

# TABLE OF CONTENTS

## STRATEGIC DIRECTION

Marion County Strategic Plan.....	23
Vision Statement.....	23
Mission Statement.....	23
Goals and Key Indicators.....	23
Statement of Values .....	29
Organizational Structure .....	30
Organization Chart.....	30
Department Heads and Elected Officials .....	31
Employees.....	31
Government Services .....	32

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

---

**MARION COUNTY STRATEGIC PLAN**

**MARION COUNTY VISION STATEMENT**

*Deliver Excellence Everyday*

**MARION COUNTY MISSION STATEMENT**

*We serve the public to protect, promote, and enhance a positive quality of life  
in Marion County.*

**GOALS AND KEY INDICATORS**

County departments continue to align their individual department goals and objectives 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 needs and emerging issues.

All departments have included key indicators in their budget document and have identified a primary county goal linked to each key indicator. 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 and objectives, as well as each key indicator, is listed below, with a corresponding department goal and the associated key indicator(s). The detail information for each key indicator is found in each department's budget.

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

<b>COUNTY GOAL 1: OPERATIONAL EFFICIENCY AND QUALITY SERVICE</b>	
<i>Provide efficient, effective, and responsive government through stewardship and accountability.</i>	
<b>DEPARTMENT GOALS</b>	<b>KEY INDICATORS</b>
<b>Assessor’s Office: Technology</b> Continually improve process efficiencies, conserve resources, and enhance service by making use of current technologies.	Added value to assessment rolls
<b>Board of Commissioners’ Office: Enterprise Approach</b> Lead and manage the county business functions more efficiently and effectively to enhance accountability and stewardship.	Organizational and management assessments of county departments and programs
<b>Business Services: Facilities Support</b> Provide an enterprise approach that manages the county owned and leased facilities while focusing on customer service, fiscal responsibility, and industry best practice.	Ratio of repair hours to preventative maintenance hours
<b>Clerk’s Office: Increase Efficiency</b> Evaluate business processes to make better use of management skills, technology and resources.	Election cost
<b>Community Services: Dog Services</b> Protect the people and dogs of Marion County by providing professional and courteous enforcement and services.	Return of dogs to the community and increased licensing
<b>Finance: Fiscal Integrity</b> Streamline and standardize the county’s contracting, solicitation and purchasing processes.	Contracts processed in compliance with county policy and procedure
<b>Information Technology: Enterprise Approach</b> Maintain a five-year technology roadmap to serve as a strategic inventory of proposed and approved enterprise-wide and department specific projects sponsored departments, information technology or both.	Application Management and Support
<b>Legal Counsel: Protecting the County</b> Represent the county in contested matters in court or before administrative tribunals, and recommend settlements as appropriate.	Tort claim notices
<b>Treasurer’s Office: Asset Management</b> Safeguard public funds.	Investment portfolio returns

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

<b>County Plans Linked to Goals</b> <ul style="list-style-type: none"> <li>• Annual Adopted Budget</li> <li>• Facilities Master Plan Final Report 2006</li> <li>• Facilities Condition Assessment Report 2014</li> <li>• Comprehensive Annual Financial Report (CAFR) 2015</li> <li>• Treasurer’s Investment Portfolio Report</li> </ul>	
<b>COUNTY GOAL 2: GROWTH AND INFRASTRUCTURE</b>	
<i>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.</i>	
<b>DEPARTMENT GOALS</b>	<b>KEY INDICATORS</b>
<b>Public Works: Recycling</b> Maintain a high level of recycling in the county for a cleaner environment.	Recycling rate as a percent of solid waste
<b>Public Works: Permits</b> 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
<b>Sheriff’s Office: Code Enforcement</b> 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
<b>County Plans Linked to Goals</b> <ul style="list-style-type: none"> <li>• Marion County Comprehensive Plan (Land Use) - 2015</li> <li>• Marion County Parks Master Plan – 2010</li> <li>• Marion County Solid Waste Management Plan - 2009</li> <li>• Stormwater Management Plan – 2011 Revision</li> </ul>	
<b>COUNTY GOAL 3: PUBLIC SAFETY</b>	
<i>Pursue a safe and secure community by protecting the people, property, and economy of Marion County.</i>	
<b>DEPARTMENT GOALS</b>	<b>KEY INDICATORS</b>
<b>District Attorney’s Office: Criminal Prosecutions</b> Aggressively prosecute and prioritize violent and person-to-person crimes.	Adult prosecution criminal cases submitted

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

<p><b>Justice Court: Citations and Fines</b> Provide for impartial hearing of court cases in an efficient manner.</p>	<p>Volume of citations processed Amount of fines collected</p>
<p><b>Juvenile: Juvenile Crime</b> Analyze data to inform policy and practice in achieving positive youth outcomes and public safety through reduction of criminogenic risk factors and recidivism, and increase in community connectivity and educational engagement.</p>	<p>Juvenile referral data</p>
<p><b>Sheriff's Office: Safety</b> Keep our community safe through maintaining a safe and secure jail and work/transition 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.</p>	<p>Mental illness and incarceration Recidivism</p>
<p><b>Sheriff's Office: Collaboration</b> 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.</p>	<p>Intelligence-led public safety services Traffic safety team education and enforcement</p>
<p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Marion County Justice Reinvestment Initiative</li> <li>• Sheriff's Office Core Functions &amp; Objectives</li> <li>• Sheriff's Office Community Corrections Annual State Plan</li> <li>• Marion County Juvenile Department Strategic Plan</li> <li>• Marion County Reentry Initiative Strategic Plan</li> </ul>	
<p><b>COUNTY GOAL 4: ECONOMIC DEVELOPMENT</b></p>	
<p><i>Demonstrate a supportive attitude toward employers, businesses, and property owners that promotes economic development and high standards of livability in Marion County.</i></p>	
<p><b>DEPARTMENT GOALS</b></p>	<p><b>KEY INDICATORS</b></p>
<p><b>Community Services: County Fair</b> Provide effective and efficient administrative support that ensures the success of the Marion County Fair.</p>	<p>Fair attendance</p>
<p><b>Community Services: Economic Development</b> 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.</p>	<p>Economic development projects</p>

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

<p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Economic Development Strategic Priorities – 2015</li> <li>• Marion County Fair Strategic Plan</li> </ul>	
<p><b>COUNTY GOAL 5: TRANSPORTATION</b></p>	
<p><i>Provide a safe, efficient and reliable transportation system and maintain vital infrastructure in the best condition available resources allow.</i></p>	
<p><b>DEPARTMENT GOALS</b></p>	<p><b>KEY INDICATORS</b></p>
<p><b>Public Works: County Roads</b> Improve overall condition of road surfaces.</p>	<p>Cost per mile for surface treatment</p> <p>Miles of road resurfaced by treatment type</p> <p>Pavement condition index (PCI)</p>
<p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Rural Transportation System Plan - 2013</li> <li>• Public Works Department Strategic Plan - 2014</li> <li>• Public Works Capital Improvement Program - 2016</li> </ul>	
<p><b>COUNTY GOAL 6: HEALTH &amp; COMMUNITY SERVICES</b></p>	
<p><i>Promote the overall health of people in Marion County by improving the delivery of quality health services and supporting community-based prevention efforts.</i></p>	
<p><b>DEPARTMENT GOALS</b></p>	<p><b>KEY INDICATORS</b></p>
<p><b>Health Department: Behavioral Health</b> Promote a diverse system of behavioral health and addictions services that address community and family needs from early childhood to older adulthood.</p>	<p>Parent and child mental health services</p> <p>Family support services for children with developmental disabilities</p>
<p><b>Health Department: Public Health</b> Assure the five basic public health services to residents of Marion County are met (ORS 431.416).</p>	<p>Prevention of communicable disease</p> <p>Prevention of foodborne and waterborne illness</p>

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

<p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Marion County Public Health Comprehensive Plan</li> <li>• Biennial Implementation Plan for Mental Health, Addictions and Gambling</li> <li>• Mid-Willamette Homeless Initiative Strategic Plan - 2017</li> <li>• Ambulance Service Plan, 2012 Revision</li> <li>• Marion County Housing Authority 5-Year Plan</li> </ul>	
<p><b>COUNTY GOAL 7: EMERGENCY MANAGEMENT</b></p>	
<p><i>Proactively plan, review, and maintain a comprehensive emergency management program.</i></p>	
<p><b>DEPARTMENT GOALS</b></p>	<p><b>KEY INDICATORS</b></p>
<p><b>Public Works: Develop and Maintain Emergency Operations Plans</b> Prepare a master plan for Emergency Management that sets short and long term operational goals.</p>	<p>Volunteer hours served</p>
<p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Marion County Emergency Operations Plan – 2016</li> <li>• Natural Hazards Mitigation Plan – 2015</li> <li>• Marion County Health Department Pandemic Influenza Plan – 2012</li> </ul>	

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

---

**STATEMENT OF VALUES**

A solid foundation exists on which to build each fiscal year's budget and the county's organizational structure is well designed for delivery of essential public services. Committed and expert leaders work together to manage operations and skilled and dedicated staff members ensure that services are professionally delivered. Citizen budget committee members offer a needed outside perspective in examining budget requests. And citizens have the opportunity to attend public hearings and communicate their points of view on county government priorities.

**Marion County Statement of 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.

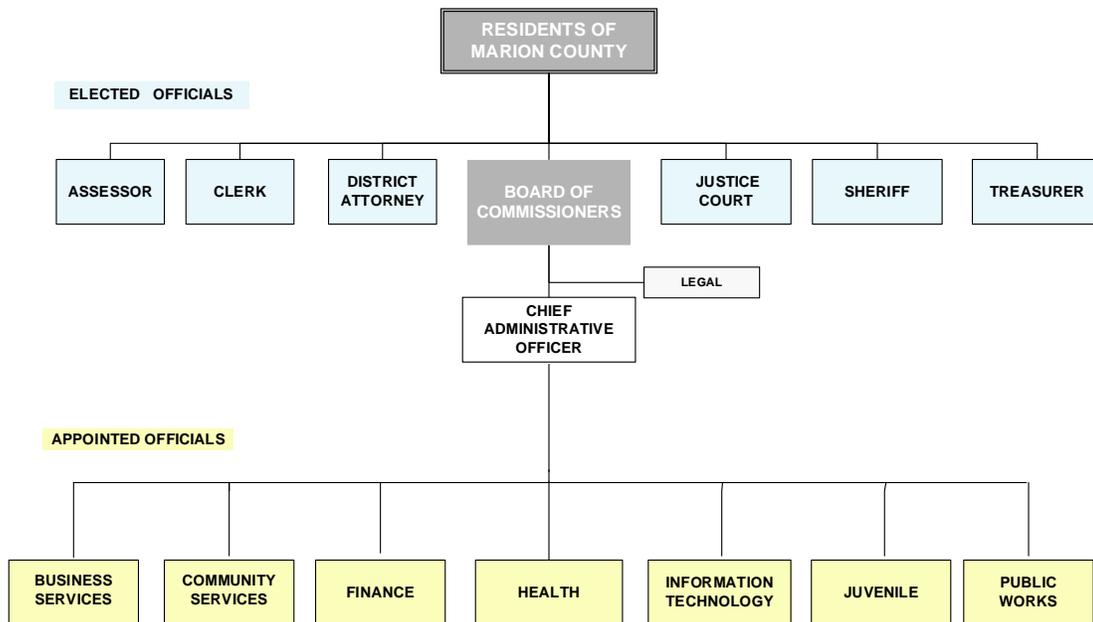
MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

**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 Court, 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 2017-18  
BUDGET



MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

**Department Heads and Elected Officials**

DEPARTMENT	DIRECTOR	TYPE
Assessor	Tom Rohlring	Elected
Board of Commissioners	Sam Brentano	Elected
Board of Commissioners	Kevin Cameron	Elected
Board of Commissioners	Janet Carlson	Elected
Business Services	Colleen Coons-Chaffins	Appointed
Community Services	Tamra Goettsch	Appointed
County Clerk	Bill Burgess	Elected
District Attorney	Walt Beglau	Elected
Finance	Jeff White	Appointed
Health	Cary Moller	Appointed
Information Technology	Scott Emry	Appointed
Justice Court	Janice Zyryanoff	Elected
Juvenile	Faye Fagel	Appointed
Legal Counsel	Gloria Roy	Appointed
Public Works	Alan Haley	Appointed
Sheriff	Jason Myers	Elected
Treasurer	Laurie Steele	Elected

**Employees**

Including the department heads and elected officials, there are more than 1,400 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 remained 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. Further, the major year-to-year variances in full-time equivalent (FTE) positions are primarily related to expansion and contraction of health programs. Eight departments and numerous programs have actually experienced a decline in FTE since FY 07-08.

Marion County 10 Year History of Full-Time Equivalent Positions

FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
<b>1387</b>	<b>1313</b>	<b>1347</b>	<b>1317</b>	<b>1311</b>	<b>1323</b>	<b>1357</b>	<b>1413</b>	<b>1443</b>	<b>1469</b>

Additional information about employees is found in the appendices where there is a complete FTE position history.

# MARION COUNTY FY 2017-18 BUDGET

## STRATEGIC DIRECTION

---

### **Government Services**

Programs and services delivered or managed by Marion County touch the lives of virtually all residents of the county, fulfilling many roles. Marion County is a general law county, acting as an agent of the state. The county performs functions on behalf of the state, as well as providing county services.

#### Assessor

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.

#### Board of Commissioners

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.

#### Business Services

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.

#### Community Services

The Community Services Department promotes safe and thriving communities for people to live, learn, work and play. The department has six program areas: Children and Families Commission, Marion County Fair, Economic Development, Marion County Reentry Initiative, Dog Services and Administration. Collectively, the department facilitates partnerships between families, community members, public safety, health, education, and social service agencies; applies research in support of agriculture, forestry, enterprises, natural resources and related workforce development; provides care and shelter to lost dogs; and provides the administration for the Marion County Fair.

#### County Clerk

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.

#### District Attorney

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.

#### Finance

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, grants compliance, surplus property management, and budget preparation. In addition, tax-foreclosed property is managed by the Finance Department.

#### Health

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.

## MARION COUNTY FY 2017-18 BUDGET STRATEGIC DIRECTION

---

### Information Technology

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

### Justice Court

The Justice Court hears minor traffic offenses, some misdemeanors and small civil claims (\$10,000 or less). In addition, the Justice Court can hear cases related to violations of county ordinances, such as charges of excessive noise or dogs running at large.

### Juvenile

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.

### Legal

The attorneys in the Legal Counsel Department are 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 derived from filing fees in the Circuit Court.

### Public Works

The Public Works Department is responsible for road and bridge maintenance, construction, management of the regional emergency operations center, county parks, the Buena Vista and Wheatland ferries, and disposal of solid waste, while protecting the environment and promoting recycling. Land use planning, surveying, and building inspection are also managed by Public Works.

### Sheriff

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 supervises parole and probation offenders in Marion County.

### Treasurer

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.

MARION COUNTY FY 2017-18 BUDGET  
STRATEGIC DIRECTION

---

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK