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# MARION COUNTY FY 2012-13 BUDGET STRATEGIC DIRECTION

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## INTRODUCTION

A solid foundation exists on which to build each fiscal year's county 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 stated values. Committed and expert leaders work together to manage operations. Skilled and dedicated staff members make sure that services are professionally provided. Citizen budget committee members offer a needed outside perspective in examining budget requests. Citizens attend public hearings and otherwise communicate their points of view on county government priorities.

## MARION COUNTY STRATEGIC PLAN 2012

### **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 strategic priorities is expressed as a goal in the following table. Selected department key indicators are also provided in the table. The detail information for all key indicators is found in each department's budget. In addition, at the end of each Goal Section other county documents that support each specific goal are identified.

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| <b>GOAL 1: OPERATIONAL EFFICIENCY AND QUALITY SERVICE</b>   |  |
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| <i>Provide efficient, effective, and responsive government through stewardship and accountability.</i>  |  |
| COUNTY OBJECTIVES   | KEY INDICATORS   |
| <p><b>Assessor's Office: Tax Collections</b><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.</p>   | Added value to assessment rolls                                    |
| <p><b>Board of Commissioners' Office: Enterprise Approach</b><br/>Lead and manage the county business functions more efficiently and effectively to enhance accountability and stewardship.</p>   | Marion County operates as an enterprise organization               |
| <p><b>Business Services: Employee Wellness</b><br/>Optimize county resources by improving employee safety and health in order to increase productivity and reduce absenteeism and the cost of insurance.</p>  | Days Away, Restricted or Transferred (DART) rate                   |
| <p><b>Clerk's Office: Increase Efficiency</b><br/>Evaluate business process to make the best use of management skills, technology and resources.</p>  | Cost of elections  |
| <p><b>Finance: Fiscal Integrity</b><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.</p>  | Contracts processed in compliance with county policy and procedure |
| <p><b>Information Technology: Customer Service</b><br/>Create a "Technology Roadmap" to include enterprise and department specific projects and elements, capacity planning, asset management, application development, timeline and financial requirements.</p>  | Customer service   |
| <p><b>Legal Counsel: Protecting the County</b><br/>Zealously represent the county in contested matters in court or before administrative tribunals, and recommend settlements as appropriate.</p>   | Tort claim notices   |
| <p><b>Treasurer's Office: Asset Management</b><br/>Safeguard public funds.</p>  | Investment portfolio returns                                       |
| <p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Annual Adopted Budget</li> <li>• Facilities Master Plan Final Report 2006</li> <li>• Facilities Condition Assessment Report</li> <li>• Comprehensive Annual Financial Report (CAFR)</li> <li>• Treasurer's Investment Portfolio Report</li> </ul> |  |

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|---|---|
| <b>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>COUNTY OBJECTIVES</b>  | <b>KEY INDICATORS</b>   |
| <b>Public Works: Recycling</b><br>Maintain a high level of recycling in the county for a cleaner environment.   | Recycling rate  |
| <b>Public Works: Permits</b><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, dog licensing, survey reviews, etc.      | Number of permits issued by type                                |
| <b>County Plans Linked to Goals</b> <ul style="list-style-type: none"> <li>• Marion County Comprehensive Plan (Land Use)</li> <li>• Marion County Parks Master Plan</li> <li>• Marion County Solid Waste Management Plan</li> <li>• Stormwater Management Plan</li> </ul>   |   |
| <b>GOAL 3: PUBLIC SAFETY</b>  |   |
| <i>Pursue a safe and secure community by protecting the people, property, and economy of Marion County.</i>   |   |
| <b>COUNTY OBJECTIVES</b>  | <b>KEY INDICATORS</b>   |
| <b>District Attorney's Office: Criminal Prosecutions</b><br>Aggressively prosecute and prioritize violent and person-to-person crimes.  | Adult prosecution criminal cases submitted                      |
| <b>District Attorney's Office: Victim Assistance</b><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 |
| <b>Justice Courts</b><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                 |

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| <p><b>Juvenile: Juvenile Crime</b><br/>Increase public safety outcomes by addressing criminogenic risk factors to reduce juvenile recidivism.</p>   | <p>Juvenile recidivism data</p>   |
| <p><b>Sheriff's Office: Community Safety</b><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.</p>                                       | <p>Mentally ill persons entering the corrections system<br/><br/>Post-prison recidivism</p> |
| <p><b>Sheriff's Office: Crime Prevention</b><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.</p>   | <p>Crime prevention outreach:<br/>No. of community events</p>                               |
| <p><b>County Plans Linked to Goals</b></p> <ul style="list-style-type: none"> <li>• Marion County Public Safety Coordinating Council: 2011-2012 Strategic Plan</li> <li>• Sheriff's Office Core Functions &amp; Objectives</li> <li>• Marion County Parole and Probation Annual State Plan</li> <li>• Marion County Juvenile Department Update to Strategic Plan 2011</li> <li>• Marion County Reentry Initiative Strategic Plan</li> </ul> |   |

| <b>GOAL 4: ECONOMIC DEVELOPMENT</b>  |   |
|--|---|
| <i>Demonstrate a supportive attitude toward employers, businesses, and property owners that promotes economic development and high standards of livability in Marion County.</i>   |   |
| COUNTY OBJECTIVES  | KEY INDICATORS  |
| <p><b>Board of Commissioners' Office: Leadership</b><br/>Focus leadership on critical policy issues, promote robust public engagement, and strengthen the county through collaboration with residents, business and other governmental entities.</p> | <p>Number of partnerships with the Marion County Economic Development Advisory Board.</p> |
| <p><b>Community Services: County Fair</b><br/>Promote the diverse agricultural and cultural heritage of Marion County through active participation of its citizens.</p>  | <p>Fair attendance.</p>   |
| <p><b>County Plans Linked to Goals</b><br/>2011 Economic Development Strategic Plan</p>  |   |

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| <b>GOAL 5: TRANSPORTATION</b>  |  |
|--|--|
| <i>Provide a safe, efficient and reliable transportation system and maintain vital infrastructure in the best condition available resources allow.</i>   |  |
| COUNTY OBJECTIVES  | KEY INDICATORS   |
| <b>Public Works: County Roads</b><br>Improve overall condition of road surfaces.   | Cost per mile for surface treatments on county roads<br><br>Miles of road resurfaced by treatment type<br><br>Pavement Condition Index (PCI) |
| <b>County plans Linked to Goals</b> <ul style="list-style-type: none"> <li>• Rural Transportation System Plan</li> <li>• Public Works Department Strategic Plan</li> <li>• Public Works Capital Improvement Program</li> </ul> |  |
| <b>GOAL 6: HEALTH &amp; COMMUNITY SERVICES</b>   |  |
| <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>   |  |
| COUNTY OBJECTIVES  | KEY INDICATORS   |
| <b>Community Services: Children &amp; Families</b><br>Promote safe and successful children, youth, families and communities.   | Building safe and strong families  |
| <b>Health Department: Behavioral Health</b><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  |
| <b>Health Department: Public Health</b><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   |

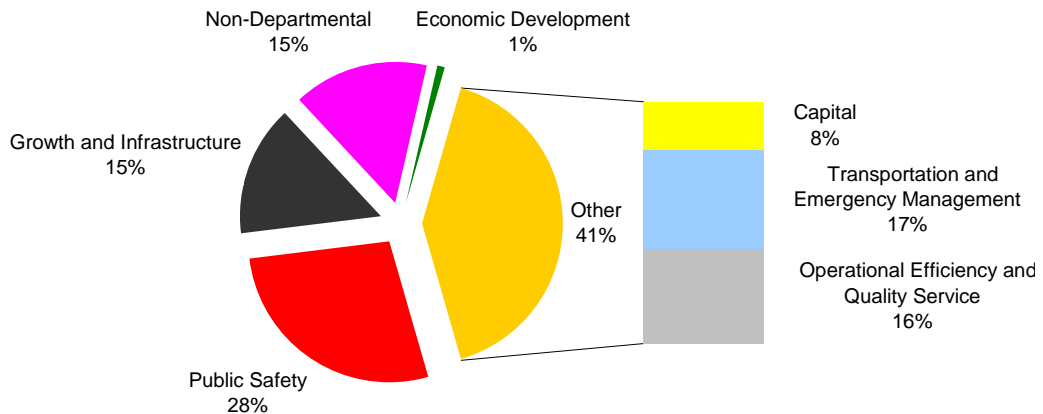
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| <b>GOAL 7: EMERGENCY MANAGEMENT</b>  |                          |
|--|--------------------------|
| <i>Proactively plan, review, and maintain a comprehensive emergency management program.</i>  |                          |
| COUNTY OBJECTIVES  | KEY INDICATORS           |
| <b>Public Works: Develop and Maintain Emergency Operations Plans</b><br>Provide consistent and timely service to all customers, internal and external.   | Flood insurance discount |
| <b>County Plans Linked to Goals</b> <ul style="list-style-type: none"> <li>Marion County Emergency Operations Plan – 2011</li> <li>Natural Hazards Mitigation Plan – 2010</li> <li>Marion County Health Department Pandemic Influenza Plan – 2009</li> </ul> |                          |

**COUNTY BUDGET MATCHING STRATEGIC PLAN GOALS**

The following chart shows how the fiscal year 2012-1013 budget relates to the strategic plan goals. Budget amounts will be covered in depth in later sections of this book. The structure-of Marion County’s budget means that some types of expenditures benefit multiple goals. These are separate categories on the pie chart. One example is non-departmental expenditures such as special grants benefiting multiple departments. Capital budgets such as remediation of the Courthouse Square Complex is another example.

Total County FY 2012-13 Budget by Service Areas





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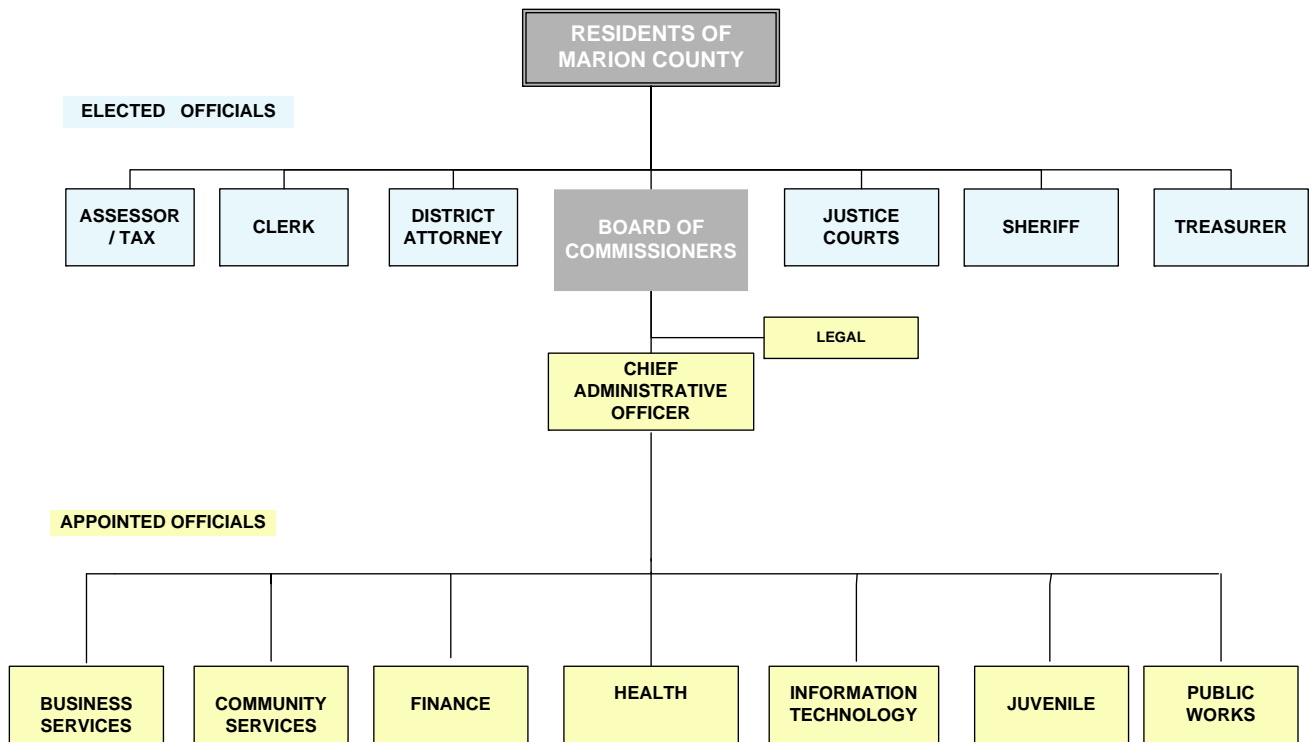
ORGANIZATIONAL STRUCTURE

**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 2012-13  
BUDGET



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## 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.

## 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

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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 derived from filing fees in the circuit court.

### **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.

The two Justice Courts hear minor traffic offenses, some misdemeanors and small civil claims. In addition, the Justice Courts hear cases related to violations of county ordinances, such as charges of excessive noise or dogs running at large. For citizen convenience, these courts have three locations within the county: East Salem, Stayton, and Woodburn.

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.

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### **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 is responsible for developing and recommending to the Board of Commissioners a Marion County Children and Families Coordinated Comprehensive Plan, and related policies, strategies and investments, as well as responsibility for mobilizing communities to improve family wellness and for building a comprehensive family support system. 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.