

# MARION COUNTY

## 2024 STRATEGIC PLAN



O R E G O N

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## *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.*

*Since that time, the Marion County Strategic Plan is reviewed and revised annually. The 2023 plan concurs with the mission, vision, values and goals outlined in the plan. Changes to this plan reflect updated strategic issue statements, objectives, and key indicators for each goal.*



**Marionberry**

*Developed by the USDA Agricultural Research Service at Oregon State University, Corvallis in 1945.  
The Marionberry is a hybrid of the Chehalem and Olallie blackberries.*



## **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.

Marion County is committed to effectively provide services to recipients of all cultures, age, races, gender, gender expression, sexual orientation, socio economic status, languages, ethnic backgrounds, spiritual beliefs, and religions in a manner that recognizes, values, affirms, and respects the worth of the individuals and protects and preserves the dignity of each person.

### **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 the county's constituencies.



## **Marion County Strategic Plan Goals**

### **1. Public Safety**

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

### **2. Transportation, Infrastructure, and Emergency Management**

*Provide a safe, efficient, and reliable transportation system and maintain vital infrastructure in the best condition available resources allow. Proactively plan, review, and maintain a comprehensive emergency management program.*

### **3. 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.*

### **4. Economic and Community Development**

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

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

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

## Goal 1 – Public Safety

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

### Strategic Issue Statement

Crime and its impact on the 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 the justice court operational; the jail and juvenile facilities open; deputies on the roads; prosecutors in the courts; and services, supervision, and sanctions available for offender accountability and reduction of future criminal activity.

### 2024-2025 Board of Commissioners Priorities

- Work with state and county leaders to ensure the necessary systems are in place once HB 4002 goes into effect.
- Work with public safety leaders, legal counsel, and courts to address challenges arising from the Mosman Order.
- Collaborate with the sheriff’s office and HR to recruit and train staff for the Marion County Jail.
- Work with legislators to simplify the civil commitment process in preparation for the 2025 session.

GOAL	TASKS	ASSIGNED TO
<b>Public Safety</b>	1. Continue to provide preventive services to homeless youth.	BOC, Juvenile Dept., Health and Human Services
	2. Evaluate Code Enforcement and find ways for their services to be improved to serve our community better.	BOC, Sheriff’s Office
	3. Continue to support the LEAD program.	BOC, Sheriff’s Office
	4. Evaluate and strengthen the pre-trial initiative.	BOC, Sheriff’s Office, District Attorney’s Office
	5. Actively participate in the Mid-Willamette Homeless Alliance Continuum of Care and support its growth and sustainability.	BOC, COG, Health & Human Services Dept., City of Salem
	6. Review future funding for the East Salem Law Enforcement Service District.	Sheriff’s Office

### Supporting County Plans

- Marion County Public Safety Coordinating Council Strategic Plan
- Implementation of IMPACTS grant – House Bill 4002

- Justice Reinvestment
- 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
- Mid-Willamette Homeless Alliance Continuum of Care Plan

## **Goal 2 – Transportation, Infrastructure, and Emergency Management**

***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 by Portland State University’s 2021 study show that Marion County’s current population is 349,121 and the population is expected to grow to nearly 416,325 by 2045 and 463,420 in 2071, reflecting a total of 30% growth over 50 years. The county is forecasted to experience a relatively higher population growth rate in the next several years.

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 much of Marion County’s population at risk.

### **2024-2025 Board of Commissioners Priorities**

- Collaborate with partners to find solutions for Marion County’s solid waste management needs. Developing a Long-Term Strategic Direction for Solid Waste Management.
- Support the Marion Resource Recovery Facility (MRRF) and Secure Land for a County Transfer Station.

GOAL	TASKS	ASSIGNED TO
<b><i>Transportation, Infrastructure, and Emergency Management</i></b>	1. Continue to invest in and monitor the county’s relationship with Covanta. <ul style="list-style-type: none"> <li>* Continue to support the MRFF.</li> <li>* Secure land to build a transfer station.</li> </ul>	Public Works, BOC, Legal Counsel
	2. Support the Marion Resourcer Movement. Plan appropriate strategies for managing recycling and continue to educate residents on the importance of reducing, reuse, recycling, and recovery. Increase capacity for material recovery.	

	3. Prioritize Aurora/Donald interchange, Brooks Interchange, and the Cordon Road bypass.	Public Works, BOC
4. Continue to expand cooperative agreements with cities for efficiencies in road improvements.		
5. Continue to implement the safety corridor in North Marion County.		
6. Continue to identify long-range planning needs and processes for county roads, bridges, airports, and infrastructure, including a third bridge across the Willamette River.		
7. Rebuild County parks that were burned in the 2020 wildfires.		
8. Monitor draft environmental and planning legislation and proposals that would negatively impact our community.		BOC, Department Heads/Elected Officials, Emergency Management, Health & Human Services
9. Monitor updated county Emergency Operations Plan, including department COOP Plans; implement cross-training to increase the county's capacity for emergency response.		
10. Update and implement health emergency plan for the community and county departments (e.g., Coronavirus, COVID-19, Ebola, Avian Flu).		
11. Attend/Assist local, regional, or national emergencies to receive real world training.		
12. Practice and run Emergency Management scenario-based tabletop exercises with county staff and leadership.		

**Supporting County Plans**

- Marion County Comprehensive Plan (Land Use)
- 2020 Wildfire Recovery Plan
- Marion County Parks Master Plan
- Marion County Solid Waste Management Plan
- Stormwater Management Plan
- Marion County Emergency Operations Plan
- Natural Hazards Mitigation Plan
- Marion County Departments' Pandemic Influenza Plans
- Marion County HHS Annex to ESF 8: Pandemic Influenza
- Marion County HHS Annex to ESF 8: SNS/Mass Medication Dispensing Plan

## Goal 3 – 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

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. Families in Marion County experience multiple risk factors including unemployment, poverty, and health disparities. These factors contribute to distress in the family unit and increase risks for child abuse, substance use, addiction, homelessness, suicide, low student outcomes and poor health outcomes. Research indicates that supporting children and youth in the context of their families increases the likelihood of success.

### 2024-2025 Board of Commissioners Priorities

- Create a Money Map for Behavioral Health Funds. Identify funding streams and gaps to ensure the behavioral health needs of the community are met.
- Address Homelessness in Marion County. Working towards sustainable solutions to homelessness and life skills development.
- Collaborate with community partners to address emerging health issues, such as neonatal addiction resulting from drug use during pregnancy.
- Identify programs and opportunities to promote homeownership.
- Promote down payment assistance and home rehab programs.

GOAL	TASKS	ASSIGNED TO
<b>Health and Community Services</b>	1. Continue to move towards Public Health modernization; maintain cross jurisdictional sharing with Polk County.	Health & Human Services, BOC
	2. Work with community partners to develop strategies that prevent and respond to the increase in suicides, untimely deaths, and drug overdoses.	Health & Human Services
	3. Develop strategies to increase housing supply. Research ways to expand and promote middle-income owner-occupied housing.	BOC, Community Services, Health & Human Services
	4. Implement Marion County Recovery Housing for those impacted by the 2020 wildfires and bring them to pre fire status.	

### Supporting County Plans

- Health & Human Services Strategic Plan
- Community Health Improvement Plan (CHIP)
- Community Health Assessment (CHA)
- Ambulance Service Area Plan
- Marion County Housing Authority Five-Year Plan

## Goal 4 – Economic and Community 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 and Community Development promotes strategic alliances between community members, civic and business leaders, social and government service agencies, and other interested parties to strengthen communities and economies.

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.

### 2024-2025 Board of Commissioners Priorities

- Identify funding sources for the Gates/Mill City sewer project.
- Ensure Completion of Detroit and Kane’s Marinas Excavation Project.
- Implement Plan to Open All Parks in the Santiam Canyon. Identifying both short- and long-term projects.
- Manage the Wildfire grant program. Continuing to fund home rebuilds for wildfire victims and investing in infrastructure in the canyon.

GOAL	TASKS	ASSIGNED TO
<b><i>Economic and Community Development</i></b>	1. Continue to monitor the Community Prosperity Initiative in conjunction with Marion County cities providing \$15K each year for three years.	Community Services, BOC
	2. Develop structures, strategies, and funding mechanisms to expand infrastructure (water, sewer, GIS, broadband) in the North Santiam Canyon and other areas of Marion County where needed for economic growth.	
	3. Manage the Marion County Community Development Block Grant program (CDBG), HOME and HOME ARPA programs.	Community Services, BOC
	4. Advocate for federal policies vis a vis water rights allocations so that changes do no harm to Marion County’s water supply for residents, farming, and the larger economy--recognizing the impact to economic development and water supply in the N. Santiam Canyon and Salem.	BOC, Community Services, BOC, Health & Human Services
	5. Strengthen Marion County’s relationship with other key organizations’ plans, including: Council of Governments, SEDCOR, Travel Salem, Workforce Partnership, federal agenda, Comprehensive Economic Development Study, North Marion Tourism Collaborative, Chambers of Commerce, and cities.	

## Supporting County Plans

- Economic Development Strategic Plan
- Marion County Integrated Water Resource Plan
- Community Development Block Grant (CDBG)
- HOME & HOME American Rescue Plan Act

## **Goal 5 – 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.

### **2024-2025 Board of Commissioners Priorities**

- Executive Team Leadership Development.

GOAL	TASKS	ASSIGNED TO
<b><i>Operational Efficiency and Quality Service</i></b>	1. Provide training and security protocols for Courthouse Square and other county buildings, including Active Shooter training.	BOC, Sheriff's Office, all departments
	2. Develop and implement countywide enterprise risk management strategy.	BOC, Business Services/Risk Management
	3. Continue to protect Marion County's public and confidential information by training employees on safeguarding data and computer systems.	BOC, Information Technology
	4. Develop an annual budget that ensures fiscal stewardship by analyzing future service and capital needs.	BOC, Finance, Budget Committee
	5. Maintaining trust in the legitimacy of Citizen Directed Governance through administering secure, safe, accessible, transparent, and audited elections.	BOC, Clerks Office
	6. Continue to focus on fully integrating the enterprise model of operations.	BOC, all departments

	<p>7. Continue to develop a clear, proactive communication plan for internal and external communications.</p> <ul style="list-style-type: none"> <li>• Increase presence and reach on social media: Facebook boost, posts, newsletter, short videos of employees.</li> <li>• Submit periodic guest opinion columns in the Statesman Journal and other area newspapers.</li> <li>• Develop a structured schedule for communication with departments including Tea with the Commissioners, Employee Ride A-longs, and New Employee Orientation.</li> <li>• Continue to implement Marion County’s communication plan.</li> </ul>	<p>Board of Commissioners Office (BOC)</p>
	<p>8. Produce and mail a minimum of three Marion County TODAY newsletters per year.</p>	
	<p>9. Send quarterly emails to employees with county updates from the chair.</p>	
	<p>10. Continue to reinforce the key tenets for customer service (integrity, excellence, innovation).</p>	<p>Human Resources</p>
	<p>11. Provide supervisor and manager training to ensure the continuity of organizational objectives.</p>	
	<p>12. Work with county departments on recruitment strategies.</p>	
	<p>13. Invest in Marion County employees by providing opportunities for growth and development.</p>	

**Supporting County Plans**

- Annual Adopted Budget
- Capital Improvement Projects Plan
- Facilities Master Plan Final Report
- Facilities Condition Assessment Report
- Comprehensive Annual Financial Report
- Treasurer’s Investment Portfolio Report