



MULTNOMAH COUNTY OREGON

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

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
CAROLINE MILLER • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

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

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

BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF
MULTNOMAH COUNTY

In the Matter of)
the Management of)
County Services)

RESOLUTION
#88-61

*To be
considered
under Strategic Plan*

WHEREAS since 1981 the management structure of county government has eroded because of continuing inflation; and

WHEREAS these reductions were made to preserve as many direct services as possible; and

WHEREAS the county has been unable to insure that services are provided at the highest level of efficiency because of these reductions; and

WHEREAS over time, resources allocated to county direct services have exceeded the funds allocated to manage and support them; and

WHEREAS services provided by the county should be in concert with good business practices; and

WHEREAS our current level of support has a negative impact on our ability to generate new dollars;

NOW THEREFORE BE IT RESOLVED that the Board of County Commissioners supports strengthened management of county services and believes that the promotion of good business practices is fundamental to the provision of services; and


BE IT FURTHER RESOLVED that it is the planning and budgetary policy of the Board of County Commissioners to increase the level of funding for those programs which:

1. generate dollars
2. create internal efficiencies
3. reduce risks
4. reduce worker stress
5. improve services to the public
6. protect the county's capital investments
7. promote equity for both our employees
and the public; and

In the Matter of
the Management of
County Services
page 2

BE IT FURTHER RESOLVED that it is the ongoing policy of the Board of
County Commissioners to adopt a funding formula which supports county
wide support services through its strategic planning process.

Approved this 5th day of May 1988.


Gladys McCoy
Multnomah County Chair

Seal

Approved


Laurence Kressel
Multnomah County Counsel



MULTNOMAH COUNTY OREGON

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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

BEFORE THE BOARD OF COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH
ORDINANCE NO. _____

D R A F T

Comm OKed - next to BCC

An Ordinance limiting County payment of membership dues or similar organizational fees to those instances approved in writing by Board of Commissioners, a Department Manager, District Attorney, Sheriff, or Auditor.

Multnomah County ordains as follows:

Section 1.

. A. Multnomah County shall not pay for memberships in social organizations, religious organizations, civic clubs, athletic clubs, political clubs, fraternities, sororities, or similar organizations except as determined by the Board of County Commissioners.

Section 2.

. A. Payment of membership dues or similar organizational fees shall be based on the following criteria:

1. memberships providing direct benefit to the County.
2. memberships as a condition of employment.
3. Payment of membership dues or similar organizational fees shall:
 - a. not include the cost of travel and meetings.
 - b. not be made solely on the basis that membership in an organization is required of an individual to maintain professional standing.
 - c. not exceed the period of one year at a time.
 - d. shall be reviewed prior to renewal by the respective Commissioner, Department Manager, District Attorney, Sheriff or Auditor.

Adopted this _____ day of _____, 1988, being the date
of its _____ reading before the Board of County Commissioners
of Multnomah County.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

(SEAL)

By _____
Gladys McCoy
Multnomah County Chair

APPROVED AS TO FORM:

LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

BY _____
Laurence Kressel
County Counsel

BEFORE THE BOARD OF COMMISSIONERS

FOR THE COUNTY OF MULTNOMAH

ORDINANCE NO. _____

D R A F T

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Adopted this _____ day of _____, 1988, being the date
of its _____ reading before the Board of County Commissioners
of Multnomah County.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

(SEAL)

By _____
Gladys McCoy
Multnomah County Chair

APPROVED AS TO FORM:

LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

BY _____
Laurence Kressel
County Counsel

BEFORE THE BOARD OF COMMISSIONERS

FOR THE COUNTY OF MULTNOMAH

ORDINANCE NO. _____

D R A F T

Ret for Re Draft

An Ordinance permitting the Board of County Commissioners to allocate funds to non-governmental organizations or programs within external organizations not under the direct supervision of the County or not obligated to the County by contract.

Multnomah County ordains as follows:

Section 1.

A. An External Organization Fund shall be established from which External Organizations shall be funded.

Section 2.

A. The Board of County Commissioners shall establish a specific dollar amount within the External Organization Fund not to exceed one percent of established contingency to be allocated to external organizations.

B. The Board of County Commissioners shall determine the amount of funding for each external organization on the basis of specific criteria.

Section 3.

A. Each External Organization which receives funds shall be assigned to a County Department or Agency for monitoring.

Section 4.

A. The County Department or Agency responsible for an External Organization shall report the results of its monitoring to the Board of County Commissioners upon request, and not less than once per year.

Adopted this _____ day of _____, 1988, being the date
of its _____ reading before the Board of County Commissioners of
Multnomah County.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

(SEAL)

By _____
Gladys McCoy
Multnomah County Chair

APPROVED AS TO FORM:

LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

BY _____
Laurence Kressel
County Counsel

0296C.13