

March 10, 2006

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

I want my Government to be accountable at every level

“Responsibility is the obligation to act whereas accountability is the obligation to answer for an action.”

Treasury Board of Canada

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.

Indicators 1 and 2¹

- 1. Perception of trust and confidence**
- 2. Satisfaction with service quality, effectiveness and price**

The indicators for Accountability are subjective. The above were developed as proxy measures to reveal the accountability relationship between citizens and their government. Both measures are qualitative and based on citizen perception.

Currently, data gauging citizen perceptions of trust and satisfaction with government are not being collected. The team recommends use of the questions proposed by the Auditor to be included in the next Citizen survey.

Indicator 3

3. Price of Government²

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

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

Accountability

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The Price of Government is a quantitative measure calculated as the sum of taxes, fees and charges divided by the total 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.

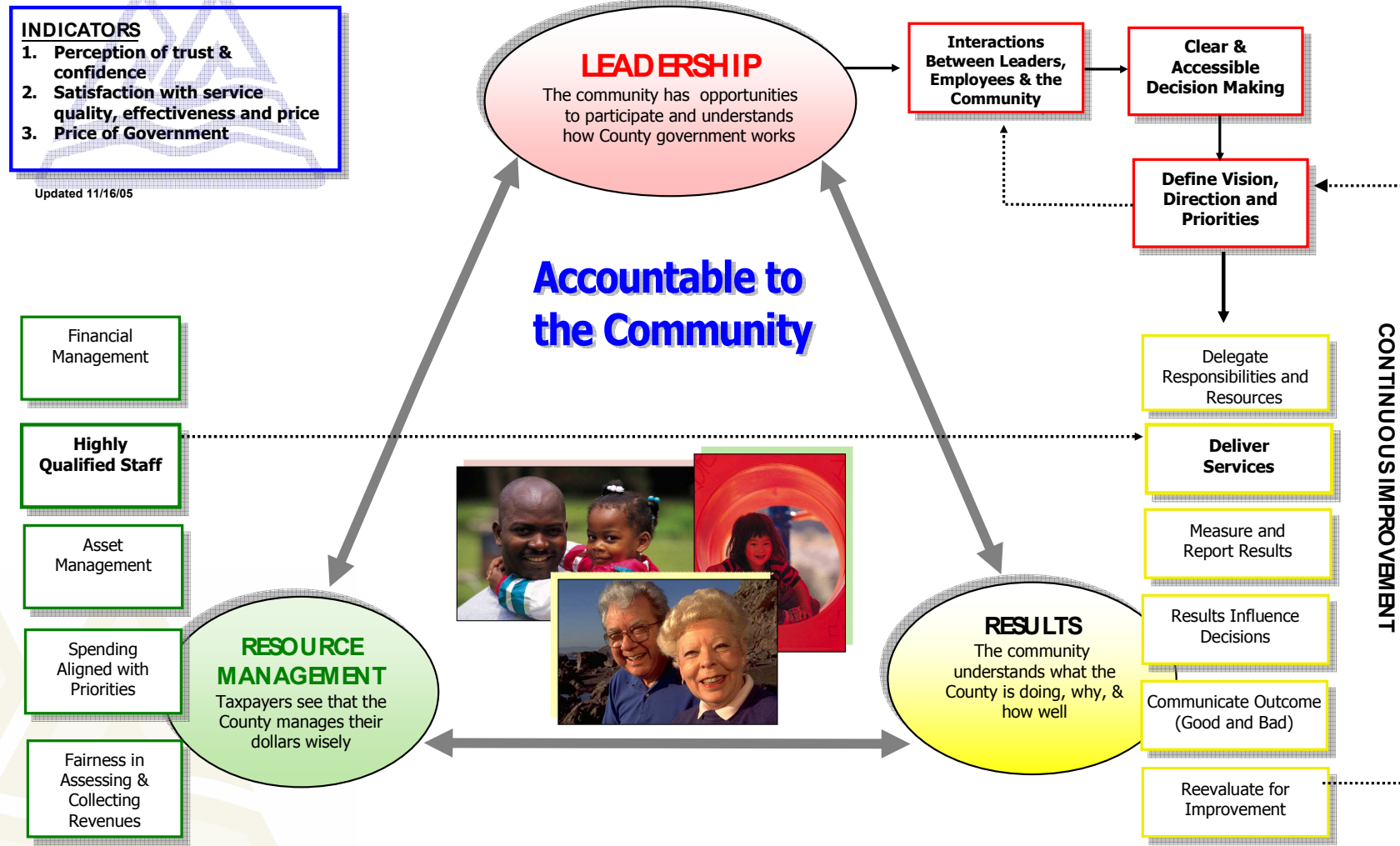
This is an important measure because citizens demand the greatest value they can get for the price they pay. Citizens are constantly assessing the relationship between value and price as they judge their governments. If the value / price relationship improves they favor the work of government. If the value / price relationship worsens, that is, if the price rises too fast or if the value of services falls, citizens demand drastic action.

Data has already been collected for this indicator and can be historically measured.

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



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. 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.

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.

Accountability in the County requires responsible leadership, responsible management, and responsible employees achieving quality results. Key to achieving results is everyone knowing what results are desired. A common vision and direction is essential to accomplishing this effectively.

Evidence supports the will of the community to have a clear and accessible decision making process that encapsulates basic principles as; who will make the decision, what will the decision making process entail e.g., will there be meaningful opportunities for citizen involvement allowing for dialogue between the decision maker and the community? Finally, the decision must be communicated in a manner that is consistent regardless of the outcome.

A decision making process, based on these findings, is a critical foundation to maintaining accountability to the public. Evidence suggests that even when citizens disagree with the 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:

- Establish clear and accessible processes to set vision, direction and priorities for County programs and services so that citizens receive quality services that achieve the desired results.
- Increase the community's understanding of and involvement in the County's programs and decision-making.
- Create a County identity through more uniform county administrative practices with consistent operations that allow citizens, contractors and employees to experience the same operational culture. Examples include: consistency in human services contracting; signage; employee appreciation programs.

Across All Offers – Across All Priorities

- Using best practices, educate and inform citizens about the results and price of county government by taking service discussions out to the community.
- Fit County services into a continuum of government services across departments and jurisdictions so that citizens experience a seamless system.
- Provide direct customer voice into program direction.

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. Significant money is spent to recruit, train and retain the employee workforce. Significant money is also spent to acquire, maintain, upgrade, and replace the facilities, vehicles, equipment, computer hardware, telephone systems, information systems, and other tools that County employees use to deliver services to the public. 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. An inadequately developed workforce and too few tools result in less 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:

- Maximize use of existing assets by sharing tools rather than duplicating them, and match asset capacity with need by eliminating excess capacity where possible or increasing utilization where capacity cannot be reduced (facilities, IT hardware, motor pools, employee development).
- Define measurable performance expectations for each employee that should be linked to the county's priorities.
- Develop staff competencies (technical, leadership, cultural, supervisory, professional, career development) to improve the quality of customer service.
- Ensure a "safe" work environment (physically safe, avenues for "safe" communication, culturally "safe," etc.), such as an employee satisfaction and environment survey.

Across All Offers – Across All Priorities

- “Get more bang for the local buck”. Demonstrate innovations to reduce community costs. Partner with others to reduce overall service delivery costs or deliver more value for the same cost.

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

Internal processes and external services have significant opportunities for improvement. If the improvements could be implemented, long term costs could be reduced. Some method of incentive or investing to support streamlining could yield significant returns.

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:

- Establish results based processes that promote continuous process improvement and result in streamlined service delivery.
- Provide support and incentives to develop and implement innovative approaches to streamline processes and create savings:
 - Provide “seed money” to support development and implementation of innovative approaches that will produce future savings.
 - Provide a “gain sharing incentive” that would return actual savings with the department. Example: 50% of documented savings returned to the department for one-time employee development project.
- Implement new ways to provide interactive electronic access to County Services and information in order to increase customer service satisfaction. Examples:
 - Online service provider reporting into a single database. This would help contractors – if they have multiple contracts with different departments, they would be able to enter performance and reporting data only once in one format. For Departments, it would increase the reliability of evaluation data and performance monitoring. Departments could draw their

- information from the database and also be able to view performance data for other contracts.
- Online County payments, online complaint process with follow-up and wireless work orders for internal services.
- Implementing efficiencies and streamlined processes:
 - Regulatory enforcement
 - Transactional actions within internal processes
 - Contract management approaches

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

Clear and accessible Information is essential to decision-making and allows the community to understand services and that the County's resources are being managed wisely. Additionally, priority based budgeting depends upon effective performance measurement to make informed decisions, improve results, and clearly report results.

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

Across All Priorities, we are looking for program offers to include:

- Measurable results and performance evaluation that can be easily quantified and will be used in decision making to close the loop of continuous process improvement.
- Reporting results and follow-up to the community.
- Focusing evaluation efforts on potentially high impact areas.
- Collaborative approaches to share measurement and performance reporting capacity.
- New techniques to increase reliability and efficiency in data collections, such as online one-stop performance reporting (see interactive electronic access under #3).

V. Program Ranking (Composite Report)

Accountability

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Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
72018A	<u>Budget Office</u>	DCM	1	21	7	0	0
91008A	<u>Elections</u>	DCS	1	21	7	0	0
10000	<u>Chair's Office</u>	NonD	1	21	7	0	0
10001	<u>BCC District 1</u>	NonD	1	21	7	0	0
10002	<u>BCC District 2</u>	NonD	1	21	7	0	0
10003	<u>BCC District 3</u>	NonD	1	21	7	0	0
10004	<u>BCC District 4</u>	NonD	1	21	7	0	0
72004A	<u>General Ledger</u>	DCM	8	20	6	1	0
72005	<u>Accounts Payable</u>	DCM	8	20	6	1	0
72006A	<u>Payroll</u>	DCM	8	20	6	1	0
72023	<u>A&T- Property Tax Collection</u>	DCM	8	20	6	1	0
72029	<u>A&T-Property Assessment - Residential</u>	DCM	8	20	6	1	0
72041	<u>Treasury</u>	DCM	8	20	6	1	0
72090	<u>Central Human Resources Employee and Labor Relator</u>	DCM	8	20	6	1	0
10007	<u>Auditor's Office</u>	NonD	8	20	6	1	0
10014	<u>County Attorney's Office</u>	NonD	8	20	6	1	0
72010	<u>Employee Benefits</u>	DCM	17	19	5	2	0
72015	<u>Loss Prevention/Safety</u>	DCM	17	19	5	2	0
72051	<u>Facilities Capital - Asset Preservation (AP Fund)...</u>	DCM	17	19	5	2	0
72027	<u>A&T-Property Assessment - Commercial</u>	DCM	20	18	5	1	1
10032	<u>PERS Pension Bond Sinking Fund</u>	NonD	20	18	5	1	1
72008	<u>Retirement Programs</u>	DCM	22	18	4	3	0
72013	<u>Liability Risk Program</u>	DCM	22	18	4	3	0
72014	<u>Workers' Compensation</u>	DCM	22	18	4	3	0
72025	<u>A&T-Board of Property Tax Appeals</u>	DCM	22	18	4	3	0
72000B	<u>Deputy Department Director</u>	DCM	26	17	4	2	1
72044	<u>Facilities Maintenance & Operations</u>	DCM	26	17	4	2	1
72049	<u>Facilities Capital Improvement Program (CIP Fund)...</u>	DCM	26	17	4	2	1
10020	<u>Tax Revenue Anticipation Notes</u>	NonD	26	17	4	2	1
72012	<u>Property Risk Program</u>	DCM	30	17	3	4	0
72035	<u>SAP Integrated Information System</u>	DCM	30	17	3	4	0
72058	<u>Fleet Services</u>	DCM	30	17	3	4	0
72087	<u>Central Human Resources Talent Development</u>	DCM	30	17	3	4	0
91012	<u>County Surveyor's Office</u>	DCS	30	17	3	4	0
72028	<u>A&T-Property Assessment - Business Personal Property</u>	DCM	35	16	3	3	1
72068	<u>IT - Desktop Services & Helpdesk</u>	DCM	35	16	3	3	1
72088	<u>Central Human Resources Affirmative Action, Diversity, I</u>	DCM	35	16	3	3	1
72091	<u>Central Human Resources Unemployment Insurance</u>	DCM	35	16	3	3	1
10011A	<u>Public Affairs Office</u>	NonD	35	16	3	3	1
72007	<u>Central Procurement & Contracts Administration</u>	DCM	40	16	2	5	0
72046	<u>Facilities Real Estate Portfolio Management</u>	DCM	40	16	2	5	0
72047	<u>Facilities Property Management</u>	DCM	40	16	2	5	0

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Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
72067	<u>IT - Telecommunications Services</u>	DCM	40	16	2	5	0
72069	<u>IT - Wide Area Network Services</u>	DCM	40	16	2	5	0
10015A	<u>Citizen Involvement Committee</u>	NonD	40	16	2	5	0
10030	<u>Capital Debt Retirement Fund</u>	NonD	46	15	3	2	2
72026	<u>A&T-Property Assessment- Special Programs</u>	DCM	47	15	2	4	1
72089	<u>Central Human Resources Classification, Compensation</u>	DCM	47	15	2	4	1
72021	<u>A&T- Records Management</u>	DCM	49	15	1	6	0
72022	<u>A&T- Document Recording & Records Storage/Retrieval</u>	DCM	49	15	1	6	0
72060	<u>Electronic Services</u>	DCM	49	15	1	6	0
72004B	<u>General Ledger - Enhanced Fiscal Compliance</u>	DCM	52	14	2	3	2
72018B	<u>Performance Measurement and Planning</u>	DCM	52	14	2	3	2
72037	<u>Tax Administration (Non-Itax)</u>	DCM	52	14	2	3	2
72071A	<u>IT - Application Services</u>	DCM	52	14	2	3	2
10031	<u>General Obligation Bond Sinking Fund</u>	NonD	52	14	2	3	2
72061	<u>Distribution Services</u>	DCM	57	14	0	7	0
72045	<u>Facilities Operations - Pass Through Expenses</u>	DCM	58	13	3	0	4
72070	<u>IT - Customer Advocacy</u>	DCM	59	13	2	2	3
10009A	<u>CCFC Community Engagement</u>	NonD	59	13	2	2	3
10012	<u>Cultural Diversity Conference</u>	NonD	59	13	2	2	3
72024	<u>A&T- Marriage License / Domestic Partner Registry...</u>	DCM	62	13	1	4	2
40020	<u>Vital Records</u>	HD	62	13	1	4	2
10056	<u>BIT Stabilization Fund</u>	NonD	64	12	2	1	4
10022	<u>Elders in Action</u>	NonD	65	12	1	3	3
10035	<u>Revenue Bonds</u>	NonD	65	12	1	3	3
10055	<u>Strategic Investment Fund</u>	NonD	65	12	1	3	3
10058	<u>211 Information & Referral</u>	NonD	65	12	1	3	3
72059	<u>Records Section</u>	DCM	69	12	0	5	2
72074	<u>IT - Information Security</u>	DCM	70	11	2	0	5
10009B	<u>Youth Commission Enhancement</u>	NonD	71	11	1	2	4
72062	<u>Materiel Management</u>	DCM	72	11	0	4	3
10015B	<u>Citizen Accountability- Additional Citizen Voices in Count</u>	NonD	72	11	0	4	3
72006B	<u>Payroll - Enhanced training and auditing</u>	DCM	74	10	1	1	5
72075	<u>IT - Public Access to County Services</u>	DCM	74	10	1	1	5
25005	<u>DCHS Electronic Client Information System</u>	DCHS	76	10	0	3	4
72032A	<u>A&T Business Application Systems Enhancements</u>	DCM	76	10	0	3	4
72072	<u>IT - Asset Management</u>	DCM	76	10	0	3	4
72073A	<u>IT - Disaster Recovery (Option 1)</u>	DCM	76	10	0	3	4
60002	<u>MCSO Professional Standards</u>	MCSO	76	10	0	3	4

Accountability

www.co.multnomah.or.us/FY2007_Budget

Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
10011B	PAO - Legislative Assistance	NonD	81	9	1	0	6
72032B	A&T Business Application Systems Upgrade	DCM	82	9	0	2	5
80023	Theft Detection System	LIB	82	9	0	2	5
10008	Tax Supervising & Conservation Commission	NonD	82	9	0	2	5
10009C	Youth Engagement & Cultural Competency Training	NonD	82	9	0	2	5
10033	Equipment Acquisition Fund	NonD	82	9	0	2	5
95000B	Contingency - ITAX Sunset	NonD	82	9	0	2	5
72011	Health Promotion	DCM	88	8	0	1	6
72050	Facilities Capital Improvement Program (CIP Fund) OTC	DCM	88	8	0	1	6
72052	Facilities Capital Improvement Program (CIP fund) OTO	DCM	88	8	0	1	6
72071B	IT-Application Services Enhanced	DCM	88	8	0	1	6
40050	Corrections Health - EMR	HD	88	8	0	1	6
60001	MCSO Executive Budget	MCSO	88	8	0	1	6
10029	Centralized Boardroom Expenses	NonD	88	8	0	1	6
10038	Public Accountability -- Ombudsman Program	NonD	88	8	0	1	6
72036	Personal Income Tax Collection (ITAX)	DCM	96	7	0	0	7
72073B	Disaster Recovery (Option 2)	DCM	96	7	0	0	7
72073C	Disaster Recovery (Option 3)	DCM	96	7	0	0	7
72093	Central Human Resources Process Automation	DCM	96	7	0	0	7
10037	Progress Board Parity	NonD	96	7	0	0	7
10052	Debt Reserve Cash Transfer	NonD	96	7	0	0	7

VI. Program Ranking Discussion

The rankings provided by the Accountability Team are based on: how well the program offers tied to the Request for Offers, Strategies, Accountability Map and Factors, the team's knowledge and understanding of program effectiveness.

Divergent Rankings

Overall, the team had agreement on 96% of the program offer rankings. There were four program offers that were identified by the ranking tool as divergent (those highlighted in yellow above).

- Facilities Operations – Pass Through Expenses (72045)** – Rank 58 of 101. This program offer pays for utilities, debt service on facilities and Capital cash transfers. These expenses are then charged internally through the buildings and passed through to the respective tenants in those facilities. All pass-through expenses are allocated amongst facilities to pay for actual debt, actual utility expenses (including an overhead charge of 6%), as well as, Tiers 1, 2, and 3 Capital projects.

Some members of the team ranked this low because they felt it did not contribute directly to service delivery as a pass-through function. Other members ranked it high because it contributed to Accountability by managing finances and also added to the Vibrant Community priority by decreasing the County's energy consumption and playing a role in the County's sustainability effort.

- **BIT Stabilization Fund (10056)** – Rank 64 of 101. This program offer sets aside \$3,500,000 in the General Fund to be maintained as a Stabilization Reserve against the year-over-year fluctuations in the Business Income Tax.

In general the team believes this is a good idea; however, members did not agree that we needed a “separate” contingency fund. Team members discussed whether the general reserves policy should be revised, increasing it by the stated amount (\$3.5 million) to minimize the fluctuations in the BIT. This would allow use of the reserves against fluctuations in other revenues sources.

- **IT – Information Security (72074)** – Rank 70 of 101. This program offer is responsible for making sure the County complies with all security mandates and requirements including HIPAA, Payment Card Industry (PCI) Security Requirements and Criminal Justice Information Systems (CJIS) regulations, as well as industry best practices. The program will coordinate consistent security policies across all county entities, including the DA and MCSO.

In general, most team members ranked this low because they were unsure of how this program coordinated with the Departments' HIPAA compliance efforts. Initially this program offer came to the team as a New Program; however, right before ranking it was resubmitted as an Existing Program. This caused some confusion.

- **PAO Legislative Assistance – (10011B)** – Rank 81 of 101. This program offer proposes hiring a temporary, part-time office assistant to enhance the county's role in Salem during the 2007 Legislative Session.

The team had a variety of thoughts about this program offer including:

- The offer appears to be productive and good idea that could make the office more efficient.

- This would allow lobbyists more time to focus on leveraging additional funding for the County thus increasing “the bang for the buck” and possibly increasing intergovernmental revenues to the County.
- Team members felt the services could be absorbed within existing program costs or the responsibilities could be shared with another department or the Chair’s office.

Other Comments

The Team felt that it was important to comment on a few other rankings:

- **Centralized Boardroom Expenses (10029) and MCSO Executive Budget (60001)** were ranked low. The Team felt both program offers contained significant portions that were support or administration and should have been submitted as such with costs spread to operating programs. In order to meet the Priority Based Budgeting objective of identifying the true costs of a program these offers would need to be reexamined to determine how much of the costs could be spread to operating programs.
- **Public Accountability – Ombudsman Program (10038)** is an interesting idea. It is a program that could potentially contribute strongly to the Accountability priority by increasing the overall perception of trust & confidence, both internally and externally, and by contributing to interactions between leaders, employees and the community. However, the team ranked it low because the following items were unclear:
 - Need and workload estimate. How many current situations could have benefited from an Ombudsman program?
 - How it fits in with the Departments’ customer service efforts
 - How it aligns with other ombudsman programs around the state/county (for example the City of Portland’s program)
 - Program implementation strategy
- **Facilities (72044 – 72052)**. These program offers include Facilities’ operations, pass through, property management, capital improvement, and asset preservation programs and services. The team’s rankings ranged widely for Facilities program offers. Some were ranked among the top third of all Accountability offers, some in the middle and some very low. This is because we had a hard time understanding how they align with each other and if they align with the Facilities Strategic Plan. For example, how should the reduction of the County property footprint in offer 72046 Facilities Real Estate Portfolio Management (21 sites in FY 2007)

affect Maintenance Operations? Does this mean that the County would redeploy efforts, resize operations, etc? We would encourage Facilities to reexamine their offers to incorporate and align them with the Facilities Strategic Plan.

- **Assessment & Taxation (72021 – 72032).** These program offers include A & T's records, assessment and tax collection services. The team's rankings for A&T's offers are widely spread. The Team ranked higher those offers that demonstrated innovation, increased efficiency, or had greater impact on tax collections and revenues. For instance 72023 A&T-Property Tax Collection showed innovation by creating an online payment for tax payers within existing resources.
- **Contingency/Reserves**

In discussing the following program offers concerning contingency and reserves, the team struggled with how to balance appropriate financial and asset management with the ability to provide needed services through additional one-time only funds.

- Debt Reserve – Cash Transfer (10052) This program offer reverses the supplemental budget Resolution 06-009 that transferred \$6 million from the General Fund to the Capital Debt Retirement Fund, providing \$5 million additional resources for the General Fund to support County programs purchased with one-time-only funds. The team ranked this low because we felt it was important to maintain the Capital Debt Retirement Fund's capacity to use one-time-only funds to pay off debt for the Juvenile Justice Complex.
- Capital Improvement, Asset Preservation Loan (10053) This program offer reverses a portion of the supplemental budget Resolution 06-009 that transferred \$8,000,000 from the General Fund to the Bridge Fund and transfers \$350,000 from the Capital Improvement Fund and \$2,050,000 from the Asset Preservation Fund to the General Fund. This provides an additional one-time-only resource to the General Fund of \$2,400,000. Due to a technical issue this program did not show up during the teams ranking; however, we talked about this program and unanimously determined that we would have ranked the program low because we felt that it was important not to diminish the County's capacity to manage assets.

Accountability

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- ITAX Sunset Contingency (95000B) This program offer provides for the \$10 million ITAX Sunset reserve that was established in the FY05-06 Budget. The team ranked this low because we felt that creating this contingency would significantly reduce the County's ability to purchase and provide direct services to the community in FY06-07. Moreover, this program does not tie directly to the Accountability area. Depending on how the Board decides to spend these funds will determine to which of the priorities the offer is tied.
- **Personal Income Tax Collection (ITAX) (72036)** – This program offer manages the administrative functions for the Multnomah County three year personal income tax (ITAX) for the tax years 2003, 2004 and 2005. The primary responsibility in FY 2007 will be the collection of delinquent taxes. After ITAX sunsets in tax year 2005, they anticipate there will be about \$25 million outstanding in delinquent taxes from 20,000 accounts. According to the program offer, in FY 2007 the County is spending \$3.5m (31% of the total to collections expected) to collect \$11m in ITAX returns, the team encourages the BCC to follow this very closely to determine when the County is experiencing diminishing returns.
- A number of well run programs were ranked low only because of the limited tie to Accountability map, factors, and strategies. A few that we wanted to point out were the **Health Promotion (72011)**, and **Elders in Action (10022)** program offers.
- **New Program Offers** – Accountability strategies emphasized innovation, use of technology to increase efficiency and connecting with the community and clients. Several new program offers addressed these strategies and merit further research/understanding before implementation. The team ranked these low because we wanted to have a better understanding of ongoing costs (ongoing costs for many offers were not adequately described and the team had concerns over the reliability of the financial information provided) and future commitments.

The team wants to highlight new program offers for:

- Youth Commission Enhancement (10009B)
- Youth Engagement & Cultural Competency (10009C)
- Citizen Accountability- Additional Citizen Voices in County Government (10015B)
- DCHS Electronic Client Information System (25005) - Please note that there are some funds available from the state to support this effort

- A&T Business Application Systems Upgrade (72032B)
- IT - Public Access to County Services (72075)
- IT Disaster Recovery (72073A-C)
- IT Application Services Enhanced (72071B)
- Corrections Health EMR (40050)

If the BCC feels strongly about one of these program offers, it may be useful to identify them in a budget note and ask the departments to provide more information during FY 2007.

VII. Policy Issues

Opportunities – the team felt that these were areas that could be examined in the future for potential opportunities (including efficiencies and cost effectiveness)

- Materiel Management (72062) – look at policy to increase department purchases through central stores which will reduce overhead costs and reduce the burden on departments to engage in purchasing.
- Consider potential benefits of merging Vital Records (40020) and Marriage Licenses (72024)
- Audit follow-through and coordination, whereby the auditor's office reports and recommendations are tracked and results are reported for several years following issuance of the report.
- Increase reserves to 15% to work toward the highest possible bond rating thereby reducing the cost of funds.