



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

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SEPTEMBER 14 & 16, 2004

BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Tuesday Board Briefing: Update on Budget Priority Setting Process
Pg 2	9:30 a.m. Thursday Opportunity for Public Comment on Non-Agenda Matters
Pg 2	9:30 a.m. Thursday Second Reading and Possible Adoption of Ordinance Amending MCC Chapter 29: Building Regulations, Building Code to Add Fire-Flow Standards and Fire Apparatus Access Requirements for Private Streets and Driveways
Pg 3	9:35 a.m. Thursday Budget Modification FPM-01 Authorizing Reallocation of Facilities Capital Project Funds, FPM-01, Kelly Building Data Center Cooling Revisions Project
Pg 3	9:45 a.m. Thursday Executive Session

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Tuesday, September 14, 2004 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

B-1 Board Briefing: Update on Budget Priority Setting Process. Presented by Dave Boyer, Karyne Dargan and Mark Campbell. 2.5 HOURS REQUESTED.

Thursday, September 16, 2004 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM **SHERIFF'S OFFICE**

- C-1 Amendment to Government Non-Expenditure Contract (190 Agreement) 800674-1 with the City of Fairview, to Administer Fairview's Alarm Ordinance
- C-2 Amendment to Government Non-Expenditure Contract (190 Agreement) 800784-1 with the City of Gresham, to Administer Gresham's Alarm Ordinance

REGULAR AGENDA - 9:30 AM **PUBLIC COMMENT - 9:30 AM**

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES - 9:30 AM

- R-1 Second Reading and Possible Adoption of a Proposed ORDINANCE Amending MCC Chapter 29: Building Regulations, Building Code to Add Fire-Flow Standards and Fire Apparatus Access Requirements for Private Streets and Driveways

R-2 Budget Modification FPM-01 Authorizing Reallocation of Facilities Capital Project Funds, FPM-01, Kelly Building Data Center Cooling Revisions Project

Thursday, September 16, 2004 - 9:45 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(h). Only Representatives of the News Media and Designated Staff are allowed to Attend. Representatives of the News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Executive Session. No Final Decision will be made in the Executive Session. Presented by Agnes Sowle. 30 MINUTES REQUESTED.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Form Instructions

- For **HELP** on some of the form fields Press the **F1** key.
- Tab from each field for efficiency and to allow automatic formatting.
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Board Clerk Use Only

Meeting Date:	09/14/04
Agenda Item #:	B-1
Est. Start Time:	9:30 AM
Date Submitted:	09/07/04

Agenda Title: Board Briefing: Update on Budget Priority Setting Process

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Date Requested: September 14, 2004	Time Requested: 2.5 hours
Department: DBCS-Finance, Budget, & Tax	Division: Budget Office
Contact(s): Karyne Dargan, Dave Boyer	
Phone: 503-988-3312 Ext. 22457	I/O Address: 503/531
Presenter(s): Dave Boyer, Karyne Dargan, Mark Campbell	

General Information

1. What action are you requesting from the Board?

This briefing will update the Board on the activities of the Priority-Based Budget exercise to date. The Board will review FY 2005 available revenue figures and FY 2006 revenue projections, and will be asked to affirm the completion of Step 1 in the process (confirm the fiscal parameters).

2. Please provide sufficient background information for the Board and the public to understand this issue.

The County is in the process of designing a different way of preparing its annual budget. It wants to assure that it delivers results that matter most to citizens at the price citizens are willing to pay. In completing this budget priority-setting process, the County also wants to prepare itself to set priorities and purchase results in 2006 and beyond, and to be prepared for the budget reductions that will be required if the ITAX is repealed in November.

This will not be a traditional budget balancing exercise. The County desires to pursue a process that

answers the question "With the money we have, how can we best purchase the results that matter most to our citizens." The focus will be on what to keep, not on what to cut. The County has hired the Public Strategies Group (PSG) to facilitate the development of a mid-year budget adjustment to be adopted by the Board of County Commissioners in the event that the ITAX is repealed.

3. Explain the fiscal impact (current year and ongoing).

N/A—briefing only.

4. Explain any legal and/or policy issues involved.

N/A—briefing only.

5. Explain any citizen and/or other government participation that has or will take place.

The budget priority-setting process will include significant public participation. Public hearings and work sessions have been scheduled at various times during the upcoming months.

Required Signatures

**Department/
Agency Director:**



Date: 09/07/04

Budget Analyst:



Date: 09/08/04

Department HR:

Date: _____

Countywide HR:

Date: _____

Design Team Mid-Year Process 2005
MULTNOMAH COUNTY OREGON

9/14/2004
9:30am – 12:00 am
Boardroom



Agenda BCC Briefing

1. Opening Comments – Diane Linn and Serena Cruz (10 min.)
2. Where We Left Off (8/31/04) and What We've Been Doing - Cruz (5 min.)
 - a. Review of the Work Plan
 - i. Confirm Fiscal Parameters (9/14/04)
 - ii. Identify Priorities of Government – the Overarching Priorities that Citizens expect from their County Government (9/23)
 - iii. Build Cause and Effect Strategy Maps for each Priority Area (10/26)
 - iv. Link Existing Programs to Outcomes and Strategy Maps (10/26)
 - v. Program Options (10/26)
 - vi. Prepare Board to Rank Programs within Priority Areas (10/26)
 - vii. Rank the Programs in Each Priority Area (11/5)
 - viii. Decide What Programs will be funded and at What Level for the Remainder of the Fiscal Year (12/2) if Repeal Passes
 - ix. How we will move forward if the Repeal Fails
3. Confirmation of Step 1 – Fiscal Parameters – Mark Campbell (30 min.)
4. Progress on Step 2 – Identify Priorities of Government, Dave Boyer, Karyne Dargan and Laurie Ohmann (10 min)
5. Progress on Step 3 -Building Cause and Effect Strategy Maps and Priority Teams, Laurie Ohmann (PSG) (30 min)
 - a. Team Charter
 - b. Membership
6. Public Involvement Strategy – Bob Gravely (10 min.)
7. Communication Strategy Update – Gina Mattioda (10 min)
8. Calendar- Karyne Dargan (10 min.)
9. Next Steps – Diane Linn and Serena Cruz

EXHIBIT 1
MULTNOMAH COUNTY SERVICES CONTRACT
 Contract No.
STATEMENT OF WORK, COMPENSATION,
PAYMENT and RENEWAL TERMS

1. Contractor shall perform the following work:

The core result that the County seeks is to plan for the sunset of the ITAX and the development of a mid-year budget adjustment in the event that the ITAX is repealed. The County desires to do more than just balance its budget. It wants to assure that it delivers results that matter most to citizens at the price citizens are willing to pay. In completing this budget adjustment, the County also wants to prepare itself to set priorities and purchase results in 2006 and beyond.

This will not be a traditional budget balancing exercise. The County desires to pursue a process that answers the question "With the money we have, how can the County best purchase the results that matter most to our citizens." The focus will be on what to keep, not on what to cut.

PSG will facilitate the development of a mid-year budget adjustment to be adopted by the Board of County Commissioners in the event that the ITAX is repealed

The steps involved will include:

Step 1: Confirm the fiscal parameters for the ITAX Sunset, ITAX Repeal adjustment process. (Step completed immediately).

PSG and county fiscal staff will confirm the revenue impact of ITAX sunset, potential ITAX repeal as well as any other fiscal variances that are to be accounted for in the adjustment. In addition, we will confirm the relationship between adjustments in FY2005 and impacts on FY2006. This information will specify the total resources available for the balance of FY 2005 that can be used to purchase priority programs.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Confirm the fiscal parameters for the adjustment process – <i>Result: Clarification how much money the County has to purchase results in the second half of FY 2005.</i>	Assist County staff in expressing the budget parameters as 'available to purchase' rather than 'need to cut.'

Step 2: Identify the Priorities of Government - the Overarching Results That Citizens expect from their County Government – and Indicators for Each. (Step completed by September 24)

PSG will work with the County to identify the priority results around which the budget adjustment plan will be built. In doing so PSG will assist the County in identifying the most critical outcomes that citizens expect from their County government. The focus in this step is on results, not programs or individual services. For each result specific indicators will also be identified. Doing so will involve the following.

- PSG will review the County Benchmarks and the Service Efforts and Accomplishments information currently available. PSG will also review any other data sources that can serve as a foundation for this work.
- PSG will advise the County on the structure and content of focus group sessions as well as interpretation of the results. The focus groups will be designed to identify results that matter most to citizens, how they gauge success in achieving those results, and their relative priority. The County is responsible for forming the Focus Groups.
- PSG will facilitate the decision making process.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
<p>Identify the Priorities of Government - the Overarching Results That Citizens expect from their County Government – and Indicators for Each</p> <p><i>Result: A list of 8-10 priority results with indicators for each.</i></p>	<ul style="list-style-type: none"> ◆ Design focus group process and questions; and interpret results ◆ Integrate multiple sources of data into statements of results ◆ Link key indicators to results ◆ Facilitate decision making

Step 3: Build Cause - and - Effect Strategy Maps for Each Result. (Step completed by October 8).

PSG will facilitate small teams for each result area to develop strategy maps. These Results Teams will be drawn from the membership of the Executive Team, financial/ business managers, labor groups, departmental program staff that provide the service delivery and budget analysts. Each team will be assigned a specific result and will be charged to think about that result from a countywide perspective.

Strategy maps identify the factors that matter most to achieving the desired results. The creation of the maps is based on evidence of cause and effect relationships that lead to the outcomes identified in step 2. Decisions on which county programs to fund will be driven by the cause-effect relationships identified in the strategy maps. This will involve the following sub-steps:

- Identify Results Team members.
- Training session for team members on strategy mapping, using examples from other jurisdictions.
- PSG-facilitated sessions with each of the Results Teams to create the maps and assemble the evidence.
- Presentation of strategy maps and supporting evidence to the Board and design team for review, revision, and approval.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Build Cause - and - Effect Strategy Maps for Each Result <i>Result: A cause-effect map for each result with supporting evidence.</i>	<ul style="list-style-type: none"> ◆ Strategy mapping tools/ techniques ◆ Strategy maps developed in other jurisdictions ◆ Facilitating Results Teams

Step 4: Link Existing Programs to Outcomes and Strategy Maps. (Step completed by October 22).

PSG will support the finance staff and Results Teams in identifying which of the existing County programs link to the results chosen in Step 2 above. This will create an inventory of programs for each result. This will involve the following sub-steps:

- Inventory all County programs – including the degree that programs are mandated either by state law, County charter/ordinance or contract; specify mandate in terms of program existence, funding level, or service level.
- Identify FY 2005 (January 1 to June 30) costs to deliver each program.
- Select the result or results to which each program contributes.
- Teams will rank programs and provide results to the Board

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Link Existing Programs to Outcomes and Strategy Maps <i>Result: Every current program in the 2005 budget linked to one priority result.</i>	<ul style="list-style-type: none"> ◆ Resolving unusual or difficult to fit items (e.g. internal services, compliance activities, leadership functions, etc.) ◆ Designing data base to track and manage information ◆ Facilitate teams through the ranking process.

Step 5: Program Options. (Step completed by October 22).

PSG will work with each Results Team to review the programs linked to each result and develop options for program restructuring to be included in the ranking and purchasing process.

- Teams will create an array of options for consideration – not specific recommendations.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Program Options <i>Result: Options for program restructuring or realignment within each result area.</i>	Facilitating/ challenging teams to develop options based on strategy maps and program lists

Step 6: Prepare the Board and other County Elected Officials to Rank Programs within Result Areas. (Step completed by October 29).

The Board will be presented with packets for each result area that include:

- Statement of intended outcome that citizens expect.
- Relevant performance indicators (Benchmarks) that measure progress towards that result.
- Strategy map that lays out key cause-and-effect relationships among the factors that matter most to producing that result.
- The list of County programs that the teams believe best contribute to that result along with program restructuring options.

The Board will be given an opportunity to ask questions about the contents of the packets and revise the linkage of programs to the result areas if necessary.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Prepare the Board to Rank Programs within Result Areas <i>Result: Board clear about programs, program options and ranking process.</i>	<ul style="list-style-type: none"> ◆ Facilitating Board through clarification process ◆ Designing tool for ranking individually, compiling collectively and identifying points of agreement/ divergence

Step 7: Rank the Programs in Each Result Area. (Step completed by November 12. If the ITAX is not repealed Step 7 and Step 8 timelines may be extended to allow the Board additional input before the final ranking is completed.

PSG will facilitate the Board in ranking all of the programs and options in each result area in order of priority based on the assessment of the degree to which the programs contribute to the intended result. PSG will work with the County to develop a way to use technology to facilitate this ranking process.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Rank the Programs in Each Result Area <i>Result: Ranking of all programs in each result area based on their individual contribution to achieving the result.</i>	Facilitating the Board through the ranking process using the ranking tool

Step 8: Board of County Commissioners Will Decide What Programs Will Be Funded and At What Level for Remainder of Fiscal Year. (Step completed by November 26).

If voters approve the ITAX repeal, PSG will facilitate the Board's purchases of prioritized county programs within each outcome area. The result of this work will be the County's adjusted budget for FY2005.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Decide What Programs Will Be Funded and At What Level for Remainder of Fiscal Year <i>Result: Purchase plan for the remainder of FY2005 that can be implemented as a budget adjustment.</i>	<ul style="list-style-type: none"> ◆ Facilitating Board through the purchasing process ◆ Designing toll to draft individual purchase plans, compile them collectively and identify points of agreement/ divergence

Additional Considerations:

Public Involvement: PSG will work with the Board and design team to create multiple mechanisms that – within the challenging time constraints – will give the public opportunities to weigh in. These might include:

- Focus groups among citizens selected at random to gather feedback on the results that matter most, their relative priority, and indicators of success.
- Creating a survey (in both online and paper form) that invites Multnomah County residents to allocate a hypothetical \$100 across the result areas identified in Step 1 based on their perception of the relative priority of those results.

- Inviting members of the CIC and Citizen Budget Advisory Committees to participate.
- Holding public meetings in the community to get input on residents' budget priorities

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Public Involvement <i>Result: Multiple opportunities for the public to provide input to the budget process.</i>	<ul style="list-style-type: none"> ◆ Designing tools for involvement including: On- line surveys Public Hearings Facilitated meetings groups, committees, etc. ◆ Facilitating development of an overall involvement plan ◆ Supporting County staff responsible for execution

Decisions about how to facilitate public involvement will be made as part of the process of finalizing this work plan – by September 7.

Internal Communications: PSG will support implementation of the plan, as appropriate.

RESULTS	EXPERTISE/ EXPERIENCE/ TOOLS
Internal Communications <i>Result: County staff knows what is happening and why as well as how they can provide input.</i>	<ul style="list-style-type: none"> ◆ Designing tools for communication and involvement ◆ Supporting County staff responsible for execution

PSG Team

PSG's team for this work will include Peter Hutchinson, President, along with partners Laurie Ohmann (project manager), Steve Struthers and Connie Nelson all of whom have extensive experience with implementing Budgeting for Outcomes.

- 2. The maximum payment under this Contract, including expenses, is \$225,000. (\$200,000 for PSG services and \$25,000 estimated travel expenses).**

If, at any time, for any reason, the County is not satisfied with the results PSG produces, the County will notify PSG. If PSG cannot ameliorate the problem, the County in its sole discretion is not required to pay PSG under the terms of this contract and any amounts paid PSG will be refunded to the County.

3. County shall pay Contractor on the following basis:

On completion of each of the tasks listed below, Contractor shall submit a bill to the County for that work. The County shall pay the bill within 30 days after receipt provided that the work described in the bill has been completed in accordance with the terms of the Contract.

- \$40,000 when the fiscal parameters are set, results and indicators are specified and Board approves. (Steps 1 and 2)
- \$60,000 when strategy maps are completed and approved by the Board. (Step 3)
- \$40,000 when programs have been linked to results and the Board is prepared for ranking programs within each result area (Steps 4 and 5)
- \$30,000 when the Board completes its ranking and the budget adjustment is identified by the Board (Steps 6 and 7)
- \$30,000 based on an evaluation by Board members of the degree to which PSG met or exceeded their expectations.

4. County will pay expenses on the following terms and conditions:

In addition to the sums described above, Contractor shall be reimbursed for travel expenses. Receipts must be provided before reimbursements are made.

TRAVEL EXPENSE ALLOWANCES:

1. The County will pay for coach transportation only.
2. Rental cars - Reservation for Commercial Transportation
 - a. The standard car rental should be economy or compact unless there are three or more travelers sharing the same vehicle.
 - b. The County will not reimburse for luxury cars, sports cars, or sport utility vehicles.
1. Lodgings / Hotel
 - a. Government rates should be requested and accepted if available.
 - b. The County will only reimburse the cost of actual lodging expenses, not to exceed the single occupancy rate.

5. This contract may be renewed on the following basis:

Not renewable

****County shall have the right to withhold from payments due Contractor such sums as are necessary in County's sole opinion to protect County from any loss, damage, or claim which may result from Contractor's failure to perform in accordance with the terms of the Contract or failure to make proper payment to suppliers or subcontractors.**

BCC Briefing Mid-Year Process 2005 9/14/2004
MULTNOMAH COUNTY OREGON
Confirmation of Mid-Year and FY06 Financial Parameters



Mid-Year Reduction Target Amount

Budgeted BWC FY 2005	\$ 16,288,000	
<i>Estimated Actual BWC FY 2005</i>	<i>20,500,000</i>	
Additional BWC Available FY 2005	\$ 4,212,000	
<i>(Less ITAX Supported Programs)</i>		
Public Safety	\$ (8,000,000)	Amount Expended July - December, 2004
Health and Human Services	(8,000,000)	" " "
Collections/Audit	(2,000,000)	" " "
Ongoing Reductions (\$32.2 Million Annualized)	(16,100,000)	Amount Budgeted January - July, 2005
TOTAL Target Reduction FY 2005	\$ (29,888,000)	

FY 2006 Reduction Target Amount

Annualized Ongoing ITAX Programs	\$ (32,000,000)
<i>Estimated Structural Deficit</i>	<i>(6,000,000)</i>
Replenish Reserves	(2,000,000)
TOTAL Estimated Target Reduction FY 2006	\$ (40,000,000)

FY 2005 Resources Available to Fund County Priorities

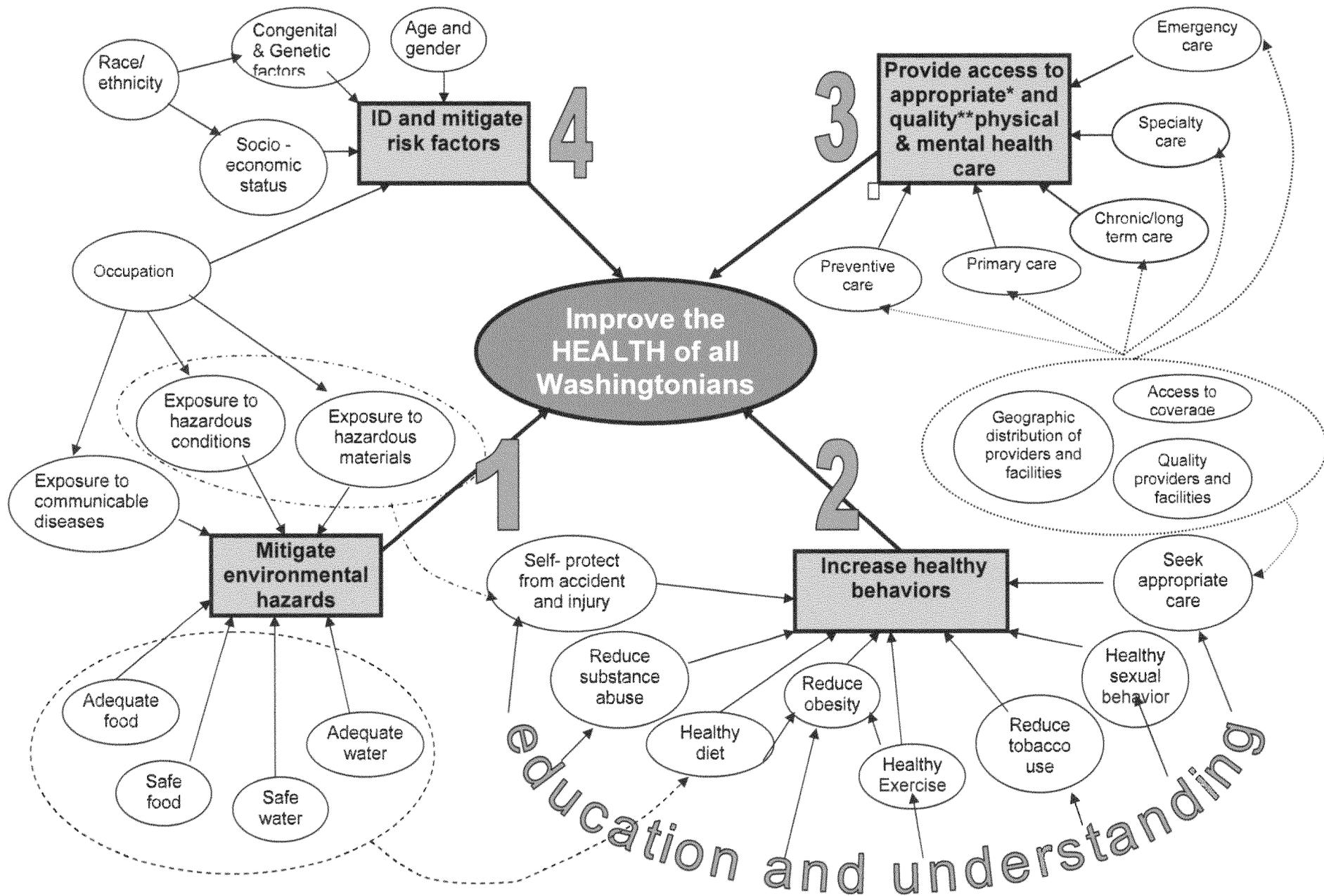
Total Budgeted GF FY 2005	\$ 409,016,000	
(Less) ITAX Funds to Schools	(93,451,000)	
Net Budgeted General Fund	<u>\$ 315,565,000</u>	
x 50% (Expended July - December, 2004)	\$ 157,782,500	Includes \$18M of ITAX Expenditures in Support of County Programs
(Less) Target Amount From Above	(29,888,000)	
Resources Available to Fund County Priorities	\$ 127,894,500	Amount Available January - June, 2005

BCC Mid-Year Process 2005
MULTNOMAH COUNTY OREGON
 9/14/2004

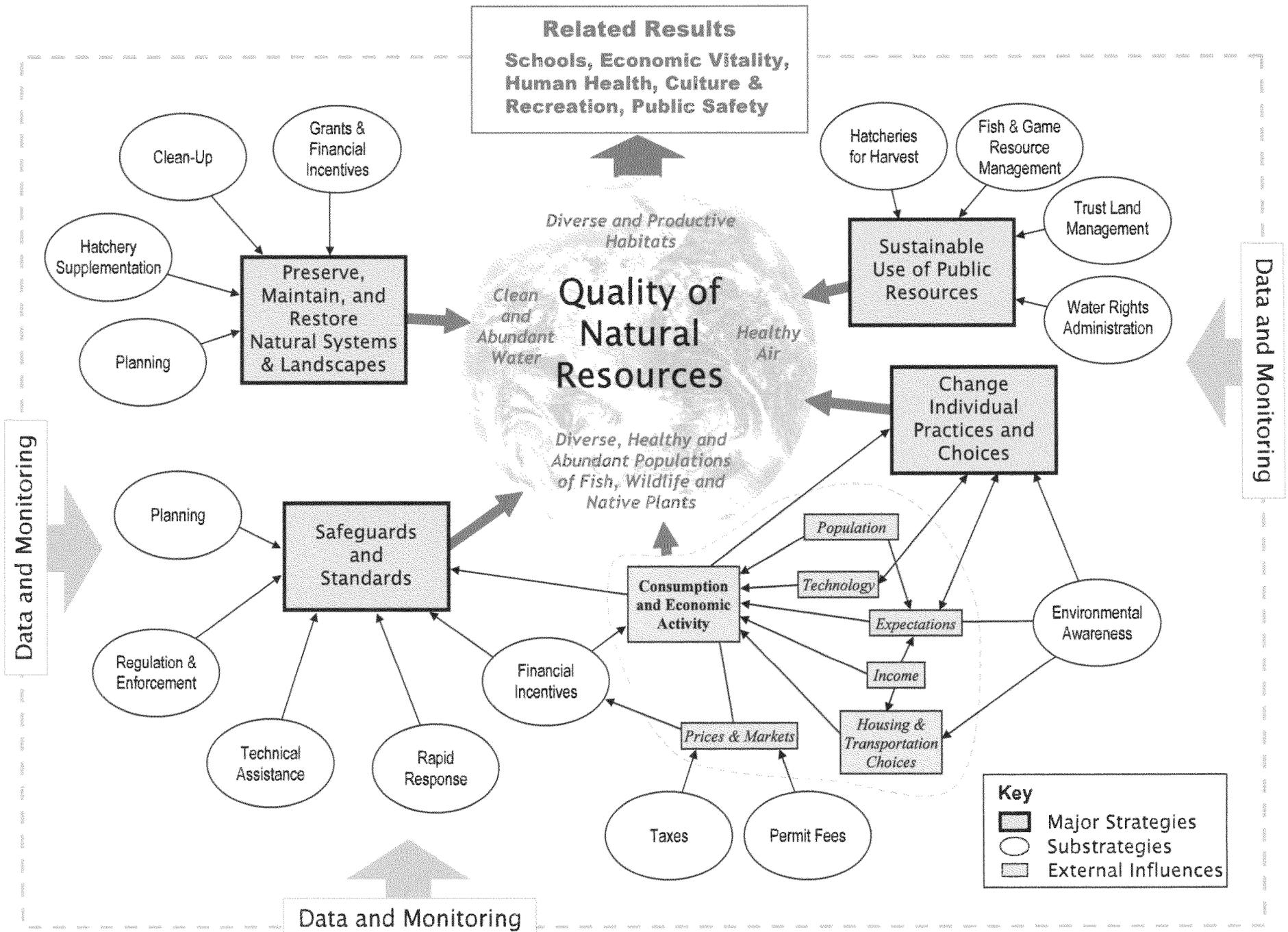


General Fund "Fixed Costs"
In FY 04-05 Budget

Description	Amount	Notes
Debt Service		
Series 2000	5,664,000	Multnomah Bldg, Blanchard Bldg, East County Health, Mead Bldg
Series 1998	3,572,000	Juvenile Justice, North Portland Health, Yeon Shop
Series 1999	2,743,000	Multnomah Bldg, East County Health
Portland Bldg	332,000	14th and 15th Floor PDX Bldg
TAN Interest	888,000	Interest Payment on Short Term Notes
Oregon Food Bank Debt	65,000	
Mainframe Migration	1,170,000	GF Support of IBM Conversion
Capital Lease Payments	254,000	\$162K Payment Expires in FY05
A&T/SB 2338 Grant	11,891,000	Required by Agreement w/ DOR
Elections	3,176,000	
State Mandated Expenses	3,136,000	Building Costs for State Courts
BIT to East County Cities	2,633,000	IGA - 25% of .6% BIT Collections
Tax Supervising	280,000	Prescribed by State Statute
Citizen Involvement Committee	156,000	Prescribed by County Charter
Subtotal - Mandated Expenses	35,960,000	
Fee Supported Programs	2,995,000	Health Department
Subtotal - Other	2,995,000	
Contingency	5,415,000	
Carry Over Amendments	1,358,000	
Reserve	12,100,000	5% GF Reserve; Not Fully Funded
Subtotal - Contingency/Reserve	18,873,000	
Total General Fund "Fixed Costs"	57,828,000	



Natural Resources Results Map



MULTNOMAH COUNTY PRIORITY BASED BUDGETING

Priority Team Charter for XXXXX Result

Authorizer: Who is delegating authority and responsibility to the team?

- The Design Team for Multnomah County's Priority Based Budgeting Priority setting process.

Purpose: Why does the team exist? What result is it to produce?

- The team's assigned result is: XXXXXXXXX
- The team exists to develop a recommended plan for how Multnomah County can purchase county programs and activities that will best deliver this result to its citizens.

Goals: What will be produced? When?

- The Team will be assigned a countywide result. The Team is expected to provide the Design Team with a priority ranking of County programs and activities based on the degree to which they contribute to producing the desired result.
- This work is to be completed by October 31.

Deliverables:

1. Affirmation of the indicators that the Design Team has proposed to measure progress against the assigned result or suggestions for improved or alternative indicators.
2. Strategy map showing the factors that make the most difference in achieving the result.
3. Preliminary ranking of programs and activities based on the degree to which they make a difference in achieving the result.

Approach: What steps are to be completed or processes employed?

- The Team is expected to act as a purchasing agent for the citizens of Multnomah County and, "wearing the citizen hat," think exclusively about how best to produce the desired result on citizens' behalf.
- The Team is *explicitly not constructed* as a collection of various stakeholders whom they are to represent.
- The Team will develop a cause-effect map, which visually describes the factors necessary to achieve the desired result.
- Cause-effect relationships should be based on an analysis of available evidence about what works and what matters most in producing the desired result.
- Activities or programs will then be rank ordered based on their contribution to achieving the desired result. The ranking process will include current county programs and activities as defined by the Budget Office and may include modified versions or other options as defined by the Team.
- The work of the Priority Team will be reviewed by the Design Team and then submitted to the BCC for their consideration.

The team will address the following questions in the course of its work:

1. Why are we doing Priority Based Budgeting? What is the context?
2. What is our assignment? Review the charter and seek clarification.
3. What are the norms for participating on this team (e.g. candor, self-interest, hierarchy, confidentiality, punctuality, etc.)?
4. How will we make decisions? (voting, consensus, etc.)
5. What is the result that we have been assigned?
6. What are the best indicators that this result is being achieved? If we achieved all of the indicators will we have achieved the result?
7. What are the best strategies to achieve this result? What does evidence show works best and matters most? If these strategies were successfully implemented would they produce the desired result and move the indicators in the desired direction?
8. What activities, programs etc. will assure that we achieve the result? Do these programs/activities impact other results identified by the Board?
9. How would we rank order all of the programs and activities in our result area that are part of the current budget? Are there program modifications or other program options that should be considered and ranked as well?
10. What are our final recommendations?

Team Membership: Who are team members? Team Leader? Team Facilitator?

The members assigned to this team are XXXX, XXXXXX, XXXXXX.

The Team Leader for this team is XXXXXX. The Team Leader is responsible for setting agendas and seeing that the team accomplishes its objectives and completes its deliverables. He or she is also responsible for serving as the liaison with the Design Team. The Team Leader does not need to be someone with expertise in the result area for his/her team.

The Team Facilitator for this team is XXXXXX. The Team Facilitator is responsible for managing the process and helping the team stay on track. He or she assures that there are positive group dynamics and that the ideas generated at team meetings are captured. The Team Facilitator does not need to be someone with expertise in the result area for his/her team.

Boundaries: What is the team's authority?

- The team is not constrained by and may recommend changes in current policies and services offered, working assumptions and operating procedures if such changes will lead to procuring better results for Multnomah County citizens.
- The team may make recommendations for changes in enterprise-wide functions and processes.
- The BCC will make the final decisions as to the budget and actual purchase of services.

Support: What additional resources are available to support the team?

- The team will receive orientation, training and on-going support from the Public Strategies Group.
- The County's budget staff will provide budget expertise to each team.

PRIORITY TEAM MEMBERSHIP

MULTNOMAH COUNTY PRIORITIES SETTING PROCESS

Priority Teams are chartered by the Design Team to develop a priority ranking of those County programs and activities that contribute to producing their assigned result. These rankings will be based on strategy maps developed by each Priority Team. Strategy maps identify the factors that matter most to achieving the desired results and are created based on evidence of cause and effect relationships that lead to the outcome or result identified.

There will be a Priority Team formed for each of the results identified by the Design Team and affirmed by the Board at the conclusion of Step 2 of the priority setting process. The process for creating Priority Team will be as follows:

1. The Design Team and then the Board will, by September 21st, identify the priorities of Multnomah County government. These priorities will be the overarching results that citizens expect from their county government.
2. The Design Team and then the Board will also identify two – three indicators for each result against which success in achieving each result will be measured. Indicators will also be identified by September 21st.
3. The Design Team, with input from the Board, Departments and Labor, will decide the membership of each Priority Team.
4. Teams will be limited to six – eight members, one of whom will be the team lead and another will act as team facilitator. The Design Team will identify Priority Team leads and facilitators.
5. Team members will be expected to “wear the citizens’ hat” and act on behalf of the citizens of Multnomah County in completing their work.
6. Priority teams are expressly not composed of representatives of stakeholders; however, team members will be drawn from across county functions.

Suggested Team Composition & Member Characteristics

1 - Team Leader: The Team Leader is responsible for setting agendas and seeing that the team accomplishes its objectives and completes its deliverables. He or she is also responsible for serving as the liaison with the

Design Team. The Team Leader does not need to be someone with expertise in the result area for his/her team.

1 - Team Facilitator: The Team Facilitator is responsible for managing the process and helping the team stay on track. He or she assures that there are positive group dynamics and that the ideas generated at team meetings are captured. The Team Facilitator does not need to be someone with expertise in the result area for his/her team.

1 - 2 Team Members drawn from areas of expertise related to the result.

1 - Team Member with budget experience from the Finance & Budget Office.

1 - 3 Team Members who can adopt an 'agent for citizens' perspective and advocate for the desired result from a citizen's point of view.

Team members could be drawn from:

- Across county departments and elected officials' offices
- Local, non-county jurisdictions
- Labor Unions
- Office of Citizen Involvement
- Citizen Budget Advisory Committee

Team Support: Teams will be supported by the Public Strategies Group. Teams are free to access outside expertise in the accumulation of evidence to support their result.

Communication Tools

Tools	County Employees	Clients/ Partners/Members of the Public	Media
Countywide emails from Chair Linn and Commissioner Cruz on design team activities.	✓		
MINT site updates on design team activities.	✓		
MINT site information on sunset and proposed repeal of temporary income tax.	✓		
Website information on sunset and proposed repeal of temporary income tax.	✓	✓	✓
Website survey	✓	✓	✓
Fact Sheet in Q&A format on sunset and proposed repeal of temporary income tax.	✓	✓	✓
Visual document representing how temporary income tax funds have been allocated.	✓	✓	✓
Document outlining funding for services and programs.	✓	✓	✓
Talking points on how temporary income tax funds have been allocated (for designated spokespeople).	✓		

Communication Tools

Tools	County Employees	Clients/ Partners/Members of the Public	Media Partners/Members of the Public
Letter to community groups who contract for services with the county.		✓	
List of clients who can speak about temporary income tax funded services they received.			
Brown bag discussions.	✓		✓

9/13/04

September

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9 Design Team 1:00-3:00	10	11
12	13	14 BCC Briefing 9:30-Noon Design Team CANCELLED	15	16	17	18
19	20	21 Design Team 9:30-11:00	22	23 BCC Work Session 11:00-Noon Priority Teams: initial training	24 Priority Teams begin work	25
26	27 Priority Teams develop strategy maps	28 Priority Teams develop strategy maps	29	30		

October

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 <i>Priority Teams: Strategy Mapping</i>	5 BCC Work Session 9:30-Noon D3 Public Session 6:00-8:00	6	7	8 Design Team 9:00-12:00	9
10	11 <i>Priority Teams: Program Linking</i>	12	13	14 BCC Work Session 10:00-Noon D1 Public Session 6:00-8:00	15	16
17	18 <i>Priority Teams: Ranking Program Options</i>	19 BCC Work Session 9:30-Noon D2 Public Session 6:00-8:00	20	21	22	23
24	25 Design Team 3:30-5:00	26 BCC Work Session 9:30-Noon D4 Public Session 6:00-8:00	27	28 BCC Work Session (backup date)	29	30
31						

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November

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
	1	2 ELECTION DAY	3	4	5	6
7	8	9 BCC Work Session 9:30-Noon Public Hearing 6:00-8:00	10	11	12	13
14	15	16 BCC Work Sessions 9:30-12:00 1:30-4:00	17	18	19 BCC Work Session 9:30-Noon	20
21	22 Public Hearing 6:00-8:00	23 BCC Work Sessions 9:30-12:00 1:30-4:00	24	25	26	27
28	29	30 BCC Work Session D-DAY 9:30-12:00				

December

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
			1	2 Public Hearing BCC Adopts Financial Plan	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	