

December 22

IV. Saturday, January 7, 1984

9:00 A.M.
Portland State University
Room 333 Smith Memorial Center
1825 SW Broadway
Portland, Oregon

Agenda

Committee Work Session

Charter Review Committee
2505 SE 11th Avenue
Portland, OR 97202



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING
2505 S.E. 11TH AVENUE
PORTLAND, OREGON 97202
(503) 248-5018

MEMBERS

Florence Bancroft
Tanya Collier
Chad Debnam
Marlene Johnsen
Penny Kennedy
Carol Kirchner, Vice-Chair
Leeanne MacColl
Roger Parsons
Ann Porter
Linda Rasmussen
Rev. Frank Shields, Chair
Paul Thalhofer
John Vogl

STAFF

Robert J. Castagna,
Project Manager
Maribeth McGowan,
Secretary

December 14, 1983

PUBLIC MEETING NOTICES

I. Thursday, December 22, 1983

3:30 - 5:30 P.M.

Ford Building Third Floor Conference Room
2505 SE 11th Avenue
Portland, Oregon

SUBCOMMITTEE ON THE AUDITOR'S OFFICE

Agenda

- Don Clark, Former County Executive; Cogan & Associates
 - Alexis Dow, Senior Audit Manager, Price Waterhouse; Member, Citizen Advisory Committee, County Auditor
 - Phil Bogue, Assistant to the President, Portland State University; Member, Citizen Advisory Committee, County Auditor
 - Paul Yarborough, Director, Department of Environmental Services
 - Alan Percell, Washington County Auditor
- Each witness will appear before the Subcommittee for approximately 15 minutes. Following the testimony, the Subcommittee will hold a brief work session.

II. December 22, 1983, full Committee meeting has been postponed until January 4, 1984.

III. Wednesday, January 4, 1984

6:00 P.M.

The Portland Building
Hearing Room C
1120 SW 5th Avenue
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Presentation of the Staff Report Identifying Issues
Submitted to the Committee

(over)



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MINUTES

Public Meeting: December 22, 1983

Pursuant to notice by press release to newspapers of local circulation throughout Multnomah County and on the mailing list of the Committee and members of the Committee, a public meeting of the Multnomah County Home Rule Charter Review Committee's Subcommittee on the Auditor's Office was held at the Ford Building, First Floor, 2505 SE 11th Avenue, Portland, Oregon. The meeting convened at 3:30 p.m.

Present were Chair Tanya Collier and Subcommittee members John Vogl, Penny Kennedy, and Chad Debnam. Absent was Marlene Johnsen. Additional members present were Ann Porter and Frank Shields. Staff present were Robert Castagna and Maribeth McGowan.

The agenda included testimony from the following:

- Don Clark, Former County Executive; Cogan & Associates
- Alexis Dow, Senior Audit Manager, Price Waterhouse;
Member, Citizen Advisory Committee, County Auditor
- Phil Bogue, Assistant to the President, Portland State University; Member, Citizen Advisory Committee, County Auditor
- Paul Yarborough, Director, Department of Environmental Services
- Alan Percell, Washington County Auditor

Testimony by Don Clark:

Clark stated his satisfaction with the working relationship he had as County Executive with the Auditor: it was correct, not overly aggressive. He feels that the Auditor is the people's "watch dog" and that, on the whole, the Auditor's function is appropriate and the Auditor makes managers manage better.

Clark commented that while he was County Executive he had the opportunity to read and comment on the audit reports. In these reports either his concerns or a public issue was raised. Generally, Clark believes the public good is served by the Auditor's Office.

In response to Ann Porter's question regarding Jewell Lansing's 1981 Proposals covering all irregularities, Clark stated that the performance auditing, generally speaking, was constructive.

Porter asked Clark about the County Executive or his designee reporting back to the Board or to the Auditor: a written response to whom?

Clark said to the public. He noted that while the report is appropriately addressed to the Auditor, it is to the public. Clark stated that under the separation of powers, the Board has no power over the County Executive.

Tanya Collier asked about minimal levels of staffing requirements in the Charter.

Clark answered no. These things should be taken care of politically, according to Clark. Clark went on to say that if those kinds of minimal staffing requirements were designated, the ability of the Board is taken away re: making those hard decisions about public resources and meeting whatever challenges.

Responding to Collier's question, Clark said that he does not think that an auditor should be required to have credentials. He noted, however, that the Auditor would be vulnerable if there were no CPA on her staff.

Testimony by Alexis Dow:

Ms. Dow provided her resume and the booklet "Enhancing Government Accountability."

In her opening remarks Dow stated that among her clients is Multnomah County. Her experience is in government auditing and government accounting.

Dow commented that the similarity between a county auditor and an outside independent auditor is in the name only:

- The focus of a CPA or an outside auditor is on financial reporting -- the county financial statement.
- The focus of the county auditor is on internal operations.

Dow emphasized the following points:

1. The responsibilities/duties of an outside auditor are to provide a report on those county financial statements. The report addresses whether or not the financial statements are fairly presented in accordance with Generally Accepted Accounting Principles. But the primary focus of those financial statements is that they are a fair representation of the county operations and financial position.
2. There are two primary financial statements:
 - a. Statement of operations, which provides a comparison of expenditures for the year compared to the budget and revenues.
 - b. Balance sheet, which gives a picture at the end of the calendar year of exactly what the financial position is -- what the assets are, what the liability is, and what the fund-balance of the county would be.

Dow pointed out that it is most important to look at the financial statements that are developed by the county's own staff and to test the numbers that are in the statement and are supported by information that has been generated by systems within the county.

Dow stated that while she is testing these numbers she must test internal controls because she must know how reliable the systems are -- if they are not reliable, more testing; if they are reliable, more limited testing of systems can be done. (To sum up: determine what systems exist and how strong/reliable they are.)

According to Dow, the outside CPA's role differs from that of the county auditor in that the outside auditor does not study a particular operation or a particular system in detail with the purpose of generating recommendations. The county auditor's role (and that of any internal auditor within a commercial entity or a profit organization) is more maintenance of systems and productivity improvement.

In summary, the external auditor's primary focus is on financial reporting and the peripheral focus is on operations, management, and recommendations; the county auditor (internal auditor) has the primary focus of making sure that the systems stay intact and are reliable and looking for productivity improvement.

In response to Penny Kennedy's inquiries, Dow stated that the report (from Price Waterhouse) is issued to the Board of County Commissioners and is filed with the State of Oregon. The report is a public document and is available to the public. Dow continued to say that each commissioner has different responsibility areas and if there were a recommendation made relative to his/her responsibility area, the commissioner would follow-up on it. Dow noted that, in fact, there usually is a response prepared from management relative to what her suggestion is.

Collier asked if Price Waterhouse automatically flags the auditor's office when a problem is spotted. Dow's reply was no. She stated that while performing the audit she works closely with financial management and the county auditor.

In response to Chad Debnam's question, Dow remarked that there have not been problems relative to the fact that different audits are going on simultaneously. She noted that any problems that arise will be in the management recommendation letter.

Testimony by Paul Yarborough:

Mr. Yarborough provided a written statement. (See Exhibit A.)

Yarborough's testimony focused on an audit which was done on his department.

Yarborough commended the job performed by the county auditor as an extremely thorough audit. According to Yarborough, the audit is a product that is going to make it much easier for his department to make additional changes. Philosophically, as a manager, Yarborough believes that a financial audit should be done, ideally, once a year; operational audits are needed every four or five years.

Yarborough stated that the Auditor's Office (AO) is the only repository of management analysis capability in county government. He likes having that outside look in problem-solving.

Yarborough feels that the AO staff should be increased so that the capability to do this type of analysis on a more frequent basis throughout the county is (also) increased. He believes it is cost effective to have that capability centered in one office.

Yarborough commented that he does not know what the long-term political ramifications are of having an elected versus a non-elected auditor.

John Vogl asked about each department having an operational audit. Yarborough replied by saying that he thinks it is a good business to have an operational audit every four or five years.

In response to Collier's question, Yarborough stated that his department will report to the Auditor, the Board of County Commissioners, and the County Executive.

Responding to Debnam's inquiry, Yarborough said that he feels that an auditor should be a professional. He noted that if the auditor's position were elected he is not sure about requiring specific credentials. He feels that an auditor does not necessarily have to be an accountant to do operational audits; however, the auditor should be an accountant in order to perform financial audits.

Yarborough stated that in any operation, the auditor will find something that can be done better. He feels the real key is how one responds to an audit - defensively?

Testimony by Phil Bogue:

Bogue said that the auditing function at the local level is performing much better than at the state level.

In response to Porter's question, Bogue stated that he sees nothing wrong with an elected auditor. Bogue commented that the federal auditor, the head of the GAO, is part of the legislative branch of government and is appointed by the president, is approved by Congress, and serves a 12-year term. According to Bogue, he (the federal auditor) is the only individual in the government who communicates directly with the Congress (other than the President of the United States). His basic mission is to make sure the will of Congress is carried out by the administration.

If the auditor is not elected, Bogue feels that it should be in the Charter that the auditor be appointed by the board or by the executive with board approval for a six to eight year term.

In Bogue's opinion, for the auditor to serve at the will of the executive is a mistake.

Responding to Porter's inquiry, Bogue stated that if the auditor were to remain elected, a partisan election does work in Washington State.

In response to Collier's question, Bogue stated that the Charter should not cite credential requirements for the county auditor. He emphasized that the key is to get professionals in the AO.

Collier asked his opinion about having something in the Charter to assure some level of staff.

Bogue said that his preference is not to have anything in the Charter on this, but rather discuss it publicly between the auditor

and the board. It is a good checks and balance system between the executive and the board and the auditor -- all working together.

Collier asked about a required response from the executive or the board. Bogue said that he believes that a response should clearly be required and would like to see it in the Charter and these responses should be just as public as the (audit) report.

Testimony by Alan Percell:

In his opening statement, Percell explained Washington County's charter requirements and how its charter is organized.

Washington County does not have a charter requirement that administration of the board should reply to reports -- the requirement for these reports are incorporated in the board of county commissioners' own rules and procedures.

One approach that could be tried to make the audit process much more of the checks and balances that already is there is to give the legislative branch the responsibility for having the audit function within that branch -- fixed term, appointment, audit professional -- in effect, do the audit work for the elected commission.

This approach would tend to strengthen the auditor's clout with the county executive -- legislative branch would follow through. The weakness is that the voters lose their watchdog, according to Percell.

Percell gave his opinions on qualifications for an auditor. He noted that having qualifications would be difficult if there were too small of a staffing situation and the auditor were not qualified to do audits him/herself. If the budget were in jeopardy, the appointee by the legislature looks even better, according to Percell, because there is a guarantee (hopefully) that the legislature would appoint someone who is professional. If the AO had a well-rounded staff and funding which is secure (because there is voter support), Percell favors an elected auditor, no qualifications.

Percell said that he would not define the budget in the Charter because if there were a budget change, it must go before the voters. Washington County has established a basic minimum funding level, even though it is not cited in the Charter.

In answering Porter's question, Percell stated in part that if there is a good separation (of powers) and the board is setting good policy, and the executive is doing a good job of running things -- he is not sure that a third element (an elected auditor as a policy maker, like a "6th commissioner") is needed. He would rather see the legislative branch have that (audit) tool and still have an

independent auditor, which would strengthen the legislative branch and further the separation in the county.

In response to Collier's statement, Percell noted that one of the strengths of the auditor is not being a part of the organization being audited, which means, according to Percell, an auditor takes on the audit with a fresh viewpoint. Percell also feels that it is almost healthy for the process to rotate those in the auditor's staff.

Responding to Debnam's question, Percell said that the only thing the (Washington County) charter says is that the auditor is to report to the board; it does not say how (written or oral).

Percell commented that one of the difficulties of being an elected auditor is that there is a large audience to whom to report.

A question and answer discussion ensued regarding Washington County's Chairman of the Board, government structure, urban/rural districts, and board of county commissioners.

Subcommittee Business:

Collier proposed that this Subcommittee fit a time line in at the January 7th work session to decide and discuss the auditor issue as a full Committee and see how the full Committee would like this Subcommittee to proceed.

Robert Castagna stated that the recommendations are included in the staff report.

The meeting adjourned at approximately 5:00 p.m.

Respectfully submitted,

Maribeth McGowan
Maribeth McGowan
Secretary



EXHIBIT A

MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
2115 S.E. MORRISON
PORTLAND, OREGON 97214
(503) 248-5000

DENNIS BUCHANAN
COUNTY EXECUTIVE

December 22, 1983

Multnomah County Charter Review Committee:

I have been asked to comment on the recent audit of the County Engineering Division.

I took office as County Director of Environmental Services at the beginning of 1983. Mr. Larry Nicholas also joined the County, as County Engineer, at the beginning of the year. Both Mr. Nicholas and I are convinced that periodic audits are good management practice.

Our first order of business was to initiate various procedural and organization changes to improve production, and to begin an update of the County's Road Capital Improvements Plan. We also reached an early conclusion that a thorough, objective review of all engineering operations and policies would be of value and that we needed outside assistance to expedite it.

Consequently, we met with the County Auditor, discussed our interests, and requested an early date for an operations audit.

A two person audit team began in July, 1983. They reviewed the organization, procedures, records, workload and assignments, reporting relationships, schedules, systems, and finances. They tracked projects and paper flow, conducted interviews with department staff, staff related departments, contractors and managers. As the audit progressed, the audit team reviewed findings and preliminary recommendations with Mr. Nicholas, myself, and other key managers.

It is our opinion that the audit was thoroughly and professionally done, and in a constructive improvements-oriented manner rather than in the negative fault-finding sense. We believe the audit report will be of great value in the achievement of our management objectives.

Sincerely,

Paul Yarborough, Director
Department of Environmental Services

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Ford Building Third Floor Conference Room
2505 SE 11th Avenue
Portland, Oregon

SUBCOMMITTEE ON THE AUDITOR'S OFFICE

Agenda

- Don Clark, Former County Executive; Cogan & Associates
 - Alexis Dow, Senior Audit Manager, Price Waterhouse; Member, Citizen Advisory Committee, County Auditor
 - Phil Bogue, Assistant to the President, Portland State University; Member, Citizen Advisory Committee, County Auditor
 - Paul Yarborough, Director, Department of Environmental Services
 - Alan Percell, Washington County Auditor
- Each witness will appear before the Subcommittee for approximately 15 minutes. Following the testimony, the Subcommittee will hold a brief work session.

II. December 22, 1983, full Committee meeting has been postponed until January 4, 1984.

III. Wednesday, January 4, 1984

6:00 P.M.

The Portland Building
Hearing Room C
1120 SW 5th Avenue
Portland, Oregon

Agenda

Presentation of the Staff Report Identifying Issues
Submitted to the Committee

(over)

IV. Saturday, January 7, 1984

9:00 A.M.
Portland State University
Room 333 Smith Memorial Center
1825 SW Broadway
Portland, Oregon

Agenda

Committee Work Session

Charter Review Committee
2505 SE 11th Avenue
Portland, OR 97202



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING
2505 S.E. 11TH AVENUE
PORTLAND, OREGON 97202
(503) 248-5018

MEMBERS

Florence Bancroft
Tanya Collier
Chad Debnam
Marlene Johnsen
Penny Kennedy
Carol Kirchner, Vice-Chair
Leeanne MacColl
Roger Parsons
Ann Porter
Linda Rasmussen
Rev. Frank Shields, Chair
Paul Thalhofer
John Vogl

STAFF

Robert J. Castagna,
Project Manager
Maribeth McGowan,
Secretary

December 14, 1983

PUBLIC MEETING NOTICES

I. Thursday, December 22, 1983

3:30 - 5:30 P.M.

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Portland, Oregon

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Agenda

Presentation of the Staff Report Identifying Issues
Submitted to the Committee

(over)

Charter Review Committee
2505 SE 11th Avenue
Portland, OR 97202



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

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Maribeth McGowan,
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December 2, 1983

PUBLIC MEETING NOTICES

I. Wednesday, December 7, 1983

7:00 P.M.
Marshall High School
3905 SE 91st
Portland, Oregon

Agenda

State Legislators Representing Multnomah County
Residents

Senator Rod Monroe, District 7
Representative Tom Mason, District 11
Representative Ed Leek, District 18
Representative Jane Cease, District 19
Representative Annette Farmer, District 20
Representative Glenn Otto, District 22

II. Thursday, December 22, 1983

3:30 - 5:30 P.M.
Ford Building
Third Floor Conference Room
2505 SE 11th Avenue
Portland, Oregon 97202

SUBCOMMITTEE ON THE AUDITOR'S OFFICE

The agenda includes additional testimony
on the office of County Auditor

III. Thursday, December 22, 1983

7:00 P.M.
The Portland Building
Hearing Room C
1120 SW 5th Avenue
Portland, Oregon 97204

Agenda: Staff Report on Issues Submitted to the
Committee
Other Committee Business

Charter Review Committee
2505 SE 11th Avenue
Portland, OR 97202





MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING
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December 2, 1983

PUBLIC MEETING NOTICES

I. Wednesday, December 7, 1983

7:00 P.M.
Marshall High School
3905 SE 91st
Portland, Oregon

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SUBCOMMITTEE ON THE AUDITOR'S OFFICE

The agenda includes additional testimony
on the office of County Auditor

III. Thursday, December 22, 1983

7:00 P.M.
The Portland Building
Hearing Room C
1120 SW 5th Avenue
Portland, Oregon 97204

Agenda: Staff Report on Issues Submitted to the
Committee
Other Committee Business



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING
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December 2, 1983

PUBLIC MEETING NOTICES

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7:00 P.M.

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3905 SE 91st
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SUBCOMMITTEE ON THE AUDITOR'S OFFICE

The agenda includes additional testimony
on the office of County Auditor

III. Thursday, December 22, 1983

7:00 P.M.

The Portland Building
Hearing Room C
1120 SW 5th Avenue
Portland, Oregon 97204

Agenda: Staff Report on Issues Submitted to the
Committee
Other Committee Business

Charter Review Committee
2505 SE 11th Avenue
Portland, OR 97202

1. The purpose of the Charter Review Committee is to review the Charter of the City of Portland and to recommend changes to the Charter to the City Council.

2. The Charter Review Committee shall be composed of seven members, five of whom shall be appointed by the City Council and two of whom shall be appointed by the Mayor.

3. The Charter Review Committee shall hold public hearings on the Charter and shall submit its recommendations to the City Council within six months of its creation.

4. The Charter Review Committee shall have the authority to hire and fire staff and to set its own budget.

5. The Charter Review Committee shall report its findings and recommendations to the City Council.

6. The Charter Review Committee shall be subject to the oversight of the City Council and the Mayor.

7. The Charter Review Committee shall have the authority to conduct investigations and to hold public hearings on the Charter.

8. The Charter Review Committee shall have the authority to make recommendations to the City Council on the Charter.

9. The Charter Review Committee shall have the authority to make recommendations to the City Council on the Charter.

10. The Charter Review Committee shall have the authority to make recommendations to the City Council on the Charter.

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15. The Charter Review Committee shall have the authority to make recommendations to the City Council on the Charter.



CHARTER REVIEW COMMITTEE



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING
2505 S.E. 11TH AVENUE
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December 2, 1983

PUBLIC MEETING NOTICES

I. Wednesday, December 7, 1983

7:00 P.M.

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3905 SE 91st
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SUBCOMMITTEE ON THE AUDITOR'S OFFICE

The agenda includes additional testimony
on the office of County Auditor

III. Thursday, December 22, 1983

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The Portland Building
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Agenda: Staff Report on Issues Submitted to the
Committee
Other Committee Business

Charter Review Committee
2505 SE 11th Avenue
Portland, OR 97202



MULTNOMAH COUNTY OREGON

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SUBCOMMITTEE ON THE AUDITOR'S OFFICE

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III. Thursday, December 22, 1983

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Committee
Other Committee Business

Charter Review Committee
2505 SE 11th Avenue
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INTERNATIONAL BROTHERHOOD OF TEACHERS



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

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MULTNOMAH COUNTY OREGON

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CHARTER REVIEW COMMITTEE



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

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OREGON DEPARTMENT OF EDUCATION



MULTNOMAH COUNTY OREGON

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MULTNOMAH COUNTY OREGON

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UNIVERSITY OF OREGON



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

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