



Multnomah County **DIRECTOR OF STRATEGIC INITIATIVES** *Recruitment Announcement*

About the Multnomah County

Every day, Multnomah County's dedicated employees and partners work to make our community safer, our kids healthier and our neighbors more secure. We have a lot of work to do together. More than a third of Multnomah County families struggle to meet their basic needs. Against that backdrop, Multnomah County is a grounding force that has the people, the power and the values to make a difference for those with the greatest need.

Our scope of work is vast. We are the largest safety net provider in Oregon for primary health and dental care, lead the crisis system of care for behavioral health, operate one of the busiest and most beloved library systems in the country, maintain six bridges central to the Portland Metro area plus 20 smaller spans, administer homelessness policy and funding, provide the law enforcement for unincorporated areas, and the prosecution and detention services for all the County. We lead in a crisis, responding to everything from public health emergencies to dangerous wildfire smoke to opening emergency shelters during extreme weather.

We are Oregon's smallest, but most densely populated county, stretching south of the Columbia River from the National Scenic Area of the Columbia River Gorge to Portland's West Hills. We are home to eight economically and culturally diverse cities, including Portland.

Multnomah County is also one of the region's most reliable and powerful economic engines, driving \$4 billion a year through the region. The County partners with hundreds of agencies and nonprofits to prioritize those most in need and promote a healthy, safe and prosperous community for all.

The Multnomah County Chair is the chief executive, elected at large. She is joined by a Board of County Commissioners, consisting of four non-partisan members elected from designated districts who serve as a legislative body. The County Sheriff, District Attorney and Auditor round out the slate of elected officials.

The County strives to have a workforce that reflects and deeply relates to people living here. The nurturing of this connection, enriched by diversity and cared for with intention, creates a fruitful place where all can flourish and lead productive lives.



About the Position

The Director of Strategic Initiatives is a key County executive responsible for helping County leaders envision their desired state for the organization, describing the path to get there through clear and actionable goals, intervening with process improvements, and reporting progress. Reporting to the COO, this position is responsible for directing and managing initiatives from idea through implementation, evaluating outcomes of initiatives and making determinations on continuation or changes in strategy.

The full portfolio of the team managed by the Director of Strategic Initiatives includes countywide strategic planning, evaluation and research, continuous improvement, and performance data reporting. The Director of Strategic Initiatives will be responsible for the creation of the new SPARK Unit which will empower the County to build a more responsive, future-ready government. SPARK will be the catalyst for countywide transformation, driving strategic focus, continuous improvement, and innovative solutions to meet the evolving needs of our communities. This future-focused unit will champion strategic planning, data-driven decision-making, and bold innovation. With a focus on continual improvement and organizational transformation, SPARK will:

- S - Strategic Planning:** Chart a clear course by developing comprehensive roadmaps aligned with our County's newly reimagined mission, vision, and values. We'll connect goals to actions, ensuring resources are focused to build thriving communities.
- P - Performance:** Embrace an outcomes-oriented approach, using data to uncover insights, benchmark progress, and identify where we can excel even further. SPARK will leverage the expertise and skills of the Evaluation and Research Unit to maximize impact.
- A - Agility:** Foster a culture of adaptability and responsiveness, leading with equity at the forefront. We'll embrace flexibility and streamline processes, ensuring we're equipped to navigate any challenge or opportunity that lies ahead.
- R - Reinvention:** Ignite transformation by reimagining how we serve our residents. From experimenting with new approaches to eliminating unnecessary bureaucracy, SPARK will pave the way for innovation.
- K - Knowledge:** Prioritize learning, sharing best practices, and supporting our teams through change. SPARK will create a culture of continuous knowledge-building, ensuring our County thrives well into the future.





Specifically, the responsibilities of the Director of Strategic Initiatives include:

- Design a new strategic planning process for Multnomah County. Interview partners to understand the current state of goal setting at the County and identify gaps that a countywide strategic plan would fill. Design a process that is sustainable over time and tailored to fit the unique needs of Multnomah County.
- Direct the strategic planning, development and delivery/ implementation of countywide strategic programs; develop and execute communications initiatives and messaging to advance strategic initiatives.
- Develop and manage the countywide strategic plan, providing significant cross-departmental coordination with executive level partners, working with departments to ensure their strategic plans are aligned with the County's mission, vision, values, and supporting departments without strategic plans to develop them.
- Develop and manage a countywide strategic plan dashboard that provides transparency and alignment regarding the top initiatives in the County.
- Analyze and report on metrics related to implementation of strategic projects. Provide course correction as necessary.
- Determine and pursue creative approaches to advance the work of the County. Represent the County at events, workshops, seminars, and other external events as needed.
- Develop the purpose, annual work plan, goals and team identity of the new SPARK Unit. Clarify roles and responsibilities, including how the SPARK Unit is both integrated with and distinguished from the Chief Operating Officer team. Provide leadership, supervision, and direction for assigned staff. Plan, assign and review work, establish goals for each position, and assess performance through completion of evaluations. Hire, train, and promote employees. Specifically:
 - Oversee the work of the Strategic Initiatives Managers, including providing strategic direction as well as goals and objectives, and providing guidance on management of day-to-day operations.
 - Through a subordinate manager, oversee the work of the Evaluation and Research unit, partnering to provide strategic direction of the unit as well as goals and objectives.
 - Guide Continuous Improvement Managers in their efforts to find ways to enact countywide transformation, driving strategic focus, continuous improvement, and innovative solutions to meet the evolving needs of our communities.
 - Oversee the work of the new Public Campaign Finance Manager, providing strategic direction, goals and objectives, and guidance on management of day-to-day operations.

The Ideal Candidate

Multnomah County is seeking a seasoned and dynamic leader to play a pivotal role in shaping and implementing strategic projects that advance Multnomah County’s mission and goals.

The ideal candidate must have the ability to collaborate with departments, community partners, and governmental partners to drive initiatives that address critical issues, improve service delivery, and foster innovation. In addition, the Director must be skilled at guiding a talented and highly dedicated staff who are passionate about the impact they make on the quality of life in the County and advance Multnomah County’s core mission as well as its vision for the County.

The position requires a deep understanding of strategic planning, project management, and a demonstrated commitment to advancing equity. In addition, this role requires effective leadership, the ability to work collaboratively with a diverse team, and a results-driven mindset. The ideal candidate would be knowledgeable of different systems and methods that large organizations use to set measurable goals, commit to and track meaningful metrics (such as key performance indicators), report progress, and display outcomes using an accessible and engaging dashboard.

The Strategic Plan, development of the SPARK Unit, continuous improvement program and public campaign finance program together represent a portfolio of brand new work for Multnomah County. The ideal candidate will have demonstrated ease and experience with leading through change and taking programs from ideas to deliverables.



Desirable Qualifications

A Bachelor's degree and a minimum of seven years of progressively responsible leadership experience with strategic planning and project management with a proven track record of successfully leading complex projects and initiatives.



About the Area

Multnomah County Oregon has a diverse population exceeding 800,000, covering an area of over 465 square miles. Although the county's beautiful and progressive city of Portland has the cultural and recreational opportunities of a large city, it has the heart of a small town. In addition to Portland, Multnomah County encompasses cities such as Fairview, Gresham, Maywood Park, Troutdale and Wood Village. Portland is just thirty minutes from the Cascade Mountains, with hiking, world-class ski resorts, camping and fishing. Travel one-hour west to find some of the most dramatic and pristine beaches on the west coast. Portland lies in the marine west coast climate region, marked by warm, dry summers and rainy but mild winters. Portland is a foodie's dream, with regional cuisine featuring microbreweries and micro distilleries, local wine, seafood, and produce; along with one of the country's largest food cart scenes. Classical music, ballet and our art museum live comfortably alongside vibrant contemporary art and jazz music scenes. Portland is a reader's paradise - our libraries boast the largest circulation in the country and bookstores abound. Sauvie Island, an agricultural and scenic wildlife preserve, has some of the region's best produce, including Oregon's famous berries. Portland has been referred to as one of the most environmentally friendly or "green" cities in the world. The city and region are noted for strong land-use planning and investment in light rail, supported by Multnomah County, a distinctive regional government.

APPLICATION PROCESS

Persons interested in this position should submit the following information:

- A cover letter describing your interest in and qualifications for the position
- A current resume

If you have questions regarding this announcement, please call Marissa Karras at 360-956-1336. This position will remain open until filled but the screening process will move quickly. In order to be considered for the first round of interviews please submit your application materials at karrasconsulting.net by July 16, 2024.

Multnomah County is an equal opportunity employer and is strongly committed to enhancing the diversity of its workforce. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.

If you are a veteran and want to apply for veterans' preference, please include a statement in your cover letter that you are a veteran AND submit a copy of your DD214 or DD215 or other documentation with your application packet by the closing date. Veterans' preference cannot be honored for this recruitment without it.

At the time of job offer, we will complete a verification of academic credentials, professional references and a thorough background investigation which includes, but is not limited to a review of applicant's criminal, civil, driving and military history prior to employment.

Total Compensation

The annual salary range for the Director of Strategic Initiatives is \$125,453 - 200,725. Multnomah County is an excellent employer offering an outstanding benefit package including health, dental, disability and life insurance; defined benefit pension; 6% of salary contribution to retirement paid by the County; work-life balance; annual public transit pass; vacation and sick leave. For more information about Multnomah County benefits please visit: <http://web.multco.us/benefits/new-hire-benefits>

