

Meeting Date: JUN 0 4 1991

Agenda No.: # /

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM  
(For Non-Budgetary Items)

SUBJECT: Briefing on Reorganization

AGENDA REVIEW/  
BOARD BRIEFING 6/4/91 REGULAR MEETING \_\_\_\_\_  
(date) (date)

DEPARTMENT Nondepartmental DIVISION Chair's Office

CONTACT Jim Munz, Hank Miggins TELEPHONE X-3308

PERSON(S) MAKING PRESENTATION Jim Munz, Hank Miggins

ACTION REQUESTED:

INFORMATIONAL ONLY  POLICY DIRECTION  APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: \_\_\_\_\_

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: \_\_\_\_\_

BRIEF SUMMARY (include statement of rationale for action requested,  
as well as personnel and fiscal/budgetary impacts, if applicable):

Briefing on Reorganization as directed by the Board at meeting on May 21, 1991

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL *Gladys McCarty*  
Or  
DEPARTMENT MANAGER \_\_\_\_\_

1991 MAY 28 PM 2:03  
MULTI-STATE COUNTY  
OREGON

(All accompanying documents must have required signatures)



# GLADYS McCOY, Multnomah County Chair

*Handout #1  
6-4-91  
Briefing*

Room 134, County Courthouse  
1021 S.W. Fourth Avenue  
Portland, Oregon 97204  
(503) 248-3308

## M E M O R A N D U M

TO: Commissioner Pauline Anderson  
Commissioner Rick Bauman  
Commissioner Gary Hansen  
Commissioner Sharron Kelley

FROM: Gladys McCoy *G. McCoy*  
Multnomah County Chair

DATE: June 4, 1991

RE: The first phase of County Reorganization

The streamlining of County government represented in this memorandum is the first step in a process that will help us come to grips with the financial problems we face as the result of Ballot Measure 5.

This recommendation for eliminating the Department of General Services has sought to make rational decisions based on functional, political and administrative criteria.

The organizational structure (see attached) is the result of applying the above criteria to the functions which make up the current Department of General Services, Department of Environmental Services and the Chair's Office.

Other areas of the County, in particular, the departments responsible for the delivery of human services and the criminal justice system, have been explicitly excluded from analysis. These areas will be evaluated as part of the longer term strategic planning process.

Further discussions of the County's role within this region and the future organization of the County are issues that must be examined in a very deliberate and thoughtful strategic planning process that takes place from August through October.

Memorandum to the Board  
June 4, 1991  
Page 2

Strategic planning is a disciplined process that provides fundamental decisions and actions that shape and guide what an organization is, does and why. Such a process is critical to the future of this County at this time. We are at a crossroads.

The past two years have shown us that Strategic Planning differs for managers and the Board. For this reason, I suggest that the PDC consist only of the Board.

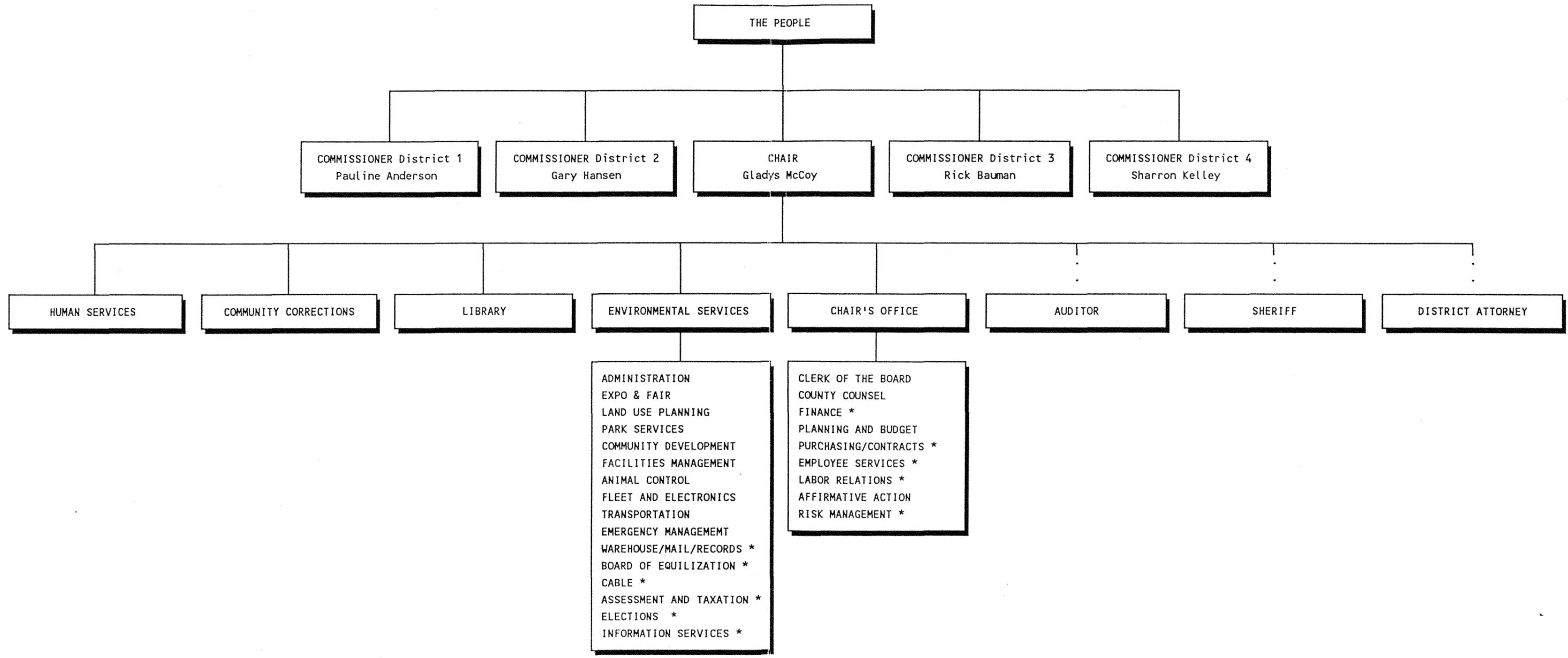
I believe that strategic planning has three levels:

- \* The first is a policy level where the top policy decision makers are involved. They relate to the organization's domain and they relate to, and are responsive to, external threats and opportunities, and they control resources.
- \* The second, operational level, is where managers translate decisions made by the Board into plans and operations to implement policy.
- \* At the third, technical level, program managers convert operational plans into real work using technology and personnel. Program managers involved in the development of operational plans will assure the cooperation essential to the success of strategic policy and operational plans.

Based on our discussions today, I will bring an ordinance to the Board in two weeks to implement the changes concerning DGS that are agreed to today. I am also very interested in your input into the strategic planning process that we will begin in August. I will be talking with you over the next few weeks concerning your thinking on the process.

GM/mrm  
7271G

Handout #2  
 6-4-91  
 Briefing  
 Reorganization



\* Identifies a function which is currently in the Department of General Services

Handout #3  
6-4-91  
Briefing  
by Sharon Kelley

