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# STRATEGIC DIRECTION

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# INTRODUCTION

A solid foundation exists on which to build each fiscal year's budget.  The county has a strategic plan that incorporates strategic priorities, county goals, and key indicators. The organizational structure is well designed for delivery of essential services.  Business is conducted according to state values.  Committee and expert leaders work together to manage operations.  Skilled and dedicated staff members make sure that services are professionally provided.  Citizens attend public hearings and otherwise communicate their points of view of county government priorities.

## MARION COUNTY STRATEGIC PLAN

**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.*

**Goals and Key Indicators**

County departments continue to align their individual department goals with overall county goals. This will assist Marion County in managing public resources carefully and in working effectively in a focused way to address identified issues.

All departments have included key indicators in their budget document and have identified a specific primary county goal that each key indicator supports. Key indicators will be used to help forecast trends and determine both budget and program needs. In order to remain relevant, key indicators that consist of statistics and fact-based data will be updated on a regular basis. The use of key indicators is designed to link program needs with available resources and identify potential issues and concerns for use in budget projections and policy decisions. Each of Marion County's goals is listed below, with a summary of associated key indicators by department. The detail information for each key indicator is found in each department's budget.

| GOAL 1: OPERATIONAL EFFICIENCY AND QUALITY SERVICE | |
|---|---|
| *Provide efficient, effective, and responsive government through stewardship and accountability.* | |
| **COUNTY OBJECTIVES** | **KEY INDICATORS** |
| **Assessor's Office: Tax Collections**<br>Minimize the costs of property assessment and tax collection through operational and procedural efficiencies, while maximizing the generation of revenues distributed to taxing districts. | Added value to assessment rolls |
| **Board of Commissioners' Office: Organizational and Management Assessments**<br>Complete annual performance audits of county departments to assist in creating efficiencies, review organizational structures, and make recommendations to improve service delivery in order to make the best use of taxpayer dollars. | Maximize resources and ensure accountability |
| **Business Services: Employee Wellness**<br>Optimize county resources by improving employee safety and health in order to increase productivity and reduce absenteeism and the cost of insurance. | Days Away, Restricted or Transferred (DART) rate |
| **Clerk's Office: Increase Efficiency**<br>Evaluate business process to make the best use of management skills, technology and resources. | Cost of elections |
| **Finance: Fiscal Integrity**<br>Ensure that the county's contracting process protects the county from unnecessary risk, is efficient and effective, that departments are trained, and that compliance is monitored and reported. | Contracts processed in compliance with county policy and procedure |
| **Information Technology: Customer Service**<br>Create a "Technology Roadmap" to include enterprise and department specific projects and elements, capacity planning, asset management, application development, timeline and financial requirements. | Customer service |
| **Legal Counsel: Protecting the County**<br>Zealously 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**<br>Safeguard public funds. | Investment portfolio returns |

**County Plans Linked to Goals**
- Annual Adopted Budget
- Facilities Master Plan Final Report 2006
- Facilities Condition Assessment Report
- Comprehensive Annual Financial Report (CAFR)
- Treasurer's Investment Portfolio Report

## 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.*

| COUNTY OBJECTIVES | KEY INDICATORS |
|---|---|
| **Public Works: Recycling**<br>Maintain a high level of recycling in the county for a cleaner environment. | Recycling rate as a percent of solid waste |
| **Public Works: Permits**<br>Within parameters of recent and possible future staff reductions, continue to streamline review process for citizens with other agencies/departments on building permits, addressing, roadway improvements, survey plats, septic issues, survey reviews, etc. | Number of permits issued by type |

**County Plans Linked to Goals**
- Marion County Comprehensive Plan (Land Use)
- Marion County Parks Master Plan
- Marion County Solid Waste Management Plan
- Stormwater Management Plan

## GOAL 3: PUBLIC SAFETY

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

| COUNTY OBJECTIVES | KEY INDICATORS |
|---|---|
| **District Attorney's Office: Criminal Prosecutions**<br>Aggressively prosecute and prioritize violent and person-to-person crimes. | Adult prosecution criminal cases submitted |
| **District Attorney's Office: Victim Assistance**<br>Advocate for victims of crime and provide assistance and information that empowers victims to make informed decisions not only in their personal lives but also in relation to participation in the criminal justice system and exercise of their rights. | Victim assistance program services provided to victims of crime |

| | |
|---|---|
| **Justice Courts**<br>Provide a forum for the fair and impartial adjudication of minor traffic offenses, some misdemeanors and small civil claims. | Volume and dollar amount of citations processed |
| **Juvenile: Juvenile Crime**<br>Increase public safety outcomes by addressing criminogenic risk factors to reduce juvenile recidivism. | Juvenile recidivism data |
| **Sheriff's Office: Safety**<br>Keeping 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<br><br>Post-prison recidivism |
| **Sheriff's Office: Collaboration**<br>To 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. | Top 15 calls for service<br>Fatal traffic crashes<br>Community education events |
| **County Plans Linked to Goals**<br>• Marion County Public Safety Coordinating Council: 2011-2012 Strategic Plan<br>• Sheriff's Office Core Functions & Objectives<br>• Marion County Parole and Probation Annual State Plan<br>• Marion County Juvenile Department Update to Strategic Plan 2011<br>• Marion County Reentry Initiative Strategic Plan | |

| 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.* | |
| **COUNTY OBJECTIVES** | **KEY INDICATORS** |
| **Board of Commissioners' Office: Economic Development Grants** Designate lottery funds to businesses and organizations that promote economic development to create a healthy economic environment for businesses to grow and thrive. | Number and dollar amount of lottery grants approved. |
| **Community Services: County Fair** Promote the diverse agricultural and cultural heritage of Marion County through active participation of its citizens. | Fair attendance. |
| **County Plans Linked to Goals** 2011 Economic Development Strategic Plan | |

| GOAL 5: TRANSPORTATION | |
|---|---|
| *Provide a safe, efficient and reliable transportation system and maintain vital infrastructure in the best condition available resources allow.* | |
| **COUNTY 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) |
| **County plans Linked to Goals** • Rural Transportation System Plan • Public Works Department Strategic Plan • Public Works Capital Improvement Program | |

| GOAL 6: HEALTH & 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.* | |
| **COUNTY OBJECTIVES** | **KEY INDICATORS** |
| **Community Services: Children & Families**<br>Promote safe and successful children, youth, families and communities. | Building safe and strong families |
| **Health Department: Behavioral Health**<br>Promote a diverse system of behavioral health and addictions services that address community and family needs from early childhood to older adulthood. | Number of children reunited with enrolled parents |
| **Health Department: Public Health**<br>Assure the five basic public health services to residents of Marion County (ORS 431.416). | Prevention of communicable disease<br><br>Prevention of foodborne and waterborne illness |
| **County Plans Linked to Goals**<br>• 2010 Update to the 6-Year Plan for Improving Outcomes for Marion County Children & Families<br>• Marion County Public Health Comprehensive Plan for 2011-2013<br>• 2011 – 2013 Biennial Implementation Plan for Mental Health, Addictions and Gambling<br>• Ambulance Service Plan, 2008 Revision<br><br>Marion County Housing Authority 2011 5-Year Plan | |

| GOAL 7: EMERGENCY MANAGEMENT | |
|---|---|
| *Proactively plan, review, and maintain a comprehensive emergency management program.* | |
| **COUNTY OBJECTIVES** | **KEY INDICATORS** |
| **Public Works: Develop and Maintain Emergency Operations Plans**<br>Provide consistent and timely service to all customers, internal and external. | Flood insurance discount |
| **County Plans Linked to Goals**<br>• Marion County Emergency Operations Plan – 2011<br>• Natural Hazards Mitigation Plan – 2010<br><br>Marion County Health Department Pandemic Influenza Plan – 2009 | |

## STATEMENT OF VALUES

**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.
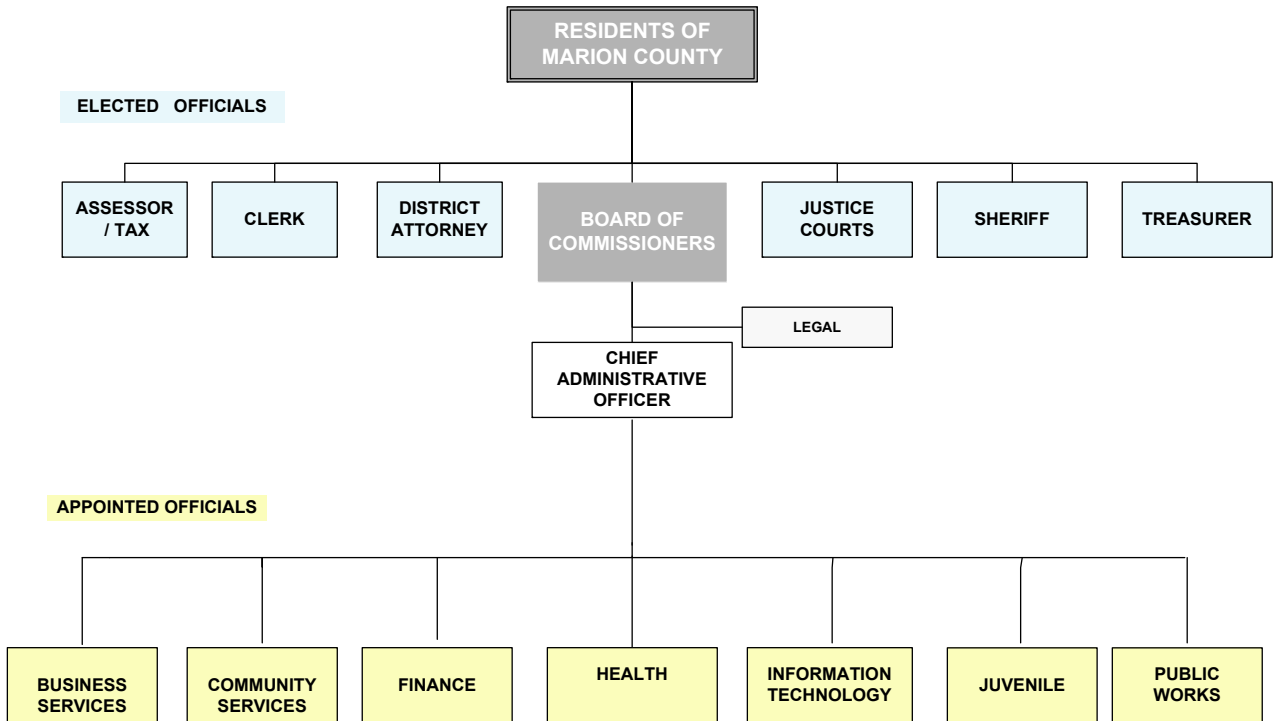
## ORGANIZATIONAL STRUCTURE

**Organization Chart**

The Marion County government organization is headed by an elected Board of Commissioners and has 15 departments.  In addition to the Board of Commissioners, six other departments are headed by elected officials: Assessor, Clerk, District Attorney, Justice Courts, Sheriff, and Treasurer.  The remaining eight departments are headed by appointed officials who report to the chief administrative officer: Health, Community Services, Finance, Business Services, Information Technology, Juvenile, Legal Counsel and Public Works.

# COUNTY ORGANIZATION
ORGANIZATION CHART FOR
FY 2013-14 BUDGET

```
                          RESIDENTS OF
                          MARION COUNTY

ELECTED   OFFICIALS

 ASSESSOR    CLERK    DISTRICT     BOARD OF      JUSTICE    SHERIFF    TREASURER
 / TAX                ATTORNEY   COMMISSIONERS   COURTS

                                              LEGAL
                                    CHIEF
                                ADMINISTRATIVE
                                   OFFICER

APPOINTED OFFICIALS

 BUSINESS    COMMUNITY   FINANCE   HEALTH   INFORMATION   JUVENILE    PUBLIC
 SERVICES    SERVICES                       TECHNOLOGY                WORKS
```

**Department Heads and Elected Officials**

| DEPARTMENT | DIRECTOR | TYPE |
|---|---|---|
| Assessor | Tom Rohlfing | Elected |
| Board of Commissioners | Sam Brentano | Elected |
| Board of Commissioners | Janet Carlson | Elected |
| Board of Commissioners | Patricia Milne | Elected |
| Business Services | Mina Hansen | Appointed |
| Community Services | Alison Kelly | Appointed |
| County Clerk | Bill Burgess | Elected |
| District Attorney | Walt Beglau | Elected |
| Finance | Jeff White | Appointed |
| Health | Roderick Calkins | Appointed |
| Information Technology | Ida Salazar | Appointed |
| East Marion Justice Court | Judge Steven Summers | Elected |
| North Marion Justice Court | Judge Janice Zyryanoff | Elected |
| Juvenile | Faye Fagel | Appointed |
| Legal Counsel | Gloria Roy | Appointed |
| Public Works | Bill Worcester | Appointed |
| Sheriff | Jason Myers | Elected |
| Treasurer | Laurie Steele | Elected |

**Employees**

Including the department heads and elected officials, there are more than 1,300 full-time regular and part-time regular employees working for Marion County. As many as 300 part-time temporary employees are also employed in a peak month; the count varies as some employment is seasonal.

County total employment has stayed relatively stable over the past ten-year period. This is remarkable in the face of a significant increase in the number of clients and other customers in most programs.

Marion County 10 Year History of Full-Time Equivalent Positions

| FY04-05 | FY05-06 | FY 06-07 | FY 07-08 | FY 08-09 | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 |
|---|---|---|---|---|---|---|---|---|---|
| 1233 | 1292 | 1293 | 1382 | 1387 | 1313 | 1347 | 1317 | 1311 | 1306 |

Additional information about Marion County's employees is found in the appendices where there is a complete full-time equivalent (FTE) positions history, as well as salary listings of both exempt and non-exempt positions.

# GOVERNMENT SERVICES

Programs and services delivered or managed by Marion County touch the lives of virtually all residents of the county, fulfilling many roles. As a general law county, Marion County acts as an agent of the state and performs functions on behalf of the state as well as county services. Government strategic plan service areas and the departments primarily associated with these areas and goals follow.

## Operational Efficiency and Quality Service

### General Government

The Assessor's Office assesses the value of all commercial, industrial, and residential property subject to tax; collects all property taxes levied by local school districts, cities, special districts, and the county; and distributes these revenues to the taxing districts to support their operations.

The Clerk's Office is responsible for recording, maintaining, and archiving all county records. This office also conducts all elections within Marion County, whether for federal, state, or local government.

The Treasurer's Office is the cash custodian for the county and maintains records for the receipt and payment of county funds. The Treasurer is also the investment manager for the county, investing funds in accordance with Oregon law and the county's investment policy, and ensuring adequate cash is available to meet county obligations.

### Central Services

The Board of Commissioners' Office consists of three county commissioners, elected at large, who constitute the county governing body. The board appoints a Chief Administrative Officer who is responsible for carrying out directives, policies, and ordinances of the board. This office directly manages projects funded from the state lottery and some federal grant programs, allowing the county to award funds for various programs and activities within the county and to outside entities.

The Business Services Department provides services that support departments in delivering their services to customers and clients. This involves functions such as human resources (processing job applications, training, etc.), employee benefits, wellness, labor relations, risk management, and building maintenance.

The Finance Department provides financial services that support departments in delivering their services to customers and clients. This involves functions such as processing and maintaining the county's payroll and accounting records, accounts payable and receivable, purchasing, contract management, property management, and budget preparation. In addition, tax-foreclosed property is processed in the Finance Department.

The Information Technology Department provides supporting services to county departments by operating and maintaining the county's information technology and telecommunications systems.

The Legal counsel staff is the civil lawyers and counselors for Marion County. The county law library serves attorneys, judges, litigants, and the public. The law library is authorized and mandated by the state and operates solely on revenue received from the state.

## Growth and Infrastructure

The Public Works Department is responsible for an environmental services program that manages disposal of solid waste, while protecting the environment and promoting recycling; county parks, land use planning, and building inspection.

## Public Safety

The District Attorney's Office prosecutes people accused of committing crimes in the county. This office also collects child support payments ordered by the courts and provides assistance to crime victims.

Justice Courts hear minor traffic offenses, some misdemeanors and small civil claims. In addition, Justice Courts hear cases related to violations of county ordinances, such as charges of excessive noise or dogs running at large.

The Juvenile Department operates a juvenile detention center, restitution and education programs, and probation services for juvenile offenders. The department keeps juveniles who are under court order in schools, educational and vocational programs, and under supervision.

The Sheriff's Office is responsible for patrol duties, traffic enforcement, criminal investigations, search and rescue, marine patrol, and law enforcement contracts throughout the entire county. In addition, the sheriff's office manages the county jail. The Sheriff's Office also manages parole and probation offenders in Marion County.

## Economic Development

The Board of Commissioners promotes and coordinates county economic development efforts, primarily through the Economic Development Advisory Board and allocation of the county's state lottery funds to support economic development.

### Transportation

The Public Works Department is responsible for road and bridge maintenance, construction, and operation of the Buena Vista and Wheatland ferries.

### Health and Community Services

The Health Department inspects and licenses all restaurants, school cafeterias and other food vendors. It provides immunizations for children and tracks and works to control infectious diseases. It records birth and death certificates. It provides case management for those with developmental disabilities; maintains programs for those with chronic and acute mental illness; and provides treatment for those with substance and gambling addictions.

The Community Services Department promotes safe and successful children, youth and families and communities. The department supports community-based programs that teach effective life and family management skills, promote healthy, pro-social youth development, and provide education and applied research in support of agriculture, forestry enterprises,

natural resources and related workforce development.  The department also manages dog licensing and control and the Marion County Fair.

**Emergency Management**

The Public Works Department is responsible for management of the regional emergency operations center which manages natural disasters such as floods, landslides, high winds and severe winter storms, earthquakes, forest fires, and droughts.