

# MARION COUNTY

## 2025 STRATEGIC PLAN



# *EXPECT EXCELLENCE*

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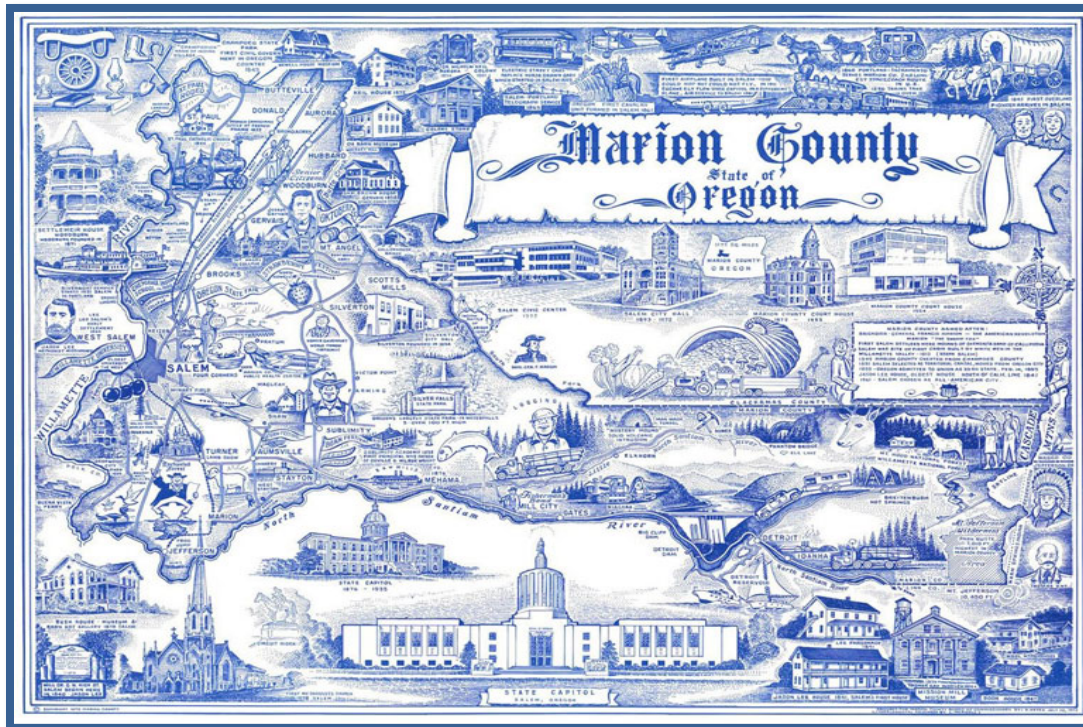
May 1, 2025



## **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 that work and is designed to define the county's issues and future direction.*

*Since that time, the Marion County Strategic Plan has been reviewed and revised annually. The 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.*



## **Marion County**

*Marion County, then called Champooick, was created in 1843 by the Provisional Government Legislative Committee 16 years before Oregon gained statehood on February 14, 1859.*

*In 1849 the county's name was changed to Marion County honoring American Revolutionary General Francis Marion.*



## ***EXPECT EXCELLENCE***

### **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 Statement of Values**

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

#### **Customer Service**

We treat our customers and each other 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, solution-oriented approaches to resolving customer problems and meeting customer needs.

Marion County is committed to effectively providing services to all people 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 physical and behavioral 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. Civic and Government Services**

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

The numbering of the goals is intended to be reference and not an indication of a priority ranking set by the Marion County Board of Commissioners.

## **Goal 1 – Public Safety**

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

### **Strategic Issue Statement**

Crime and its impact on the livability and economic viability of residents and businesses is of significant concern to our citizens. Public safety continues to be the top priority of the Marion County Board of Commissioners. Three-quarters of the county's general fund is designated to provide public safety services including: Sheriff's Office, Marion County Jail and Juvenile Facilities, District Attorney's Office, and the Justice Court to provide safety and hold offenders accountable for their actions.

### **2025-2026 Board of Commissioners Priorities**

- Implement changes necessary to hold offenders accountable now that HB 4002(2024) is in effect.
- Collaborate with the Sheriff's Office and Human Resources to recruit and train staff for the new Marion County Stabilization Center.
- Work with legislators to pass legislation to improve the civil commitment process. Legislation that would allow public safety leaders and the courts to do their jobs to maintain safety within the community and assist those struggling with severe and persistent mental health challenges.
- Focus resources to address drug trafficking and violent crime in our communities.

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. Support the LEAD program, the Stabilization Center and RESTORE Court.	BOC, Sheriff's Office, District Attorney'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 to help make it a more effective partner in solving homelessness.	BOC, Health & Human Services Dept, SO LEAD
	6. Evaluate the organization of Multi-Disciplinary teams to tackle criminal activity affecting our communities.	BOC, Sheriff's Office, District Attorney's Office

### **Supporting County Plans**

- Marion County Public Safety Coordinating Council Strategic Plan
- Implementation of IMPACTS grant – House Bill 4002 (2024)
- 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 of Marion County’s population and focuses resources on best meeting the needs of residents and businesses.***

### **Strategic Issue Statement**

Population forecasts by Portland State University’s 2024 study show that Marion County’s current population is 347,798 and the population is expected to grow to nearly 402,613 by 2050 and 423,960 in 2075, reflecting a total of 23% growth over 50 years. New and updated transportation systems and well-maintained infrastructure are necessary for the growing population models.

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. Emergency Management is responsible for disaster preparation and response to mitigate the threat of natural hazards and the resulting destruction of life and property, disruption of essential services and water supply.

### **2025-2026 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.
- Reorganize the Marion County Solid Waste Advisory Committee.
- Focus on roads and maintenance in rural and underserved parts of Marion County.

GOAL	TASKS	ASSIGNED TO
<b><i>Transportation, Infrastructure, and Emergency Management</i></b>	1. Continue to work toward achievable solutions in solid waste management that are responsive to our solid waste needs and cost effective. <ul style="list-style-type: none"> <li>• Develop a short and long-term strategy for dealing with Marion County Solid Waste that positively benefits Marion County Citizens in a cost-efficient manner.</li> <li>• Continue to work with Re: Source to reclaim as many reusable materials as possible.</li> <li>• Implement the state’s Recycle Modernization Act.</li> <li>• Secure land for a future transfer station.</li> </ul>	BOC, Public Works, Legal Counsel
	2. Prioritize Aurora/Donald interchange, Brooks Interchange, and the Cordon Road bypass.	BOC, Public Works
	3. Continue to expand cooperative agreements with cities for efficiencies in road improvements.	
	4. Continue to implement improvements in the safety corridor in North Marion County.	
	5. Identify long-range planning needs and processes for county roads, bridges, airports, and infrastructure. Actively participate in SKATS to secure state funding for County transportation priorities.	
	6. Rebuild County parks that were burned in the 2020 wildfires.	
	7. Monitor draft environmental and planning legislation proposals that would negatively impact on our community.	
<b><i>Transportation, Infrastructure,</i></b>		

<b><i>and Emergency Management</i></b>	8. Update the county Emergency Operations Plan including department COOP Plans and implement cross-training to increase the county's capacity for emergency response. Evaluate County policies to make sure they properly align with increasing the effectiveness of the County's emergency management efforts.	BOC, Department Heads/Elected Officials, Emergency Management, Health & Human Services
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## 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
- Recycling Modernization Act

## **Goal 3 – Health and Human 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.

### **2025-2026 Board of Commissioners Priorities**

- Address homelessness in Marion County by working towards sustainable solutions and life skills development, as well as ensuring accountability for the funding received to provide those services.
- Collaborate with community partners to address emerging health issues across all spectrums of Marion County.
- Work with legislators to pass legislation to improve the civil commitment process. Legislation that would allow behavioral health to assist those struggling with severe and persistent mental health challenges.
- Maintain consistency of funding to support and expand addiction treatment programs.
- Maintain collaborative relationships within the Behavioral Health Resource Network (BHRN).

GOAL	TASKS	ASSIGNED TO
<b>Health and Human Services</b>	1. Continue to move towards Public Health modernization; maintain cross jurisdictional sharing with Polk County.	BOC, Health and Human Services
	2. Work with community partners to develop strategies that prevent and respond to: <ul style="list-style-type: none"><li>• An increase in mortality, mostly due to heart disease, stroke, diabetes and accidents.</li><li>• An Increase in homelessness</li><li>• An Increase in behavioral health crises</li></ul>	BOC, Health and Human Services
	3. Increase availability of treatment supportive housing.	BOC, Health and Human Services

### **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**

***Support employers, businesses, and property owners and promote economic development and the 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 and Community Development promotes strategic alliances between community members, civic and business leaders, individual citizens, social and government agencies, and other interested parties to strengthen the economy and communities.

### **2025-2026 Board of Commissioners Priorities**

- Successfully deliver the Detroit and Kane's Marinas Excavation Project.
- Implement the plan to Open All Parks in the Santiam Canyon. Identifying both short-term and long-term projects.
- Strengthening programs and opportunities that promote homeownership.
- Continue to support down payment assistance and home rehab programs.

GOAL	TASKS	ASSIGNED TO
<b><i>Economic and Community Development</i></b>	1. Continue to monitor the Community Prosperity Initiative providing \$20,000 to cities each year for three years.	BOC, Community Services
	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. Invest in the community utilizing Community Development Block Grant program (CDBG), HOME and HOME ARPA programs.	BOC, Community Services
	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 Community Services
	5. Strengthen our partnership with other key organizations including: Council of Governments, SEDCOR, Travel Salem, Workforce Partnership, federal agenda, Comprehensive Economic Development Study, North Marion Tourism Collaborative, Chambers of Commerce, and cities.	
	6. Develop strategies to increase housing supply. Research ways to expand and promote middle-income owner-occupied housing.	BOC, Community Services Community Services

### **Supporting County Plans**

- Economic Development Strategic Plan
- Marion County Integrated Water Resource Plan
- Community Development Block Grant (CDBG)/HOME Five-year Consolidated Plan

## **Goal 5 – Civic and Government Services**

***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 marriage licenses and preserving public records; assessing, collecting, and distributing tax revenue; and investing, managing, and safeguarding public funds. Marion County's internal departments: the Board of Commissioners Office, Human Resources, Finance, Information Technology, and business services are dedicated to ensuring the business of the County is effective, efficient, and reliable.

Elected officials and county staff must ensure that public trust is maintained as these, and other vital public services are carried out.

### **2025-2026 Board of Commissioners Priorities**

- Continue Executive Team Leadership Development.
- Support the ERP implementation and business transformation to ensure the long-term stability of the County's internal infrastructure.

GOAL	TASKS	ASSIGNED TO
<b><i>Civil and Government Services</i></b>	1. Implement a new modern Enterprise Resource Planning (ERP) system that manages the entire financial and human resources management system. <ul style="list-style-type: none"><li>• Successfully negotiate an ERP contract and begin the 18-month implementation process.</li><li>• Engage departments and employees in understanding and participating in the new ERP system.</li></ul>	BOC, ERP Executive Team, including, Finance, Human Resources, Business Services, Legal, and Information Technology Departments.
	2. Develop an annual budget that ensures fiscal stewardship by analyzing future service and capital needs.	BOC, Business Services Risk Management Program
	3. Ensure that quality services are provided to internal and external customers with efficiency and effectiveness.	BOC, Finance, Budget Committee
	4. Maintain trust in government elections through administering secure, safe, accessible, transparent, and audited elections.	BOC, Clerks Office
	5. Develop and implement a countywide enterprise risk management strategy.	BOC, Business Services Risk Management, All departments

<b>Civil and Government Services</b>	6. Continue to implement and deliver a clear, proactive communication plan for internal and external communications. <ul style="list-style-type: none"> <li>• Initiate, complete, and publish the semi-annual citizen survey in 2025.</li> <li>• Increase presence and reach on social media: Facebook boost, posts, newsletter, short videos of employees.</li> <li>• Submit periodic guest opinion columns in area newspapers.</li> <li>• Develop a structured schedule for communication with departments.</li> <li>• Produce and mail a minimum of three Marion County TODAY newsletters per year.</li> <li>• Send monthly employee newsletters with a guest post from a Commissioner.</li> </ul>	BOC
	7. Continue to reinforce the key tenets for customer service (integrity, excellence, innovation).	Human Resources
	8. Provide supervisor and manager training to ensure the continuity of organizational objectives. <ul style="list-style-type: none"> <li>• Work with county departments on recruitment strategies.</li> <li>• Invest in Marion County employees by providing opportunities for growth and development.</li> </ul>	

### Supporting County Plans

- Annual Adopted Budget
- Annual Assessment Plan
- Capital Improvement Projects Plan
- Facilities Master Plan Final Report
- Facilities Condition Assessment Report
- Comprehensive Annual Financial Report
- Treasurer’s Investment Portfolio Report
- ERP Implementation Plan 2025-2027