

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

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N O T I C E

STRATEGIC PLANNING COMMITTEE MEETING MULTNOMAH COUNTY COURTHOUSE - ROOM 602

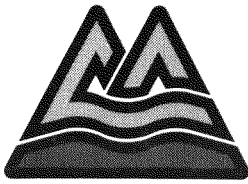
Thursday, January 7, 1988 - 1:30 pm

AGENDA

Members: Gladys McCoy, Chair; Commissioner Pauline Anderson;
Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC
Director.

1. Review Process for Strategic Planning

bj
0166C.54



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STRATEGIC PLANNING COMMITTEE MEETING

Room 602 - County Courthouse

MINUTES

January 7, 1987

Present: Commissioner McCoy, Commissioner Anderson, Sheriff Fred Pearce, Duane Zussy, Linda Alexander, Merlin Reynolds.

Commissioner McCoy reviewed decisions from the December 3, and Retreat meetings.

Merlin Reynolds, CIC Director, submitted a proposal for an implementation process for the Strategic Planning Committee which includes a citizen participation component. Proposed implementation steps include: 1) annual cycle (budget and implementation); 2) bi-ennial cycle (review and update); and 3) 5 year cycle. He recommended: that if the decision was made to follow the proposal, 1) the Plenary Committee (Strategic Planning Group) would provide the overview and decisions regarding goals and priorities; 2) three citizens would be selected geographically to meet with the Plenary Committee (selection to be recommended by CIC); 4) that the present Strategic Planning Committee become the technical advisory committee for the Strategic Planning Group. Lead roles, and how to accomplish the cycles were also suggested.

Discussion followed regarding his recommendation for how the Strategic Planning Committee could begin to envision the way the County would look in 2010, and how to plan goals and priorities for that time. (CIC would be instrumental in getting citizens from each District who would be committed to the job).

Duane Zussy, DHS Director, submitted and discussed "Goals for Dallas (Texas) Organizations" which presents a process for engaging citizens in all community organizations in a community-wide plan for growth and development of the area.

Commissioner McCoy said she also has copies of a similar program from Washington County, and will make them available.

Further discussion was held of the proposed Steps 4-9 and the process thereof.

Pam Armstrong, Turner Group consultant, explained the marketing/communications plan provided to Washington County; and used to accomplish objectives such as those proposed by Mr. Reynolds. Washington County stresses goals, objectives, and communication training for all employees, and focuses on the relationships between employees and administration. From a marketing audit, areas were pinpointed which needed work, both internally and externally, on public relations. Publications which contained information about what the County was doing, what was planned, and impacts were developed and distributed to employees (bi-monthly) and the business community (quarterly). She reported Washington County is very aware of its internal structure, and have involved employees with expertise in developing employee programs that inform them about the "Washington County in the year 2000" concept, and how it affects them.

Commissioner McCoy stated there should be some closure to 1) membership dues, and 2) external organizations; and to communicate the information to the Board before budget meetings begin. Department Managers have been informed that all external organizations will be attached to a department for monitoring purposes; the budget office was going to send a letter to all external organizations informing them of the new process. PMOAC will be under Human Services; Metropolitan Human Resources Commission (MHRC), Metropolitan Arts Commission, and Library assignments will be made within the next two weeks by the Strategic Planning subcommittee. Departments will notify and contact organizations, personally to assist them in preparing budget proposals. Linda Alexander reported she will be sending the Day Care requests for funding to Human Services. Discussion was held regarding membership dues.

DECISIONS:

Revised Strategic Planning Process proposal will be ready for next meeting.

The Plenary Strategic Planning Committee will determine long range goals, objectives, and priorities; and designate annual/bi-ennial mileposts.

Merlin Reynolds will compile information on the proposed Strategic Planning Process proposal and share with new Budget Planning Director.

Department workplans will reflect aspects of the plan that can be accomplished in one year; determine how that will be accomplished, and be included in the budgetary process.

A resolution will be prepared for approval of the Board reflecting recommendations from the Strategic Planning Committee regarding policy re: membership dues, and assignment to Departments of External Organizations (accompanied by list).

Membership in the City Club will not be an approved organization for County payment of dues.

Meeting was adjourned.

Next Meeting - to be determined at a later date

bj
0296C.2-4



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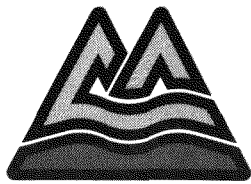
Thursday, February 25, 1988 - 1:30 pm

AGENDA

Members: Gladys McCoy, Chair; Commissioner Pauline Anderson;
Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC
Director.

1. Update Strategic Planning Process

bj
0166C.55



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STRATEGIC PLANNING COMMITTEE MEETING

Room 602 - County Courthouse

MINUTES

February 25, 1988

Present: Commissioner McCoy, Commissioner Anderson, Sheriff Fred Pearce, Duane Zussy, Linda Alexander, Merlin Reynolds, Jack Horner

Commissioner McCoy introduced Jack Horner, Budget Planning Director, and welcomed him to the County, and the Strategic Planning Committee.

1. Draft Ordinance regarding External Organizations.

Discussion of the draft was held, and the Committee agreed that Mr. Horner would review the draft, and develop criteria for acceptance of organizations for funding; the draft then will be submitted to the Finance Committee for approval and recommendation to the Board.

2. Draft Ordinance regarding membership dues.

Discussion of the draft was held. It was decided to amend the draft to include Commissioner approval for staff requests; and add the word "direct" before the words benefit to the County". (If the authorizing person is not sure whether the request is appropriate, the decision will be made by the Board) The ad-hoc committee, chaired by Hank Miggins will review the list of membership dues submitted by Duane Kline, and "pare" it down to an accepted list for payment of membership dues. (City Club dues will not be an accepted organization for payment) The amended draft ordinance will then be submitted to the Finance Committee for approval and recommendation to the Board.

3. Library Funding.

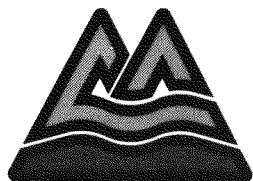
Commissioner McCoy read a letter from Mike Dolan, Chair's Office, regarding continuation of County representatives on the Library Board, and the need for guidance by the Board regarding library funding plans. This will be a subject for discussion at the next Strategic Planning meeting; Committee members will prepare proposals. Mike Dolan, Chair's staff and Bill Farver, Commissioner Anderson's staff, were asked to work as an ad-hoc committee to gather information for Strategic Planning Committee and the Board; and Mr. Reynolds was asked to find a citizen to work with them.

4. Update Strategic Planning Process.

Merlin Reynolds submitted copies of an amended draft proposal for the Strategic Planning Process, which he prepared following a meeting with Linda Alexander and Hank Miggins. Discussion of the draft was held, It was decided that DJS and DHS will be the first Departments for implementation planning. Mr. Horner, Mr. Zussy, Mr. Reynolds, and Mr. Angell were appointed to be the "technical committee". They will develop proposed steps to begin implementation of the Process, and bring the proposal to the next Strategic Planning Committee Meeting.

Next Meeting: May 26, 1988 - 1:30 p.m. - Room 602 County Courthouse

BJ
0296.6-7



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N O T I C E

STRATEGIC PLANNING COMMITTEE MEETING MULTNOMAH COUNTY COURTHOUSE - ROOM 602

Monday, May 16, 1988 - 9:00 am

AGENDA

Members: Gladys McCoy, Chair; Commissioner Pauline Anderson; Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC Director.

1. Initial Strategic Planning - introduction of concept and explanation of proposed process
2. Foreclosed Property/Tax Title Unit

0318C.02
0345C.31

STRATEGIC PLANNING COMMITTEE MEETING

Room 602 - County Courthouse

MINUTES

May 16, 1988

Present: Commissioner McCoy; Commissioner Anderson; Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC Director.

Significant Others: Jack Horner, Budget & Planning; Judy Phelan, District Attorney's Office; John Cronise, Budget Office; Wayne George, Facilities Management Director; Harold (Dutch) Holub, Facilities Management; Wanda Wright, Assessment & Taxation Director; Larry Baxter; Tax Title Unit; Patrick Borunda, presenter.

Discussion regarding time of meeting

Sheriff Pearce objected to the time set for this meeting. Following discussion, it was decided to hold the next meeting at the regularly scheduled time.

1. Initial Strategic Planning - introduction of concept and explanation of proposed process

Jack Horner said he had been charged with developing a Strategic Planning process for the County; introduced John Cronise, staff person working on the project; and Patrick Borunda, who will make today's presentation and assist in the development of the Planning process.

Mr. Borunda presented a proposed Strategic Planning process whereby the County would request citizen recommendations for goals and objectives once the Board has developed its mission statement. These two pieces of information would then be forwarded to Departments for operation and strategy recommendations developed from recommendations from both Departments and Divisions. Citizen and Department/Division recommendations would then be submitted to the Strategic Planning Committee for review and development of both three and five year objective recommendations for Board consideration as the Strategic Three and Five Year Plans for the County. Citizen input would be augmented by adding two citizen members (chosen by CIC) to the proposed eleven-member Strategic Planning Committee (BCC/Sheriff/District Attorney/DHS Director/CIC Director). (This new membership would require an Ordinance #538 amendment). It was proposed that the initial process for the 1988/89 Strategic Plan should be in place by November 1988 in order to be ready for the coming 1989/90 budget process.

Merlin Reynolds said he feels the process timelines are too short, and that the three and five year goals do not allow for future "vision".

Mr. Horner stated that the first year process may not be "perfect", but will get the process started, and by the second year, it should be in place as planned.

Mr. Borunda said process evaluation would take place in 1993; and by that time social, demographic, and economic trends should be known. "Vision" provided by citizens and staff could be reviewed, and along with trend information, Plan adjustments can be made, if necessary. He added the Plan will change annually as the budget process impacts three and five year goals and objectives; and when adjustments are made as the Plan process moves through the various levels of input, review, and evaluation. He added the three and five year goals and objectives are used as a framework for the Plan; the operational plan uses a 1-3 year span; and budget planning takes place annually. Data collection and record keeping are essential to provide information for the planning process, and to determine the strengths and weaknesses of operations and budget planning in order to meet goals and objectives of the County mission. He described objectives and strategies and how they can be worked through the system.

Following discussion on the merits of the proposed plan and the necessity of gathering good data, questions were asked about whether or not there are other municipalities that have developed products from this type of plan.

Mr. Horner said there are very few, probably because they have been unwilling to commit resources and time to do the work developing the data. Some jurisdictions have participated in "vision" processes, but measuring the product was not very successful.

Commissioner Miller suggested that if the Board decides to accept this proposal, it will be giving up some of its legislative power to its colleagues and to Departments.

Following discussion, it was decided that Mr. Horner would work with Merlin Reynolds and Duane Zuzzy to prepare alternatives, to bring back to this committee for consideration Thursday, May 26. The present Strategic Planning Committee will then submit to the Board recommendations for, 1) consideration of the proposed Strategic Plan process; and 2) whether or not the Strategic Planning Committee membership should be changed.

2. Discussion regarding relocation of Tax Title Office.

Commissioner Miller reviewed the issue of the County not recovering for foreclosed property sale costs; and the matter of whether or not the Tax Title Unit should be removed from the Sheriff's Office. If the unit is removed, in what Division should it be placed? She reported the Sheriff and the Assessment & Taxation Director have recommended the unit be placed in the Facilities Management Division. Larry Baxter, unit director, has recommended it be a separate entity in order to avoid the stigma that the property belongs to the County; when in fact, the County only holds the property in trust, and conducts sales of the properties. She said there could be a conflict of authority because the Chair and the Sheriff are both involved in decisions regarding the matter, therefore she feels the Strategic Planning Committee should discuss the matter and make a recommendation to the Board at the Informal meeting tomorrow.

Following her comments, Larry Baxter reviewed the statutes authorizing the County process for foreclosed properties, and said he feels the unit should be a separate entity. He also explained that all expenditures for costs of the unit are recovered through property sales, and the remaining monies (after costs are paid) are shared by County taxing units; Multnomah County's share is approximately 13% plus costs for unit operations.

Commissioner Miller added the unit is understaffed regardless of whether or not it is kept in the Sheriff's Office or moved elsewhere; and recommended increasing the staff from 2.5 FTE to 5, with the proposed OA II position as temporary for one year.

Sheriff Fred Pearce and Wanda Wright, A & T Director, both recommended moving the unit to Facilities Management, though the sale of the properties will remain the responsibility of the Sheriff, according to Oregon Statutes.

Following discussion, Commissioner Miller requested the Board read the information submitted, and following the presentation tomorrow regarding legal and legislative aspects of the matter, and decide whether or not the unit should remain with the Sheriff or be transferred to a Division. If the decision is to transfer the unit from the Sheriff's Office, the matter will be referred to the Chair for a decision about which Division will receive it, and whether or not it will be a separate entity within that Division.

At this time, Duane Zussy moved to accept the Sheriff's recommendation and forward the same recommendation to the Board. The Committee agreed by consensus.

Meeting adjourned.

Next Meeting: Thursday, May 26, 1988 at 1:00 p.m. in Room 602 of
the County Courthouse NOTE TIME CHANGE



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STRATEGIC PLANNING COMMITTEE MEETING MULTNOMAH COUNTY COURTHOUSE - ROOM 602

Thursday, May 26, 1988 - 1:00 pm

AGENDA

Members: Gladys McCoy, Chair; Commissioner Pauline Anderson;
Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC
Director.

AGENDA

1. Continued Initial Strategic Planning - introduction of
concept and explanation of proposed process
2. Policy - County-wide Management Structure (Support System)
3. Discussion of ordinance limiting County payment of
membership dues
4. Discussion of ordinance related to funding of external
organizations



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STRATEGIC PLANNING COMMITTEE MEETING

MULTNOMAH COUNTY COURTHOUSE - ROOM 602

Thursday, May 26, 1988 - 1:00 pm

MINUTES

Present: Gladys McCoy, Chair; Commissioner Pauline Anderson; Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC Director.

Significant Others: John Cronise, Budget & Planning; Kelly Bacon, District Attorney's Office; Jack Horner, Budget & Planning Director

1. Continued Initial Strategic Planning - introduction of concept and explanation of proposed process

The above matter was continued until the next meeting because the Plan is not yet complete.

2. Policy - County-wide Management Structure (Support System)

The above matter will become a part of the Strategic Plan, and will be discussed when the Plan is completed.

3. Discussion of ordinance limiting County payment of membership dues

Fred Pearce moved approval of the proposed Ordinance, seconded by Duane Zussy.

Barbara Donin, Chair's Office, reported the Ordinance is not yet in proper form. She was instructed by Committee members to send the Ordinance to County Counsel for processing and placement on Board agenda.

Sheriff Pearce noted that there should be no changes made to the Ordinance; and was assured by Commissioner McCoy the language would not be changed, only that it be put in proper form for adoption by the Board.

4. Discussion of ordinance related to funding of external organizations

Sheriff Pearce questioned the 1% General Fund limitation.

Commissioner McCoy said she feels if a Department supports a larger amount of money for the program, the request could be referred to the Finance Committee for a recommendation to the Board.

Sheriff Pearce stated that since if the document becomes an Ordinance, it would not be possible to change amounts without an amendment to the Ordinance; and added he didn't feel 1% would be adequate for funding all external organizations.

Following discussion, it was decided the Ordinance needed more work, and General Services Budget/Planning Office was requested to redraft the ordinance; and bring back to the Strategic Planning Committee for clarification. Issues to be considered in redrafting are: 1) spending limits; 2) process and access criteria for organizations to meet for eligibility; 3) a list of organizations not affected by the Ordinance, i.e., library; 4) and a decision made regarding whether the document should be a Resolution/Ordinance.

Commissioner McCoy requested a list of amounts currently being spent for each external organization. and discussed the role of the Strategic Planning Committee, and proposed subcommittee for a technical support team for the SPC. She said Jack Horner has been appointed Chair of the subcommittee; and following discussion, suggested SPC members consider recommendations regarding a process and proposed staff for the subcommittee at the next SPC meeting.

Next Meeting - Wednesday, June 29 at 1:00 o'clock

Proposed Agenda:

1. External Organization Funding Ordinance
2. SPC Planning Process - Jack Horner

bj
0296C.17-18



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STRATEGIC PLANNING COMMITTEE MEETING MULTNOMAH COUNTY COURTHOUSE - ROOM 602

Wednesday, June 29, 1988 - 1:00 pm

AGENDA

Members: Gladys McCoy, Chair; Commissioner Pauline Anderson;
Sheriff Fred Pearce; Duane Zussy, DHS Director; Merlin Reynolds, CIC
Director.

1. External Organization Funding Ordinance
2. SPC Planning Process - Jack Horner

MEETING CANCELLED

bj
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