



# MULTNOMAH COUNTY OREGON

## Department of County Management

## Department of Community Services

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### Citizen Budget Advisory Committee

#### Members:

David Torrey,  
Committee Chair

Scott Eissfeldt

Ben Brady

Jeannine  
DeFeyer

Robert Stabbert

Garry Diehl

Department  
Directors:

**Joanne Fuller**  
*DCM Director/COO*  
501 SE Hawthorne  
Portland OR 97214  
(503) 988-3786

**Sherry Swackhamer**  
*DCA Director/CIO*  
501 SE Hawthorne  
Portland OR 97214  
(503) 988-3368

## DCM / DCA CBAC Report & Recommendations FY 2014 Budget

**To:** Multnomah County Chair Jeff Cogen  
& Board of County Commissioners

**From:** David Torrey, CBAC Chair

**Date:** April 25, 2013

### Process Overview:

This CBAC reviews the programs with both the Department of County Management (DCM) and the Department of Community Assets (DCA). Our CBAC membership includes the six members noted in the left margin. We met in October to welcome new members and conduct our kick off meeting to discuss next steps including a meeting schedule and guest speakers.

Between October, 2012 and April, 2013 we met roughly twice a month, and interviewed both department directors, several program managers, and toured the Emergency Coordination Center at the Juvenile Justice Complex with acting Director Joe Partridge and Tina Birch. Information received during these meetings, as well as our review of FY 2013 and FY 2014 department program offers and other information provides the basis for this report.

We appreciate all the work County staff has done to assist and inform the members of this CBAC during this budget season. In arriving at the attached recommendations we met with the following County staff:

- Julie Neburka - DCA (CBAC support staff)
- Joanne Fuller – Chief Operating Officer and DCM Director
- Sherry Swackhamer – Chief Information Officer and DCA Director
- Karyne Kieta – DCM Deputy Director and Budget Officer
- Dave Austin – Communications Office Director
- Michael Bowers & Colleen Bowles – Facilities Director & Deputy Director
- Travis Graves – DCM Human Resources Director

### Recommendations/Concerns/Emerging Issues:

Overall, we are very impressed with the County employees we have met and their desire to improve current processes and procedures. Additionally, we support efforts to continue modernizing the County's technology infrastructure to support greater workforce efficiency in the future. Following are our division and program-specific recommendations:

Department of County Management

1. Program # 72000B – Administrative Support: New position not considered part of the administrative hub group. Services include department-wide administrative functions including but not limited to strategic planning, span of control analyses, fee and policy review, and financial and program analytics. Based on our committee meetings and meetings with the Multnomah Evolves group this position is needed to help determine that operational changes made are making a positive difference for the county. We are in favor of this new position.
2. Program # 72009B – FRM Workers’ Comp/Safety: Position to enhance loss prevention and meet objectives related to employee and public safety. This is a new position but budget dollars are available so this program offer is not a request for additional funding. It is our understanding that this staff position will be split between Risk Management and Payroll. Our committee will continue to work with the Department of County Management staff during this next year to better understand OSHA compliance issues and risk management.
3. Program #72017B – Increase Capacity Countywide Training and Organizational: Position to increase talent development and training. Joanne Fuller, Sherry Swackhamer, and Travis Graves all mentioned the issue of an aging workforce and the loss of knowledge when county employees retire. This position would take the lead in coordinating succession planning, workforce planning, and documenting a plan for recruiting and retaining high quality individuals for the county. This position would help managers implement “peer to peer” or “manager to employee” training for the county (knowledge transfer-train our replacement). If an individual with this specific experience can be found we would support hiring that individual to fill this new position.
4. Program # 72039 – COOP Program Specialist: Continuity of Operations and Government (COOP/COG) planning and coordination helps the County to maintain necessary functions in the event of an emergency or disaster. This Program Specialist will collaborate with DCS, DCM and DCS Department and Division Directors to create at least one contingency plan for each department. Part of the process will include conducting exercises and training around the developed plan. Our committee supports this additional position but is somewhat concerned about the coordination between this COOP position and the Office of Emergency Management.

Department of County Assets

1. Program #78013B – IT Capital Replacement: This program offer provides funding for large-scale technology platforms and application systems. Technology innovation and replacement can be greatly restricted by budget constraints year over year. Implementation delays and system failures are costly. This fund provides advanced funding to accelerate large projects and insure the timely implementation of new systems. We support this funding request.
2. Program #78030 & 78031 – Motor Pool and Fleet Replacement: The County has a manual sign up program to request a vehicle from the motor pool. The County has 81 vehicles that are beyond their replacement dates. During a Multnomah Evolves meeting it was stated that Cowlitz County reduced their fleet by 30% with a new reservation system and right-sizing their fleet. Just a 20% reduction for Multnomah County would be 140 vehicles. Alternatives to buying new vehicles should be considered before replacement. This also ties in to our recommendation last year to increase the use of video conferencing equipment to reduce the use of motor pool vehicles to attend meetings.
3. Program #78026: - IT SAP Application Services: Many of the projects listed for this program have been initiatives for many years. If these initiatives provide efficiencies, benefits, and cost savings they should be funded and completed? If not, these initiatives should be reevaluated and maybe redesigned or dropped.