

MARION COUNTY

2020 STRATEGIC PLAN



Marion County Board of Commissioners' Office

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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. The document 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 2020 plan concurs with 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.



Marionberry

*Developed by the USDA Agricultural Research Service at OSU, Corvallis, 1945.
Hybrid of the Chehalem and Olallie berry.*



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. Public Safety

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

2. Transportation & Infrastructure

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

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. Emergency Management

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

5. Economic Development

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

6. 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

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.

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
<i>Public Safety</i>	1. Complete necessary facility and IT upgrades to open G-Pod by 2022.	BOC, Sheriff's Office, Business Services, IT
	2. Implement Mid-Willamette Homeless Alliance Continuum of Care and continue to support the LEAD program.	BOC, COG, Health & Human Services Dept., City of Salem
	3. Evaluate and strengthen the pre-trial initiative.	BOC, Sheriff's Office, District Attorney's Office
	4. Continue to evaluate the effectiveness of Juvenile Department services, such as a new culinary program.	Juvenile, BOC
	5. Finalize implementation of East Salem Law Enforcement Service District.	Sheriff's Office
	6. Monitor jail space, including G-pod and Transition Center, and respond to population increases; integrate behavioral health supports for inmates. <ul style="list-style-type: none">• Educate the public on the need to reopen G-Pod to increase capacity at the jail. (Early release, overcrowding, etc.)	BOC, Sheriff's Office, Public Safety Coordinating Council

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
- Mid-Willamette Homeless Alliance Continuum of Care Plan

Goal 2 – Transportation 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 by Portland State University's 2019 study shows that Marion County's current population is 347,760 and the population is expected to grow to 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 27 percent, according to recent data.

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
<i>Waste Management</i>	1. Negotiate and finalize a new multi-year operations contract with Covanta Marion by the end of 2020.	Public Works, BOC, Legal Counsel
	2. Continue to develop a long-term strategic direction for solid waste management with the board.	
	3. Plan appropriate strategies for managing recycling and continue to educate residents on the importance of reuse, recycle and recovery. Increase capacity for material recovery.	Public Works, BOC
<i>Transportation</i>	1. Prioritize Aurora/Donald interchange and Cordon Road bypass.	Public Works, BOC
	2. Continue to expand cooperative agreements with cities for efficiencies in road improvements.	
	3. Establish a safety corridor in North Marion County.	
	4. Continue to identify long-range planning needs and processes for county roads, bridges, airports, and infrastructure, including a third bridge across the Willamette River.	
	5. Closely monitor the impact of "cap and trade" legislation.	

Supporting County Plans

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

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
<i>Health</i>	1. The Board of Commissioners and Health and Human Services Department will monitor, respond, and take action during the COVID-19 outbreak to protect the public and our workforce.	BOC, Health & Human Services, Public Works/Emergency Management Division
	2. Continue to move towards Public Health modernization; implement cross jurisdictional sharing with Polk County.	Health & Human Services, BOC
	3. Work with community partners to develop strategies that prevent and respond to the increase in suicides.	Health & Human Services
	4. Monitor CCO 2.0 implementation.	BOC, Health & Human Services
<i>Community Services</i>	1. Develop strategies to increase housing supply. Research ways to expand and promote middle income owner occupied housing.	BOC, Public Works, Community Services, Health & Human Services
	2. Apply for and manage the new Marion County Community Development Block Grant program (CDBG).	
	3. Continue the Marion County Housing Initiative by meeting on a quarterly basis to identify and remove barriers.	
	4. Participate with local and regional partners to address homeless issues in Marion County.	BOC, Community Services, Health & Human Services

Supporting County Plans

- Plan for Improving Outcomes for Marion County Children & Families
- Health & Human Services Strategic Plan
- Community Health Improvement Plan (CHIP)
- Community Health Assessment (CHA)
- Biennial Implementation Plan for Mental Health, Addictions and Gambling
- Ambulance Service Area Plan
- Marion County Housing Authority Five-Year Plan

Goal 4 – 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.

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
Emergency Management	1. Monitor updated county Emergency Operations Plan, including department COOP Plans; implement cross-training to increase the county's capacity for emergency response.	BOC, Department Heads/Elected Officials, Emergency Management, Health & Human Services
	2. Update and implement health emergency plan for the community and county departments (e.g., Coronavirus, COVID-19, Ebola, Avian Flu).	
	3. Provide training and security protocols for Courthouse Square and other county buildings, including Active Shooter training.	
	4. Practice and run Emergency Management scenario based table top exercises with county staff and leadership.	

Supporting County Plans

- 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 5 – 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.

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
<i>Economic Development</i>	1. Implement the three-year 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. Continue to advocate for excavating the Detroit Marina and finding alternative strategies to draining Detroit Lake, recognizing the impact to economic development and water supply in the N. Santiam Canyon and Salem.	Community Services, BOC, Legal Counsel
	5. Develop a water analysis and countywide plan for future management of water in Marion County. 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.	BOC, Community Services Community Services, BOC, Health & Human Services
	6. Align Marion County's economic development strategic plan with other key organizations' plans, including: Council of Governments, SEDCOR, Travel Salem, Workforce Partnership, federal agenda, Comprehensive Economic Development Study, and cities.	
	7. Continue to work/consult with county departments on projects as needed.	

Supporting County Plans

- Economic Development Strategic Plan
- Marion County Integrated Water Resource Plan

Goal 6 – 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.

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
<i>Streamlining/ Improving Government</i>	1. Support and successfully integrate the Human Resources department into the county's organizational structure.	BOC, Business Services
	2. Implement recommendations from the Marion County Cultural Committee. Provide support and implement the committee's recommendations.	BOC, all departments
	3. Develop and implement countywide enterprise risk management strategy.	BOC, Business Services/Risk Management
	4. Protect Marion County's public and confidential information by training employees on safeguarding data and computer systems.	BOC, Information Technology
	5. Develop an annual budget that ensures fiscal stewardship by analyzing future service and capital needs.	BOC, Finance, Budget Committee
	6. Continue to focus on fully integrating the enterprise model of operations.	BOC, all departments
<i>Communications</i>	1. Hire a media consultant to develop a clear, proactive communication plan for internal and external communications. <ul style="list-style-type: none"> • Increase presence and reach on social media: Facebook boost, posts, newsletter, short videos of employees. • Submit periodic guest opinion columns in the Statesman Journal and other area newspapers. • Develop a structured schedule for communication with departments including; Tea with the Commissioners, Employee Ride A-longs, and New Employee Orientation. 	Board of Commissioners Office (BOC)
	2. Expand the reach of the Marion County TODAY newsletter.	
	3. Continue monthly emails from the chair to county employees.	

PRIORITY AREA	ACTIONS/TASKS	ASSIGNED TO
Customer Service	1. Continue to reinforce the key tenets for customer service (integrity, excellence, innovation).	Human Resources
	2. Develop and deliver customer service training refreshers targeted at both management and staff.	

Supporting County Plans

- Annual Adopted Budget
- Facilities Master Plan Final Report
- Facilities Condition Assessment Report
- Comprehensive Annual Financial Report
- Treasurer's Investment Portfolio Report
- 2019 Cultural Assessment Report and Committee Action Plans