintain a high level of recycling in the county for a cleaner environment.	Recycling rate as a percent of solid waste
Public Works	Permits: Continue to streamline review process for citizens with other agencies/departments on building permits, addressing, roadway improvements, survey plats, septic issues, and survey reviews.	Number of permits issued by type
Sheriff's Office	Code Enforcement: Work collaboratively with community and public safety partners with an emphasis on preventing crime, problem solving and being responsive to the community's needs.	Number of cases processed and number of cases closed



Goal 3 – Public Safety

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 reentry 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; reentry 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.

Restricted funding, decreased beds and program slots for offenders, and increasing occurrences of quality of life problems compounded by mental illness, substance abuse and homelessness have been problematic. 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, increasing juvenile gang-related criminal activity, increases in prescription drug abuse, 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 interoperability issues of voice and data communication systems.

Supporting County Plans

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

Goal 3 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
District Attorney’s Office	Criminal Prosecutions: Aggressively prosecute and prioritize violent and person-to-person crimes.	Adult prosecution criminal cases submitted
Justice Court	Citations and Fines: Provide impartial adjudication of minor traffic offenses, county ordinance violations, fish and game violations, boating offenses, and small civil claims.	Volume of citations processed Amount of fines collected
Sheriff’s Office	Safety: 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.	Mental illness and incarceration Recidivism
Sheriff’s Office	Collaboration: Continue to 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.	Intelligence-led public safety services Traffic safety team education and enforcement



Goal 4 – Economic Development

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. In partnership with the Marion County Extension & 4H Service District, we work to strengthen agriculture and forestry businesses.

Economic development is not possible without growth, yet current economic growth is slow to recover from the recent recession. Issues associated with this are unemployment, reduced spending and tax revenue, increased expenses, and 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. Employment gains are only starting to occur
3. Health care and pension costs continue to rise
4. Agribusiness feels threatened but is committed
5. Cuts loom in state and federal spending
6. 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 Strategic Economic Development Corporation (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.

Supporting County Plans

- Economic Development Strategic Plan

Goal 4 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
Community Services	County Fair: Promote the diverse agriculture and cultural heritage of Marion County through active participation of its citizens.	Fair attendance
Community Services	Economic Development: Advance Marion County’s economy by working with policymakers, community leaders and entrepreneurs to grow the economy, increase employment, and improve the standard of living.	Economic development projects



Goal 5 – Transportation

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 the maintenance and preservation of the 1,119-mile existing roadway system (932 miles paved) a high priority 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 (CARTS). 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.

Supporting County Plans

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

Goal 5 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
Public Works	County Roads: Improve overall condition of road surfaces.	Cost per mile for surface treatment Miles of road resurfaced by treatment type Pavement condition index (PCI)



Goal 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.

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; 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.

Supporting County Plans

- Plan for Improving Outcomes for Marion County Children & Families
- Marion County Public Health Comprehensive Plan
- Biennial Implementation Plan for Mental Health, Addictions and Gambling
- Ambulance Service Plan
- Marion County Housing Authority Five-Year Plan

Goal 6 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
Health Department	Behavioral Health: Promote a diverse system of behavioral health and addictions services that address community and family needs from early childhood to older adulthood.	Parent and child mental health services Family support services for children with developmental disabilities
Health Department	Public Health: Assure the five basic public health services to residents of Marion County are met (ORS 431.416).	Prevention of communicable disease Prevention of foodborne and waterborne illness



Goal 7 – Emergency Management

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.

Supporting County Plans

- Marion County Emergency Operations Plan
- Natural Hazards Mitigation Plan
- Marion County Health Department Pandemic Influenza Plan

Goal 7 – County Objectives and Key Indicators

Department	Objectives	Key Indicators
Public Works	Develop and Maintain Emergency Operations Plans: Improve the county’s preparedness for an emergency by working with community volunteers.	Volunteer hours served

