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I. Priority – Result to be realized, as expressed by citizens –

I want my Government to be accountable at every level

"I repeat... that all power is a trust, that we are accountable for its exercise; that from the people, and for the people all springs, and all must exist"

Benjamin Disraeli
British politician (1804-1881)

II. Indicators of Success – How the County will know if progress is being made on the result

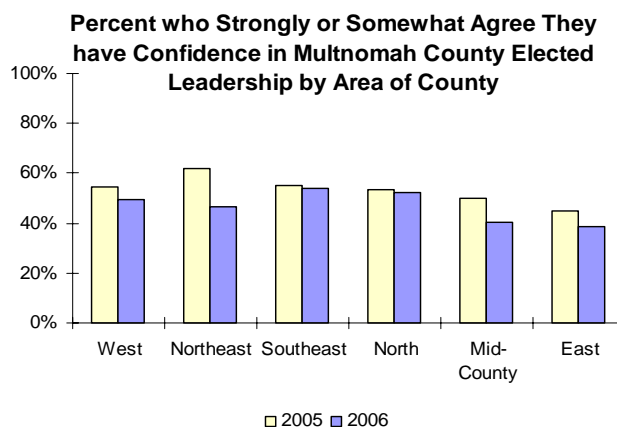
The indicators are meant to be high-level measurements of success for achieving the related outcome; they are not intended to be specific measures for particular programs.

1. Perception of trust and confidence¹

The 2006 County Auditor's Citizen Survey asked respondents the extent to which they agreed with the statement: "I have confidence that the elected leadership of Multnomah County manages the County well."

In each area of the county, confidence in elected leadership dropped from 2005 to 2006.

Source: Multnomah County Auditor's Office Citizen Survey



¹ The team anticipates that an internal employee survey will also be developed to measure accountability within the organization.

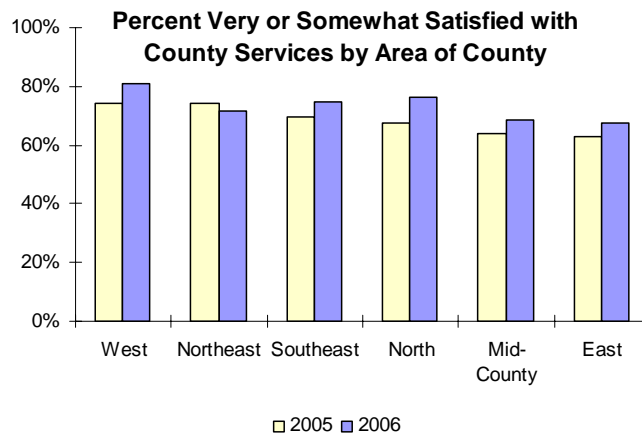
Accountability

2. Satisfaction with services

The survey also asked respondents to rank their satisfaction with County services. The question read:

“Multnomah County provides services for the poor, elderly, and disabled, as well as operates jails, libraries, criminal justice, health clinics, animal control, elections, bridges, etc... Please rate your overall satisfaction with Multnomah County services.”

Except for in the Northeast portion of the county, there were more respondents very or somewhat satisfied in 2006 than in 2005. Respondents from the West portion of the county were most satisfied, while those in mid-county and East county were least satisfied.



Source: Multnomah County Auditor's Office Citizen Survey

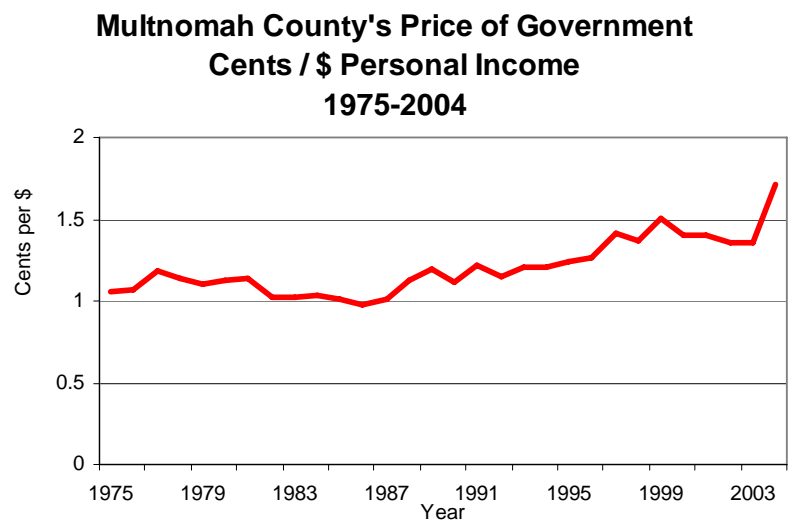
3. Price of Government²

The Price of Government indicator allows a government to track the “burden” of its cost on the economy. The price is calculated as the sum of taxes, fees, and charges (local own source general fund) divided by the total economic resources of the community (aggregate personal income of the community). The price represents the number of cents out of every dollar in the community committed to pay for government services.

The increase in the price of government in 2004 is likely explained by the County's temporary income tax.

² Definition taken from the book, Price of Government, www.psgroup.com.

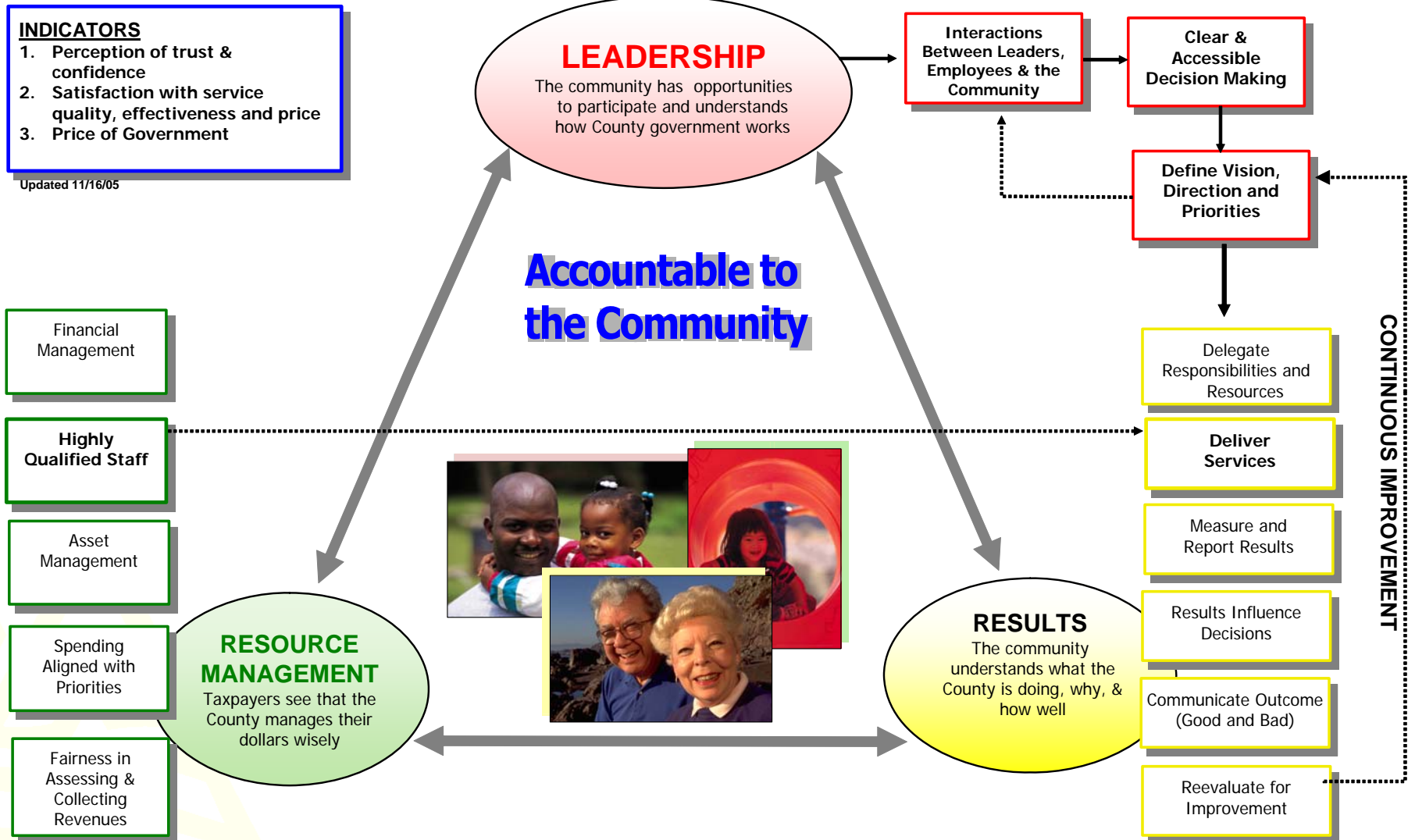
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Sources: Multnomah County Finance Office,
Census Bureau, Bureau of Economic Analysis

Accountability

III. Map of Key Factors – Cause-effect map of factors that influence/ produce the result



Accountability

Responsible Leadership – Primary Factor

The community has opportunities to participate and understands how County government works.

The primary requisite to achieve accountability with the community is to consistently demonstrate responsible leadership. In a representative government, citizens appropriately feel that the primary government accountability relationship is between themselves and their elected officials. A less direct but important relationship exists between public employees and the community.

Citizens exercise accountability directly by voting, and indirectly through expressing themselves to the government or to other community members. Their support for elected officials, public employees and policies is based on their understandings of government's work and results – understandings often derived from direct interactions with government and from communications with others (often through the media). From the evidence our group examined, three factors appear to be critical:

- **Interactions between leaders, employees, and the community – Secondary Factor**

Frequent interactions between community members, elected officials, and public employees promote understanding of government's workings and issues. Depending on the types and outcomes of these interactions, they can also increase or reduce trust and confidence in government.

Community members need contact with government leaders to help guide them toward shared visions and priorities. Employees need contact with government leaders and community members to clearly understand the visions, directions, and priorities in order to achieve the desired results through service delivery.

People want to feel that they have been listened to. They judge this in three ways:

- Seeing government leaders make decisions they agree with;
- Feeling when a question is undecided that their input will impact the decision; and
- Getting a clear explanation of the reasons behind the government's decision.

- **Clear and accessible decision making – Secondary Factor**

The Community and employees want to know what the question is, who will make the decision, how they will make the decision, and what roles citizens, employees and others have in the process. Evidence suggests that even when they disagree, people will see government as credible if decision making is clear and open.

- **Defined vision, direction, and priorities - Secondary Factor**

Community members expect their government to work toward a shared vision and to follow the decisions and priorities that have been established and communicated.

Accountability

Also, leaders need to clearly communicate the vision, directions and priorities so that employees understand them and can reach the desired outcomes.

The Priority Budget process is a prime example of a program that links to all factors for Responsible Leadership. It develops well defined directions and strategies to ensure programs that align with priorities identified by citizens and the Board of County Commissioners. It engages citizens and County employees at many levels of the organization and provides access to a large amount of information about service delivery and performance measurements. It reinforces a public service approach to program delivery.

Results – Primary Factor

The community understands what the County is doing, why, and how well.

As described above, Leadership has responsibility for using interactions, clear and accessible decision making, and defined vision, direction and priorities to generate results. Once actions have been taken based on these factors, it is the results and the response to the results that produces accountability. The community relies on the County to deliver services and to communicate outcomes (good or bad) about those services. The results of these services influence the community's confidence in the organization. Governments' response to these results impacts the community's trust in the organization, its leaders, and its employees.

• Continuous Improvement – Secondary Factor

Delivering services requires utilizing various resources (people, tools, procedures, methods, etc.) to produce the “what” in our definition of Results – (*The community understands what the County is doing, why, and how well.*) It is the vision, direction, and priorities that are the “why”. The definition's “how well” is derived from our success in using continuous improvement processes. Our accountability will be perceived by how we measure, communicate, and adjust to the outcomes that are produced.

The team believes improved results will come from a process whereby:

- Leadership delegates responsibilities and resources to deliver services;
- Programs deliver services;
- Results are measured and reported;
- Results are used to influence decisions;
- Outcomes of our efforts are communicated good and bad; and
- Results are evaluated to adjust the direction and vision to improve the “how well”.

Resource Management – Primary Factor

Taxpayers see that the County manages its resources and public dollars wisely.

Accountability

Sound resource management focuses on development of a qualified workforce and financial management and asset management. To deliver quality services, the County needs employees at all levels that have the skill, abilities and tools to perform their jobs well.

- **Financial Management – Secondary Factor**
Generating revenues, managing debt, appropriate spending controls, effectively sized reserves and contingencies, and control processes that balance risk and costs, are all aspects of financial management. Taxpayers place a high level of importance on how well these functions are executed, since it directly affects their pocketbook. While they want conservative measures to prevent fraud, they don't want so much caution that it costs more to manage. We believe that they want a balance between risk and innovative approaches.
- **Highly Qualified Staff – Secondary Factor**
It is critical that the County has a diverse, well-developed, competent workforce to implement its plans and achieve results. Significant money is spent to recruit, train and retain the employee workforce.
- **Asset Management – Secondary Factor**
To deliver services effectively, the County needs the right mix and quantity of assets (buildings, cars, computers, software, telephones, etc.) to match the need. The types and quantities of assets, as well as, the methods of buying, deploying, maintaining, and replacing them is important to achieving results.
- **Spending aligned with Priorities – Secondary Factor**
The community wants good spending plans that follow established priorities and are designed for long term financial stability.
- **Fairness in Assessing and Collecting Revenues – Secondary Factor**
The community wants to know that everyone is being taxed fairly and that they are not paying more than their fair share.

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

1. Create and communicate a clear vision and direction for County government, its programs, and its partnerships through an open and understandable decision making process.

To be accountable to the public, the County needs responsible and ethical elected officials, managers, and employees to achieve quality results. Achieving quality results is not possible unless everyone knows what results are desired. Thus, a common vision and direction is essential.

The community expects a clear and accessible decision making process. Community members expect to know:

- *Who will make the decision*
- *What the decision making process entails*
- *There will be meaningful opportunities for citizen involvement*
- *The decision will be shared in a consistent manner, whether the outcome is good or bad.*

A decision making process is a critical foundation for maintaining accountability to the public. Evidence suggests that even when citizens disagree with a decision, they will see government as credible as long as decision making is clear and open.

This strategy links to Leadership factors –

Interactions Between Leaders, Employees and the Community
Clear and Accessible Decision Making
Define Vision, Direction and Priorities

This strategy impacts the Indicators of –

Perception of trust and confidence
Satisfaction with service quality, effectiveness and price

We are looking for program offers that:

- Remove barriers to access:
 - Services
 - Information
 - Participation
- Make it easy to find information about County programs and services
- Demonstrate clear decision-making processes at all levels
- Hold the County accountable to achieve results both at the program level (meeting priorities) and at the individual employee level (meeting department and individual goals)

Accountability

2. Manage resources and service delivery costs effectively.

To deliver quality services, it is critical that the County has a diverse, well-developed, competent workforce with the tools needed to perform their jobs well in order to achieve priority-based results.

To ensure that the County's staff is highly qualified, adequate resources must be devoted to recruiting, training and retaining employees.

The tools that County employees use to deliver services to the public -- facilities, vehicles, equipment, computer hardware, telephone systems, information systems, etc. -- must be acquired, maintained, upgraded and replaced as necessary.

These resources need to be effectively managed to get the right type and mix of tools matched with the needs of the County's workforce and clients. A well-developed workforce with the right tools will result in efficient service delivery.

This strategy links to:

Leadership factor – Interactions between Leaders, Employees and the Community

Resource Management factor – Highly Qualified Staff

Results factor – Service Delivery

This strategy impacts the Indicators of –

Satisfaction with service quality, effectiveness and price

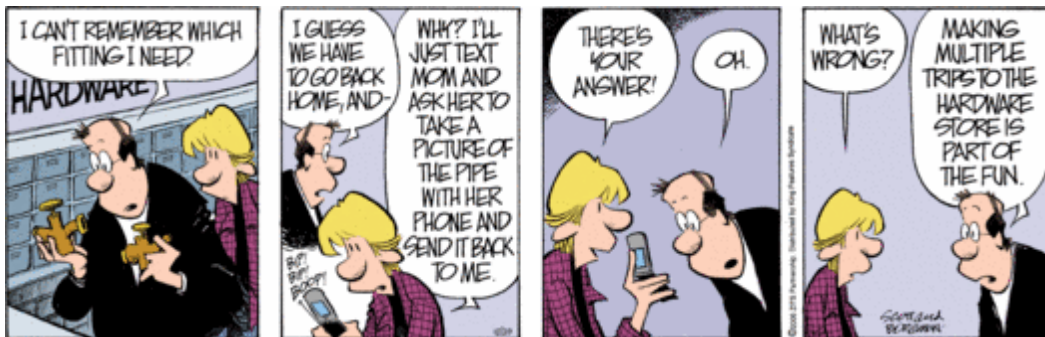
Price of Government

We are looking for program offers that:

- Recruit, train and retain a workforce reflective of the community at all levels of the organization
- Maximize staff training opportunities across departments and jurisdictions
- Ensure that staff have the right tools and working conditions to deliver quality services to clients.
 - Have the right number of tools (not too many or too few)
 - Upgrade equipment to reach better results
 - Repair and replace outdated and ineffective equipment and facilities

Accountability

- Ensure continuity of County services to the community through adequate succession planning, including but not limited to:
 - Developing systems to retain institutional memory
 -
 - Planning for the next-generation workforce of “digital natives” (“Digital natives” is a term invented by Marc Prensky [www.marcprensky.com] to describe today’s youth, born since 1980, who are: “native speakers’ of the digital language of computers, video games and the Internet.” He further states that: “Those of us who were not born into the digital world but have, at some later point in our lives, become fascinated by and adopted many or most aspects of the new technology are, and always will be compared to them, **Digital Immigrants.**”)



- Incorporate sustainable business practices:
 - Manage funds and resources effectively through financial planning and forecasting
 - Align spending with priorities
- Demonstrate procurement processes that allow departments to collaborate, increase cost-savings, and open the door to new opportunities. For example: Departments may not know what services are available in the community. Holding a bidder’s conference prior to issuing an RFP would allow the County and interested parties to exchange information, thereby reducing barriers to purchasing quality goods and services.
- Incorporate environmental sustainability through:
 - Green buildings, cleaning products, etc.
 - Waste reduction and recycling
 - Encouraging hybrid cars, telecommuting, use of public transportation and cycling
 - Buying locally

3. Evaluate and streamline delivery of service and County operations through the Continuous Improvement Process.

See the Accountability map for a brief outline of the Continuous Improvement Process. The Continuous Improvement Process is most successful combined with evidence-based practice:

“Evidence-based practice (EBP) uses research results, reasoning, and best practices to inform the improvement of whatever professional task is at hand. Evidence-based practice is a philosophical approach that is in opposition to rules of thumb, folklore, and tradition. Examples of a reliance on ‘the way it was always done’ can be found in almost every profession, even when those practices are contradicted by new and better information...One obvious problem with EBP in any field is the use of poor quality, contradictory, or incomplete evidence.”

http://en.wikipedia.org/wiki/Evidence_based_practice

When evaluating an existing program or service:

Why does it exist?

Could it be improved by doing it differently?

Is it being done elsewhere in the organization?

Was it created to respond to a need that no longer exists, or has shifted over time?

When proposing a new program or service:

Explain the need for the program or service.

Identify what the County could stop doing if the new program/service is put into practice. (Example: If employees submit paperwork electronically, there is no need to make and distribute paper copies. Staff will save time and reduce paper use and materials movement.)

This strategy links to –

Results factor – Continuous Improvement

Resource Management factors –

Financial Management

Spending Aligned with Priorities

This strategy impacts the Indicators of –

Satisfaction with service quality, effectiveness and price

Price of Government

We are looking for program offers that:

- Use a “total cost of ownership” model when doing long-term planning: Total Cost of Ownership (TCO): “is a financial estimate designed to help consumers and enterprise managers assess direct and indirect costs related to the purchase of any capital investment.”

http://en.wikipedia.org/wiki/Total_cost_of_ownership

Accountability

For example, when you purchase a computer, estimate maintenance and upkeep costs for the machine. When you plan office space, consider the needs of your program over time. There are significant costs associated with maintaining systems, space, and equipment we no longer need.

- Help develop an easy-to-navigate, unified online presence by using expertise within and across departments
- Demonstrate electronic submission, capture, and dissemination of data, for example:
 - Client information
 - Employee information e.g. timesheets, mileage
 - Public records requests
 - Online payments
 - “One-stop-shopping” for users of County services
- Include a process for communicating results both internally and externally

4. Provide reliable information for decision-making, improving results, and reporting results.

Clear, accessible, and reliable information is essential to decision-making. Staff, elected officials and the community need clear, useful, reliable information that is easy to find.

If information is clear, useful, reliable, and easy to find, staff, elected officials and the community can:

- *Increase their understanding of county services and programs*
- *Be better able to make decisions*

Additionally, priority based budgeting depends upon effective performance measurement to make informed decisions, improve results, and clearly report results.

When the County provides information, both internally and externally, it is important to consider:

- *How people prefer to receive information*
- *Which information is most crucial and relevant to share*

This strategy links to the Results factors –

Measure and Report Results
Results Influence Decisions

This strategy impacts the Indicators of –

Perception of trust and confidence
Satisfaction with service quality, effectiveness and price
Price of Government

Accountability

We are looking for program offers that:

- Demonstrate a variety of communication strategies, both in sending information out to the community and receiving feedback, such as:
 - Electronically: blogs, YouTube, websites, e-newsletters, podcasting, etc.
 - In person: community forums, etc.
- Promote effective communication within and across departments
- Support the free flow of information, both inside and outside the County, to increase transparency and improve services
- Include measurable results and performance evaluation that can be easily quantified and used in decision making to close the loop of continuous process improvement.
- Ensure that when data is collected, there's an action plan for making decisions based on the data.
- Report program results and action plans to the community