



Program #72000C - COO Organizational Redesign - Deputy Chief Operating Officers FY 2025 Adopted

Department: County Management **Program Contact:** Serena Cruz
Program Offer Type: Administration **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics: New Request

Executive Summary

This program is a part of the COO Organizational Redesign programs that reduces the number of direct reports for the Chief Operating Officer to allow more focus on strategic and future focused work. This program adds two Deputy COOs to supervise the County’s department directors and an Administrative Analyst to support the Deputy COOs.

Program Description

In 2023, the County partnered with a consultant to assess the role, duties, and organizational structure of the Office of the COO. The COO currently oversees all eight of the County’s major departments and concurrently serves as the Director of the Department of County Management. The COO's office supports operational excellence, works toward improved performance, and responds to urgent countywide matters. While the consultant identified many strengths to the current COO organizational structure, they also highlighted the COOs limited time to lead countywide strategic planning and goal setting with so many direct reports.

This offer adds two new Deputy COOs reporting to the COO to supervise department directors, and an Administrative Analyst to support those new functions. The Deputy COOs will also serve on the County's operational leadership teams and advise the COO on issues facing their departments. The addition of Deputy COOs aligns with the management structures of peer organizations including Washington County and the City of Portland.

Program offers 72000B and 72000C represent the two components of the COO Organizational Redesign. Program 72000B creates a SPARK Unit that will focus on strategic planning and continuous improvement. It funds a new director to oversee a countywide strategic planning program and lead a small team including the Evaluation and Research Unit. In total, these programs will reduce the number of direct reports for the COO and allow more focus on strategic and future focused work.

Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Hire and train new Deputy COOs by end of Q2	N/A	N/A	N/A	2
Outcome	Lead and implement a Countywide strategic planning process resulting in an enterprise wide strategic plan	N/A	N/A	N/A	1
Outcome	Develop a dashboard of Key Performance Indicators reflecting County’s top priorities	N/A	N/A	N/A	1
Output	Reduce direct reports to COO	N/A	N/A	N/A	-9

Performance Measures Descriptions

Hiring new Deputy COOs will be a top priority, ensuring they are trained and understand their respective roles, and providing support for Department Directors. Hiring the Deputy COOs will give the COO more time to move the enterprise wide strategic planning effort forward. Hiring the Deputy COOs and developing the KPI dashboard for the County will provide a critical framework for the Deputy COOs to support departments in moving key priorities forward. By reducing the direct reports to the COO, there is bandwidth created to move the strategic alignment of the County forward.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2024	2024	2025	2025
Personnel	\$0	\$0	\$986,367	\$0
Materials & Supplies	\$0	\$0	\$42,280	\$0
Internal Services	\$0	\$0	\$45,000	\$0
Total GF/non-GF	\$0	\$0	\$1,073,647	\$0
Program Total:	\$0		\$1,073,647	
Program FTE	0.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: