



# Multnomah Evolves Update

Presentation by Joanne Fuller,  
Multnomah County Chief Operating Officer  
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# Changing The Way We Do Business

## Priorities

- Prioritize direct services
- Manage county assets strategically
- Benchmark our support services to industry standards
- Responsibility and accountability for organizational decision-making
- Modernize technology that supports our services
- Values of equity, sustainability and stewardship



# Multnomah Evolves Steering Committee

- Department representation
- Board of County Commissioners staff
- Chair's Office staff
- Sheriff's Office staff
- District Attorney's Office staff
- Union representation
- Citizen representative



# Background

- 10 years of budget cuts
- Coraggio Group's report recommendation areas
- Culture Shift

***Challenging County staff to think beyond their program or person to create one strong County identity and organization to benefit the community.***



# Coraggio Group Recommendation Areas

- Structural Improvements around Administrative Functions
- Increased Management Span of Control
- Implementation of a Countywide Budget System Software
- Creation of Cross Department Administrative Service Hubs (pilot project)
- Increased Efficiency of Purchasing and Implementation of Strategic Sourcing
- Increased Use of Electronic Records (pilot project)
- Mobile Workforce in the Department of Community Justice (pilot project)
- Increased Efficiency for Fleet Maintenance and Motor Pool (exploration)
- Address Long-Term Building Planning
- Evaluate Long-Term Building Disposition Opportunities



# Structural Improvements & Administrative Functions

- Strategic Sourcing, Procurement, and Contracting
- Budget and Finance
- Human Resources and Administration



# Span of Control

- Review of Span of Control ratio
  - Organizational Charts, and Tracking Spreadsheets
  - Calculating Span of Control
  - Personnel Impacts
- Last year span of control and management reductions saved \$1.2 million in the Department of County Management alone.



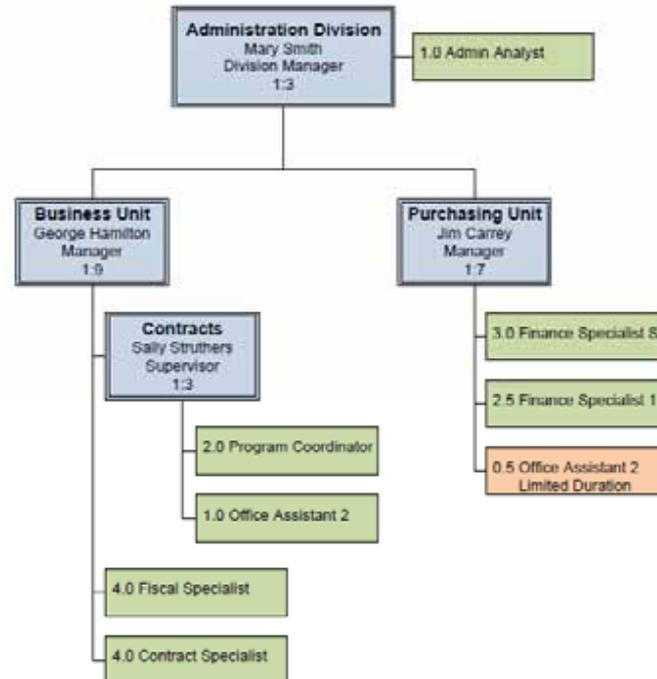
# Span of Control

- Step 1: Each Department creates a plan to address two areas:
  1. All management ratios of 1:3
  2. All spans of control under 1:7
- Step 2: Departments develop organizational charts (before and after)
- Step 3: Departments enter data in tracking tool
- Step 4: Budget Office verifies and tracks data in tool
- Step 5: Address personnel impact
- Implementation date: July 1, 2012



# Span of Control Org Chart BEFORE

Example of Span of Control Org Chart BEFORE



**Key**

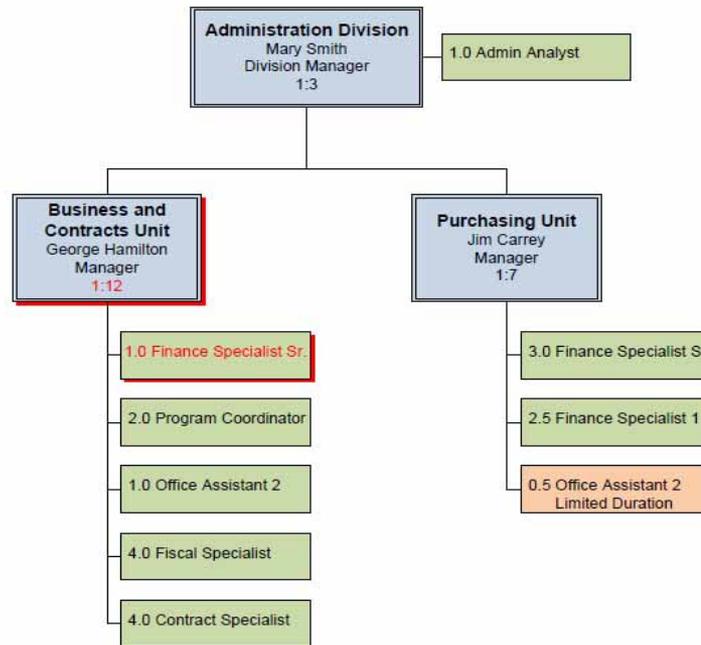
Non-Represented Employee
Represented Employee
Temporary, On-Call or Non-Budgeted Employee

Division Average Span  
1:5.5



# Span of Control Org Chart AFTER

Example of Span of Control Org Chart  
AFTER



**Key**

Non-Represented Employee
Represented Employee
Temporary, On-Call or Non-Budgeted Employee
Changed

Division Average Span  
1:7.3



# County Budget Software

- New budget development & performance management system
- RFP resulted in two viable products
- Current Step: BAFO (best and final offer)
- FY 2014 cycle implementation goal
- The highest priority/phase for this project is the budget preparation & production component, with potential additional functionality in future phases



# Administrative Hubs

Pilot project administrative hub for Department of County Management, Department of County Assets, and Non-Departmental. This hub serves approximately 600 people.

- Strategic Sourcing, Procurement, and Contracts
- Budget and Finance
- Human Resources and Administration



# Central Stores Recommendations

## Increased Efficiency of Purchasing and Implementation of Strategic Sourcing:

- Terminate Banfield Industrial Park lease
- Move Mailroom from Banfield to Blanchard
- Move Family Planning to State
- Move Immunizations to Lincoln Building with MCHD
- Select and Implement Private Market Place Software
- Set up Structure for Strategic Sourcing



# Electronic Records and Mobile Pilot

- Electronic records
  - 1485 file boxes or approximately 6 million documents through last June
  - Expected completion in the fall of 2012
- Mobile workforce pilot
  - 10 parole/probation officers piloting mobile workforce
  - 10 community-based drop-in sites
  - Continuing to assess the benefits and challenges of expanding this approach to additional units



# Facilities Strategic Asset Plan

- Purpose: Develop a facilities strategic plan that fully supports County initiatives while balancing program needs, optimizing space utilization and maximizing operational efficiencies.
- Outcome: County wide supported Facilities Asset Strategic Plan that provides a roadmap to:
  - Cost effective Facility services for County programs
  - Increase flexibility of portfolio to meet dynamic program demands
  - Sustainable portfolio
  - Consolidation of complimentary and/or interdependent programs



# Facilities Strategic Plan – Phase I

- Compiling & Verifying Data
  - Current Conditions
  - Future Needs
  - Current Policy
  - Industry Trends
- Data Review and Revisions
- Draft Report



# Facilities Strategic Plan – Phase II

- Initiate
- Development of Strategic Plan
  - County Leadership
  - Facilities and Property Management Steering Committee
  - County-wide Project Team
- Draft Plan
- Board Briefing
- Final Facilities Asset Strategic Plan Report
- Final Board Approval



# Fleet Maintenance

- Explored Request for Proposals
- Examined alternatives
- Discussions with the City of Portland
  - Nationally ranked fleet
  - Potential decrease in fuel costs
  - Increased efficiency for fleet maintenance and motor pool



# Next Steps for FY2013

- Continue Exploring Fleet Maintenance Options
- Implement Facilities Asset Strategic Plan Recommendations
- Implement Budget Software
- Continue Span of Control Process
- Evaluate Motor Pool Alternatives and Opportunities
- Evaluate next opportunities for Multnomah Evolves