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Dear Citizen of Multnomah County,

I am pleased to present information about your Auditor's Office. Although this has been a time of transition for the Office, I think significant projects have been completed.

This is the first annual report since I took office. I plan to regularly report audit activities at the end of each fiscal year. This particular report, however, accounts for the time period since I took office, January 1, 1999 through the first complete fiscal year, June 30, 2000.

The work completed reflects some of my personal objectives for the Office: expanding ways to achieve accountability and increasing citizen engagement. Beginning with a new format for the biennial Financial Condition Report and ending with development of a new citizen report, Service Efforts and Accomplishments, I have tried to present information more simply and to engage new audiences. We have also completed some landmark audit work, one a national award-winner.

Building upon the excellent groundwork of the previous auditor, Gary Blackmer, I have also worked to improve auditing procedures and practice. Towards this end, our mission statement has been re-evaluated and we have adopted a goal to not only ensure that County government is honest, efficient, effective and accountable, but also that

it is equitable. We are developing new procedures that reduce the need for paper storage and increase our use of new electronic technology. And, we have initiated the first of several feedback mechanisms: an end of audit/report survey to those directly affected by our work.

This report is divided into three sections. The first describes the Office and the type of work we conduct. The second section is the Auditor's Office Service Efforts and Accomplishments Report. Based upon the design and methods developed to report on County services, this report includes performance measures that I hope will be meaningful to citizens and hold us accountable. In the third section, all of the reports from the previous five years are listed along with the progress made towards implementing the recommendations.

I think the work of this Office is important to citizens. This is your government and we should all work towards holding it accountable. I also congratulate Multnomah County, its leaders and employees, for working with us to improve services.

Sincerely,

Suzanne Flynn
Multnomah County Auditor

Table of Contents

Description of the Auditor's Office	3
History	4
Auditor's Office Mission, Goals, and Values	5
Audit Process.....	6
Audit Staff.....	8
Service Efforts and Accomplishments	10
Audit Follow-Up	15

Description of the Auditor's Office

History

There has been an elected County Auditor in Multnomah County since 1854. The Auditor's role, however, has changed over the years. Until 1966 when voters approved a Home Rule Charter for the County, the Auditor was the accounting officer. With a new Charter, the Department of Finance was established and became responsible for all accounting functions. As a result, the Auditor's Office performed "post-audit" functions, reviewing receipts and disbursements, which were largely duplicative of management's responsibility and tests performed by the external auditors.

The direction of the Office began to change when County Auditor Jack O'Donnell hired a CPA to manage the newly formed Department of Internal Audit in 1973. Jewel Lansing was elected and took office in 1975 after O'Donnell retired. Lansing introduced performance auditing to the Office, and the government auditing standards developed by the U.S. General Accounting Office were adopted. Multnomah County was one of the first local government organizations in the nation to apply these standards.

Charter changes since then have added new duties and updated Office requirements. In 1978, voters added the additional task of reapportionment of commissioner districts. In 1984, the Charter was amended to require the Auditor to "conduct internal audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards." In addition, voters added responsibility for appointing a salary commission every two years to recommend salaries for county elected officials. In 1989, the Charter was changed to require the Auditor to be either a certified public accountant or certified internal auditor. Finally, in 1998, voters expanded the Auditor's role to include studies to improve county services and changed charter language from "internal" to "performance" audits to reflect current practice.

Auditor's Office Mission, Goals, and Values

The Auditor's Office mission is to ensure that County government is honest, efficient, effective, equitable, and fully accountable to its citizens. Goals are to:

- ❑ Promote efficiency, effectiveness, equity, and accountability in our contacts with County personnel, elected officials, and the public
- ❑ Effect change when needed and support existing good practices with technical assistance, advocacy, special studies, and audits
- ❑ Conduct work in a professional, efficient, and timely manner

Understandably, the Office is also committed to measuring its own performance. Currently, nine performance measures are tracked annually. Performance measures are shown below.

	Type	Promote Good Government	Effect Change	Conduct Work
Number of reports issued per auditor	Efficiency			√
Financial benefits of audit recommendations per dollar spent	Outcome	√		
Percent of audit recommendations being implemented	Outcome		√	
Percent of recommendations implemented from external Peer Review report	Output			√
Audit Hours per audit or special report	Efficiency			√
Cost per audit or special report	Efficiency			√
Percent of auditor direct time per audit	Efficiency			√
Percent of special work requests completed	Output	√		
Overall auditee satisfaction with audit	Outcome			√

Audit Process

The primary work of the Multnomah County Auditor's Office is performance auditing. Performance audits focus on management issues and test the reliability of the assumptions and principles used in County decision-making. The Auditor's Office independently verifies management decisions that affect the quality and cost of services. The Office also reviews County operations to determine compliance with laws and regulations and to ensure that assets are adequately safeguarded.

The Office follows government auditing standards recommended by the U.S. Accounting Office. These standards require that the Office be reviewed by outside auditors every three years to assure that Office procedures are in compliance. The Office successfully passed this review in April 1999.

Another key standard requires that auditors have complete freedom to make an independent and objective judgment without interference or unreasonable restrictions from external management. Because the Auditor is elected in this county, this standard is easily met.

Audits are completed in three phases of work. In the first phase, Survey, auditors gain a general understanding of the program or service and what it is trying to accomplish. At the end of Survey, audit staff, in consultation with the Auditor, determine what area(s) would benefit from more extensive analysis. Estimates are made of time and resources requirements and a work plan is developed.

The next two phases are Fieldwork and Report Writing. In Fieldwork, the focus is on the collection of detailed data and documentation of preliminary observations. Potential

recommendations and corrective actions are proposed and analyzed. During the Report Writing phase, the results of Survey and Fieldwork are compiled and organized. Auditors develop "findings" that describe the current condition, determine what should be occurring and why there is a discrepancy, quantify the effect, and make recommendations.

In all three phases, the Auditor and staff keep the auditee informed of how the audit is proceeding. The Auditor and staff always meet with the auditee at the conclusion of each phase. Report drafts are furnished to the auditee for review, comments, and suggestions. A copy of the final draft report is furnished to the persons most closely affected by the audit and key persons are asked to respond formally in writing so that the responses can be included in the draft.

The quality of the audit work is of critical importance to the Office. Mathematical calculations, statistics, wordings, and quotations are carefully traced to their written sources and verified for accuracy during the Report Writing phase. This process includes indexing work papers, identifying information sources, and reexamining the validity of conclusions drawn. Audit staff who are independent of those that completed the work perform these functions.

Each fiscal year, the Office develops an audit schedule. Audit areas are selected based upon the following criteria:

- Potential savings or improvement
- Interest of Board or public
- Evidence of problems
- Potential for loss or risk
- Time since last audit
- Audit staff resources

The Auditor meets with the County Commissioners and other leaders to solicit information about potential audit areas. Audit staff along with the Auditor analyze and assess the value of auditing each area. The cost of an audit must be weighed against the benefit to be gained. The Auditor finalizes an audit schedule in July and distributes it to County elected officials.

Audit Staff

Working with the Auditor are six professional audit staff members and a legislative assistant. Government Auditing Standards require that auditors have the skills and experience necessary to conduct their work.

Auditors have a strong working knowledge of auditing methods and techniques, government organizations and functions, and specialized knowledge in other fields such as statistics, computers, research, education, public administration, business administration, and accounting principles. A team auditing approach, varying according to project needs, is the primary method used. Auditing staff have different backgrounds that provide the interdisciplinary skills necessary for performing a wide variety of audit tasks.

Suzanne Flynn, the elected County Auditor, is a Certified Internal Auditor and has a Master's degree in Urban Planning. She was a Senior Management Auditor in the Office for eight years prior to running for office. Before that she had nine years of experience in criminal justice operations, management, and research.

Judith DeVilliers has a Master's degree in Business Administration and is a Certified Public Accountant. She has been an auditor in the Office for ten years. She has also worked with the Division of Audits in the Oregon Secretary of State's Office and as a manager in the Oregon Housing Agency.

LaVonne Griffin-Valade has a Master's degree in Public Administration. Her background is in education, social services, and education research. She has been an auditor with the Office since 1998.

Janis Hull has a Master's degree in Public Administration. She has been an auditor in the County Auditor's Office since 1999 and also worked with the City of Portland Audits Division. She has a background in education research and human resources.

Craig Hunt has a Bachelor's degree in Business Administration and is also a Certified Public Accountant. He has been with the Auditor's Office since 1989. He also has extensive financial auditing experience in business, government, and non-profit corporations.

Sarah Landis has a Master's degree in Public Administration. Her experience is in education research, policy analysis, and program evaluation. She has been an auditor with the Office since 1998.

Matt Nice has a Bachelor's degree in Psychology and is currently working on his Master's thesis in Industrial/Organizational Psychology. He has been an auditor with the Office since 1999. His background is social psychology and research methodology.

Judy Rosenberger is the legislative/administrative secretary. She has a Bachelor of Science degree and is responsible for office administration, desktop publishing, and web site design. She has been with the Office since 1997.

Service Efforts and Accomplishments

Multnomah County Auditor's Office

Major Issues and Accomplishments

County Auditor Suzanne Flynn sworn in on January 7, 1999

Engaged citizens to assist in developing Service Efforts and Accomplishments reporting to improve County accountability

Office passed external Peer Review of auditing procedures

Completed successful transition between elected Auditors

County Charter amended to include performance audits

For audits conducted between FY1995-FY1999, 76% of recommendations have been or are being implemented

The County has grown at a considerably faster rate than audit staff. There are more programs to audit with slightly fewer resources

Auditor's Office recommendations did not result in measurable cost savings for the County in FY1999

The Multnomah County Auditor is an elected, independent office whose mission is to ensure that County government is honest, effective, efficient, equitable, and fully accountable to its citizens. To accomplish this mission, the Auditor's Office conducts audits and issues special reports to the Board of County Commissioners. The appropriate elected official is responsible for implementing recommendations.

Audits and Special Reports Completed FY1995-1999

Social and Health Services	Public Safety	General Government
Involuntary Commitment: improving County investigations	Law Enforcement Cost Recovery	Property Value Appeals: room for improvement
Housing: clarify priorities, consolidate efforts, add accountability	Court Space Needs: cost-saving alternatives	County Services: help citizens find their way
Home Visiting: focus resources for healthier families	Community Corrections: mixed results from new supervision programs	Vehicle Rental Tax: report to management
Follow-up Report on Audit of Alcohol and Drug Treatment System	Sheriff's Office: operational analysis	Timeliness of Reimbursements
Accountability Issues: Multnomah Commission on Children and Families Contracts Evaluation Unit		Commercial Property Appraisal: report to management
		Imprest Cash: more guidance needed
		Property Valuation Division and the Tax Collection and Records Management Division
		Roadway Capital Projects: strengthen management controls



Multnomah County Auditor's Office

Spending

The Auditor's Office spent \$556,309 in FY1999. Audit services are supported solely by local tax revenues.

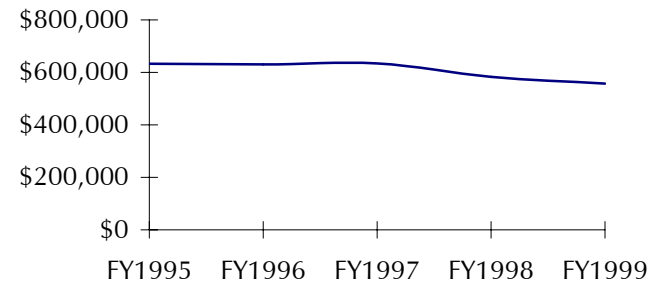
- Spending has decreased 12% in constant dollars since FY 1995
- \$.87 cents were spent per County resident for Auditor's Office services in FY1999, compared to \$1.02 in FY1995
- The Office's budget makes up less than .1% of the County budget

Staffing

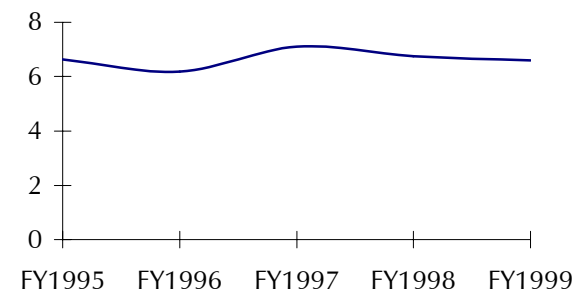
The Auditor's Office had 6.6 full time equivalent (FTE) employees in FY1999. The Office has a flat organizational structure and all auditors bring diverse training and experience to their jobs, from program evaluation to traditional financial auditing and accounting.

- The number of staff in the office has remained stable over the last five years
- In FY1999, the ratio of auditors to County staff was 1:707, compared to 1:563 in FY1995

Auditor's Office Spending
(in constant \$)



Auditor's Office Staffing

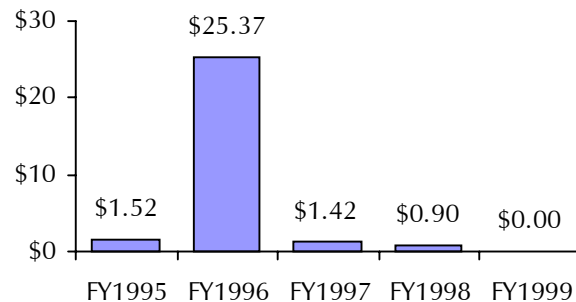


Multnomah County Auditor's Office

Financial Benefit

Many audits have measurable financial benefits for the County. The chart below shows these benefits for only one year, although many recommendations result in savings over a number of years. In FY1999, the audits did not have recommendations that resulted in measurable financial savings or revenues. The high dollar amount in FY1996 reflects an audit recommendation to build a new courthouse. Numbers represent savings if recommendations are fully implemented as proposed

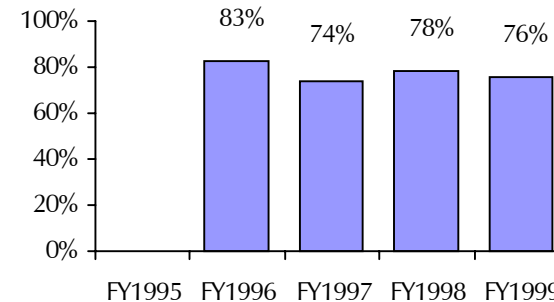
Financial Benefit per Dollar Spent on Audits
(in constant \$)



Other Benefits

The value of many audit recommendations cannot be expressed in financial terms. For example, dollars cannot easily measure the value of more health care for young mothers and babies, better controls over cash, or improved management of parolees. Some recommendations improve management and reduce the risk of fraud, loss, or waste of public assets. The auditing process also encourages County organizations to look at themselves for improvement and contributes to the County achieving its vision.

Percent of Recommendations Being Implemented



Audit Quality

- Auditee overall satisfaction
- Auditee satisfaction with the audit process
- Auditee satisfaction with audit report
- Reader rating of quality

FY1995

FY1996

FY1997

FY1998

Surveys Under Development



Multnomah County Auditor's Office

Cost

The cost of an audit varies depending on the size of the organization being audited, the scope of the inquiry, and the complexity of the analysis. The Auditor's Office conducts a wide range of performance audits, from auditing controls over cash handling, to examining the effectiveness of the County's alcohol and drug treatment services. Some audits take only a few months while others can take a year or longer.

Chart under development
comparing Multnomah County
Auditor to other jurisdictions.



Audit Follow-Up

Each year, the Auditor's Office surveys departments on the status of audit recommendations. The following pages show the status of our recommendations for the audits we issued since September 1994. The "Not Implemented" category includes those recommendations that managers indicate that they have no immediate plans of implementing, and those recommendations that we have concluded were not implemented based upon our review of actual efforts made. In addition to this annual survey, we conduct follow-up investigations when merited.

Adult Foster Homes: stronger regulation needed		September 1		
		Implemented or resolved	In process	imple
A.1	To better protect the residents of adult care homes, the ACH Program & BCC should review the original ordinance & purpose of the regulatory program considering nature of homes to be licensed & clarifying the program's mission.	X		
B.1	To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should test applicants on their understanding of rules & caregiver's responsibilities prior to issuing a license.	X		
B.2	ACH Program should require that applicants demonstrate sufficient financial resources to run a foster care home for two months, without anticipated resident payments.	X		
B.3	To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should screen all those applying to be caregivers with information from the Provider Alert System.	X		
B.4	To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should develop guidelines for evaluating applicants with previous substantiated complaints.	X		
B.5	To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should establish routine follow-up procedures for new operators to verify standards are met once residents have moved into the home.	X		
B.6	To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should enhance training of operators on fire safety & consider conducting fire drills during random licensing visits to verify safe exiting.	X		
C.1	To make criminal history decisions more consistent, the ACH Program should develop specific guidelines for granting exceptions. This will be especially important when the program begins doing its own record checks.	X		

Adult Foster Homes: stronger regulation needed

September 1994

	Implemented or resolved	In process	Not implemented
C.2 To make criminal history decisions more consistent, the ACH Program should work with County Counsel to clarify administrative rules so ACH Program staff have authority to disapprove caregivers on the basis of criminal convictions not specified by rule.	X		
C.3 To make criminal history decisions more consistent, ACH Program should develop procedures that require fingerprints and out of state record checks for those who have resided in another state. Procedures used by Children's Services Div provide a good example.	X		
C.4 To make criminal history decisions more consistent, ACH Program should consider new guidelines for persons with a history of domestic assaults.	X		
C.5 To make criminal history decisions more consistent, ACH Program should enforce current rules stating that falsification of the criminal history authorization form is grounds for admin sanctions. Consider automatic disqualification for falsified applications	X		
C.6 To make criminal history decisions more consistent, ACH Program should adopt conventions for filing criminal history documents to make the annual review process more efficient.	X		
D.1 To identify and resolve problems more quickly, the ACH Program should enhance monitoring activities through unannounced visits.	X		
D.2 To identify and resolve problems more quickly, the ACH Program should formalize communication with other "eyes and ears" in the system. Case managers in Aging Services, MED & DD need to understand that the licensing program relies on their feedback.	X		
D.3 To identify and resolve problems more quickly, the ACH Program should use a resident interview or evaluation in the licensing process.	X		
D.4 To identify and resolve problems more quickly, the ACH Program should integrate monitoring by the ACH Program's registered nurse with licensing decisions.	X		
D.5 To identify and resolve problems more quickly, the ACH Program should develop notification procedures with Aging Services, MED and DD programs so that notice of all complaints is received.	X		
E.1 To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should develop guidelines for administrative sanctions.	X		

Adult Foster Homes: stronger regulation needed

September 1994

	Implemented or resolved	In process	Not implemented
E.2			
To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should increase the staff's understanding of the County's liability for the welfare of the residents in the licensed homes.			
E.3	X		
To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should maintain a chronological record of actions taken.			
E.4	X		
To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should develop enhanced control systems for collecting and tracking fines.			
F.1	X		
In order to better serve the community, the ACH Program should take a more affirmative role in notifying the public of all the information that is available for review.			
F.2	X		
In order to better serve the community, the ACH Program should make information more accessible to the public. Automated, up-to-date information on homes could be made more widely accessible throughout the Aging Services Branch Offices or the library.			
F.3	X		
In order to better serve the community, the ACH Program should index public records of complaints to better assist the public in locating information.			
F.4	X		
In order to better serve the community, the ACH Program should advise the public by phone whether or not any complaints have been filed against a home.			

Corrections Overtime: improve scheduling practices

December 1994

	Implemented or resolved	In process	Not implemented
A.1	X		
To ensure that workload is well defined, all corrections facility posts and temporary assignments should be evaluated to determine need and adequacy. This review should be conducted by an independent corrections expert.			
B.1			
To better control absences, corrections managers should ensure that practices for scheduling vacation & personal holiday leave follow the collective bargaining agreement. Pursue setting limits on each shift for vacation & personal holiday absences.			
C.1			
The Sheriff's Office should use staffing, absence & workload data, to develop levels of workload & absences for each shift & day of week. Monitor information to identify areas for better workload mgmt., absence control & staff allocation.			

Corrections Overtime: improve scheduling practices

December 1994

	Implemented or resolved	In process	Not implemented
D.1 To more efficiently and effectively collect and analyze scheduling information, MCSO should propose to the County's DPMC the development or procurement of an automated scheduling system.			
E.1 MCSO should reassess all payroll/scheduling practices to verify payroll/scheduling information is in agreement.			

Property Value Appeals: room for improvement

January 1995

	Implemented or resolved	In process	Not implemented
A.1 To better inform property owners on the appeals process, BOE staff should explore additional means of educating the public in filing a successful appeal.	X		
A.2 To better inform property owners on the appeals process, BOE staff should post meeting notices and BOE location information conspicuously at the County Courthouse.	X		
A.3 BOE and staff should work with DOR to clarify its printed materials that describe appeals to DOE and the Small Claims Div of the Tax Court, or provide supplemental materials as needed.	X		
A.4 To better inform property owners on the appeals process, BOE staff should properly inform petitioners about the DOR appeals process with a written explanation of the possible and probable outcomes of a DOR hearing.	X		
B.1 To help petitioners understand BOE hearings and decision-making activities, BOE staff and members should continue training BOE members in professional communication skills.	X		
B.2 To help petitioners understand BOE hearings and decision-making activities, BOE staff and members should clarify that characteristic changes do not automatically result in value reductions for petitioners.	X		
B.3 To help petitioners understand BOE hearings and decision-making activities, BOE staff and members should provide the petitioner with more timely results of the appeal, and the reasons for BOE decisions.	X		
C.1 To ensure consistency of BOE decisions, the BOE should regularly review the decisions of the boards to identify possible patterns which might affect decision equity.	X		

Property Value Appeals: room for improvement

January 1995

	Implemented or resolved	In process	Not implemented
D.1 To better provide the public with information, A&T should review telephone information practices to reduce waiting times, and establish timely call-back procedures.	X		
D.2 To better provide the public with informed appeals, A&T should consider additional methods of providing the public with more accessible property and sales information, including public information terminals at libraries or other centers.	X		
D.3 To better provide the public with information, A&T should provide all staff who contact petitioners and property owners with adequate training on dealing with the public.	X		
D.4 To better provide the public with information about property appraisal, taxation, and appeals, A&T should continue and improve outreach efforts to neighborhood and community groups to convey information about property assessments, taxes & appeals.	X		
E.1 To reinforce the independence of BOE, the Board of County Commissioners should consider moving BOE support staff from under the control of A&T and place the responsibility elsewhere in County government.			

MCSO Operational Analysis

February 1995

	Implemented or resolved	In process	Not implemented
2.A1 Conduct a detailed organizational/staffing/workload study to validate or invalidate each of the foregoing observations/questions and many others which would arise during the study.	X		
2.B1 Seek formalized training and assistance in TQM. Formalize a TQM approach, with agreed upon goals, objectives and game plan to achieve them, show target success measurements and projected time frames to completion of each.	X		
2.C1 Reconstitute planning & research unit as agency-wide unit responsible for all short & long range policy planning, assisting managers & staff w/ effort to establish quality measures for performance & modifying actions to achieve results.	X		
2.C2 Review current staffing assignments to planning & research, look at current training of assigned, & provide additional resources & training where needed to make unit fully functioning activity of MCSO.	X		

MCSO Operational Analysis

February 1995

	Implemented or resolved	In process	Not implemented
2.D1			
MCSO should reconstitute its Computer Services Unit, providing sufficiently well trained staff and adding networked computer equipments as necessary to make this unit a viable operation.			
	X		
2.D2			
Comp Svcs Unit should be able to collect (automated) data from each operational unit of MCSO, store data in a file server or mini-computer. That data will become the underpinning of above Research & Planning Unit.			
2.D3			
Comp Svcs Unit should develop & disseminate a weekly (or other periodic) Command Staff Briefing Report that displays all departmental data trends for decision-making purposes..			
2.D4			
MCSO should work with ISD to promote linkages to other justice systems to create an eventual criminal justice info system, giving particular consideration to using SWIS as a nucleus for the larger agency wide info system.			
	X		
2.E11			
Expand & improve training for all MCSO staff, sworn & non-sworn. Seek additional resources & funds to expand training in critical areas. Use training opportunities in cost-effective manner to improve staff performance in identified areas of expertise using TQM.			
	X		
3.B1			
Augment the field patrol force to ensure reasonable response time. Employ any of the options set forth in the report.			
	X		
3.B2			
Retain present authorized levels of field patrol personnel.			
	X		
3.B3			
Do not permit actual levels to fall below currently established minimum staffing levels.			
	X		
3.B4			
Detail law enforcement deputies (or ranking officers) from other units in the agency whenever minimum staffing cannot be accomplished. (This should be on a shift-by-shift basis, as well as for lengthier assignments.)			
	X		
3.B5			
The departments should conduct or have conducted a deployment study annually.			
	X		
3.C1			
Consolidate property and person crimes units/assignments			
	X		
3.C2			
Continue participation in ROCN, conducting followup evaluation to ensure the County is receiving adequate return on its investment.			
	X		
3.C3			
Conduct unit workload analysis, focusing on primary and ancillary duties set staffing levels accordingly.			
	X		
3.D1			
Continue community-policing efforts and expand them within organizational boundaries			
	X		
3.D2			
Work collaboratively with Portland Police Bureau and other police jurisdictions on selected programs and share information regularly.			
	X		

MCSO Operational Analysis

February 1995

	Implemented or resolved	In process	Not implemented
3.D3			
Expand community policing effort to county-wide program, and acquire training to help patrol officers understand the different nature of county-level community oriented policing.			
	X		
3.E1			
MCSO should contact several other jurisdictions, including LA County, Cook County & Philadelphia County to review their criminal warrant situation & actions they have taken to reduce warrant backlog.			
	X		
3.E2			
MCSO should take short-term corrective action, such as quashing or warrant mileage limitation to reduce backlogs to a degree and resolve selected warrants through out jurisdictional arrests.			
3.E3			
MCSO should, ultimately review and revise its entire criminal warrant functions, making systemic changes to aggressively reduce growth in backlog (maintenance of at least a stable backlog and to reduce the backlog itself).			
	X		
3.E4			
Some consideration should be given to where the Warrant Unit would be best located operationally. It is currently in the Corrections Division, while the Civil Process Unit is in the Enforcement Division.			
	X		
4.A1			
Decentralize booking and receiving, identifying additional facilities for this function in various regions of the County.			
	X		
4.A2			
Increase staff assigned to the intake and transport function, including one more post in intake for swing and graveyard shifts.			
	X		
4.A3			
Increase staff at fourth floor special housing unit (additional sergeant post).			
4.A4			
Discontinue using MCHJ as an overnight housing unit. Use for day/court holding only.			
4.A5			
Create additional space and add one corrections officer post at MCIJ processing/transportation area.			
	X		
4.A6			
Add one correction officer post (short Term) at MCCF and consider closing/replacing facility (long term).			
	X		
4.A7			
Reasons for current MCRC population levels warrant further study, so that this resource can be fully utilized			
	X		
4.A8			
If average stays remain relatively short and the population is expanded to 120, at least one additional Counselor position should be added to accommodate the heavy intake and release workload.			
	X		

MCSO Operational Analysis

February 1995

	Implemented or resolved	In process	Not implemented
4.A9 Re-evaluate the potential to transform MCRC into a coed facility, with a focus on long term female bed space capacity and parity of service delivery for female/male inmates.	X		
4.B1 Do not adopt double bunking as a means to reduce crowding at MCSO facilities			
4.B2 Undertake a comprehensive planning study to quantify future bed space needs and required correctional options.	X		
4.C1 Conduct a validation study of weighting factors for predicting FTA/re-arrest likelihood.			
4.C2 Provide supervision for matrix releases at risk for FTA.	X		
4.C3 Consolidate court operated pretrial release and MCSO close street supervision and matrix release functions, and consider long-term development of a Sheriff's Office based correctional continuum.	X		
4.C4 Utilize Planning & Research, information systems and training resources (in line with previous TQM recommendations) to assist with above 3 recommendations.			
4.D1 Consider increasing video conferencing and arraignment to resolve transport burden.	X		
4.D2 Consider use of night courts, weekend courts, and crime specific courts, (for example Drug Court), to smooth the flow of incoming arrestee and resolve problem "peaks" in intake levels.			
4.E1 It is essential that the current classification system be reviewed and modified as necessary to respond to future changes in facility and program capacities, as well as to refine its predictive and prescriptive capacities.	X		
4.E2 Taylor program offering to inmates total length of stay in facilities: variety of educational & assessment opportunities can be offered to short-stay inmates; intensive counseling & treatment services reserved for those who complete intervention.	X		
4.F1 County should support & encourage Sheriff's Office in conducting ongoing evaluations of effectiveness of decision-making & treatment approaches & programs, in light of previous TQM recommendations.			
4.F2 MCSO should establish a research agenda: policy, program & resource allocation; measures of effectiveness in program, evaluation, & intervention; research & planning info; resources for research goals; timeline for evaluation & efforts; ways to use/report evaluation results.	X		

MCSO Operational Analysis

February 1995

	Implemented or resolved	In process	Not implemented
4.G1 MCSO should continue long-range planning & evaluation process begun by other agencies & entities involving key decision makers from all components of local criminal justice system.	X		

Involuntary Commitment: improving County investigations

April

	Implemented or resolved	In process	Not imple
A.1 To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should require hospitals to notify the ICU at the same time they notify the courts of new holds.	X		
A.2 To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should supplement information on the County database to allow better tracking of cases.	X		
A.3 To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should increase investigator staffing on weekends.	X		
A.4 To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should start investigations within one judicial day, or sooner.	X		
B.1 To improve investigations and better accomplish therapeutic goals of civil commitment, ICU mgmt. should obtain client information about previous holds & treatment history on databases. Use the information to assist in assigning clients to investigators.	X		
B.2 To improve investigations and to better accomplish the therapeutic goals of civil commitment, ICU management should pursue legislative change or modify contracts to allow investigators full access to information regarding client histories.	X		
B.3 To improve investigations and better accomplish therapeutic goals of civil commitment process, ICU management should develop alternatives to re-direct clients to the most cost-effective, least restrictive sites and services.	X		
C.1 To ensure the County does not bear an inequitable share of costs, ICU management should work with the State Mental Health Division to modify the allocation formula, or develop billing mechanisms to recover costs from other counties.			

County Services: help citizens find their way

April 1995

		Implemented or resolved	In process	Not implemented
A.1	To improve coordination and consistency, a multi-departmental group should address public access to County services.	X		
B.1	To ensure access issues address program, service population and site issues, site staff should work with multi-department group to familiarize themselves with wayfinding principles.	X		
B.2	To ensure access issues address program, service population and site issues, install adequate and appropriate visual cues, signs, maps directories and information desks at service sites.	X		
B.3	To ensure access issues address program, service population and site issues, ensure brochures, telephone listings, and other instructional materials provide consistent and adequate information for citizens.	X		
B.4	To ensure access issues address program, routinely monitor access problems encountered by citizens, determine effectiveness of signs and cues, evaluate alternatives and make modifications consistent with wayfinding principles.	X		
C.1	To assist citizens who wish to exit buildings, and better prepare for emergencies, County managers should ensure that committees at each site review the adequacy of exit signs and maps, and develop emergency evacuation plans for staff & citizens.	X		
C.2	To assist citizens who wish to exit buildings, and better prepare for emergencies, County managers should ensure that committees at each service site provide leadership to ensure that emergency planning occurs at shared sites.	X		
D.1	To improve telephone access to County services, Telecommunications staff should develop a best Practices: manual which can assist program staff in designing automated answering systems that are cost-effective and accessible.			
D.2	To improve telephone access to County services, Telecommunications staff should assist program staff by working with the telephone system vendor to resolve technical problems which could produce access problems.			
E.1	To ensure that automated answering systems are effective, County program staff should periodically review statistics on the volume and transfers of calls to ensure that automated telephone answering systems are needed and the options are appropriate.			
E.2	To ensure that automated answering systems are effective, County program staff should periodically review the message text, test the functioning of transfers, and the availability of receptionists to assist callers at all times.			

Financial Condition 1995

May 1995

	Implemented or resolved	In process	Not implemented
A.1 To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should act to continue building cash reserves.	X		
A.2 To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should discontinue County reliance on short-term serial levy revenues to fund on-going operations.			
A.3 To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should complete the development of a regular review process for user charges to comply with the County's financial & budget policy.	X		
A.4 To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should continue to refine the financial and budget policy and make it an integral part of decision-making.	X		
B.1 To better contain employee costs, the Board should advocate changes to collective bargaining statutes such as binding arbitration, which tend to produce wage increases that exceed inflation.			

Motor Vehicle Rental Tax

June 1995

	Implemented or resolved	In process	Not implemented
A.1 To ensure voluntary compliance with the motor vehicle rental tax code, ensure that all businesses have filed a return.	X		
A.2 To ensure voluntary compliance with the motor vehicle rental tax code, examine rental company business locations on quarterly tax returns to ensure all sites have been reported	X		
A.3 To ensure voluntary compliance with the motor vehicle rental tax code, establish written procedures to assist new staff responsible for administering the tax.	X		
A.4 To ensure voluntary compliance with the motor vehicle rental tax code, annually review the phone book listings and coordinate with the business income tax administrator to identify new business listings.	X		
A.5 To ensure voluntary compliance with the motor vehicle rental tax code, periodically contact rental companies by phone, or by site visits, to determine if their systems are properly set up to calculate the taxes.	X		
A.6 To ensure voluntary compliance with the motor vehicle rental tax code, consider changing the tax ordinance to strengthen the County's ability to audit rental company records.	X		

Motor Vehicle Rental Tax

June 1995

	Implemented or resolved	In process	Not implemented
B.1			
To keep the costs of administering the tax low, the Treasury section should investigate revising the tax code to make licensing a one-time only requirement, or discontinue licensing altogether.			
	X		
B.2			
To keep the costs of administering the tax low, the Treasury section should complete development of a database approach to administering the taxes.			
	X		
B.3			
To keep the costs of administering the tax low, the Treasury section should investigate the possibility of coordinating audits of airport rental companies with the Port of Portland.			
	X		
C.1			
To clarify administration of the motor vehicle taxes, Treasury should propose changing the tax code or writing interpretive procedures to better define criteria for determining which miscellaneous charges, if any, are subject to the tax.			
	X		
C.2			
To clarify administration of the motor vehicle taxes, Treasury should propose changing the tax code or writing interpretive procedures to consistently charge penalties and interest to late filers.			
	X		
C.3			
To clarify administration of the motor vehicle taxes, Treasury should propose changing the tax code or writing interpretive procedures to change tax return due dates to the last day of the next month following the calendar quarter's end.			
	X		

Court Space Needs

December 1995

	Implemented or resolved	In process	Not implemented
1.A			
To cost-effectively meet current and future justice facility needs, the Board should seek financial assistance from the state to construct a new justice facility that will accommodate growth in the number of judges until 2040.			
1.B			
The Board should work with citizens groups, and Facilities Management personnel to obtain local funding to augment state financial assistance to construct a 516,000 square foot facility.			
2.A			
To ensure that all cost-saving methods are considered, Facilities Management should carefully plan for a new criminal justice facility by obtaining a suitable site.			
2.B			
To ensure that all cost-saving methods are considered, Facilities Management should carefully plan for a new criminal justice facility by monitoring other courthouse projects			
2.C			
To ensure that all cost-saving methods are considered, Facilities Management should carefully plan for a new criminal justice facility by developing a facility program.			

Court Space Needs

December 1995

		Implemented or resolved	In process	Not implemented
3.A	To control costs, a new criminal justice building should be constructed to match the needs of court proceedings. Courtrooms should be designed smaller and should be shared among judges. Four jury courtrooms for every ten judges is sufficient.			
3.B	Jury courtrooms should be supplemented with hearing rooms for judges. A new courthouse should be designed with four hearing rooms for every ten judges.			
3.C	The number of jury deliberation rooms should be decreased. No more than four jury deliberation rooms are needed for each ten judges. Hearing rooms do not require jury deliberation rooms.			
3.D	Construct only one large-capacity courtroom on a lower floor to handle high-profile trials, public ceremonies, and other activities which could require room for 100 spectators and large numbers of litigants and attorneys.			
4.A	To control costs, a new criminal justice building should co-locate the Sheriff's Office and Community corrections. Areas used for the Sheriff's Office and Community Corrections should be constructed for future conversion to floors of courtrooms.			
4.B	To control costs, a new criminal justice building should provide multi-purpose judge lounges instead of having individual amenities for each judge.			
4.C	To control costs, a new criminal justice building should be designed for adjoining clerical space.			
5.A	To ensure the safety of the public, trial participants, judges, and facility employees, a new criminal justice building should construct three circulation corridors to separate judges, inmates, and the public. Waiting rooms should be built for victims.			
5.B	To ensure the safety of the public, trial participants, judges, and facility employees, a new criminal justice building should design the lobby with adequate space. Counter areas should have physical barriers.			
6.A	To reduce long-term costs, the new criminal justice building should build in computer capabilities to all workstations.			
6.B	To reduce long-term costs, the new criminal justice building should build in video capabilities to all courtrooms, attorney/inmate conference rooms, and the holding area.			
6.C	To reduce long-term costs, the new criminal justice building should plan for electronic data storage. This, in turn, should reduce the long-term space needs for records storage.			
7.A	To improve citizen access and better respond to growing workload, decentralize court operations in areas where efficiencies would not be adversely affected, such as pay stations for traffic and other fines.			

Court Space Needs

December 1995

		Implemented or resolved	In process	Not implemented
8.A	Better utilize the current court operations space by using all four Justice Center Courts.			
8.B	Better utilize the current court operations space by reassigning underutilized courtrooms.			
8.C	Better utilize the current court operations space by expanding court hours for family law.			
8.D	Better utilize the current court operations space by increasing judicial productivity.			

Community Corrections: mixed results from new programs

January 1997

		Implemented or resolved	In process	Not implemented
1.A	To more effectively supervise offenders & better protect the public, the Department should strengthen management of operations by developing & using a comprehensive set of policies and procedures.	X		
1.B	To more effectively supervise offenders & better protect the public, the Department should investigate successful case management systems in other jurisdictions and develop case management guidelines for the County.	X		
1.C	To more effectively supervise offenders & better protect the public, the Department should strengthen management of operations by conducting caseload audits to ensure supervision is better allocated according to risk.	X		
2	The Department should not expand the ICM program until it has been proven more effective. It should also reconsider plans for adding other duties such as supervising offenders from Boot Camp.	X		
3.A	Intensive Case Management should develop controls to ensure that inappropriate clients are not enrolled and that offenders are not remaining in the program for extended periods.	X		
3.B	Intensive Case Management should develop graduated levels of supervision which would provide incentives for positive compliance by offenders and provide for their transition back to general caseload supervision.	X		
3.C	Intensive Case Management should identify and reduce barriers to getting offenders into and through treatment programs.	X		
3.D	Intensive Case Management should develop and implement case planning tools for POs.	X		

Community Corrections: mixed results from new programs

January 1997

		Implemented or resolved	In process	Not implemented
3.E	Intensive Case Management should develop standards and controls to ensure that POs conduct regular home or field visits with ICM offenders.	X		
3.F	Intensive Case Management should improve the collection and use of program data which will measure results of supervision and treatment.	X		
4.A	The Department should consider expanding the casebank program to increase the number of transfers to CBC of appropriate low and limited risk offenders who have complied with the conditions of general supervision.	X		
4.B	The Department should consider expanding the casebank program to collect and analyze data on program effectiveness and actively advocate for the program.	X		
4.C	The Department should consider expanding the casebank program to establish and manage CBC as a budgeted program.	X		
4.D	The Department should consider expanding the casebank program to ensure that those cases which require enhanced supervision are promptly transferred to general caseloads.	X		
5.A	To improve collection of supervision fees, the Department should use available data and existing automated systems to monitor collections, and more accurately reflect collections in reporting Key Results.	X		
5.B	To improve collection of supervision fees, the Department should develop additional procedures on supervision fee collection and waivers.	X		
5.C	To improve collection of supervision fees, the Department should consider pursuing the collections strategies used in Clackamas, Lane, and Washington counties to increase fee collections.	X		
5.D	To improve collection of supervision fees, the Department should work with courts regarding fee waivers.	X		
6	To increase efficient use of public dollars, the Department should begin tracking utilization of the Forest Project as a Key Result, monitor utilization on a monthly basis, and provide quarterly reports for at least two years to the Auditor's Office.	X		

Housing: Clarify priorities, consolidate efforts, add accountability

January 1997

		Implemented or resolved	In process	Not implemented
1.A	Designate a single countywide consortium responsible for establishing housing goals and priority needs, allocating funds to operating agencies and coordinating countywide housing efforts.	X		
1.B	Consolidate the delivery of emergency shelter and low-income housing in one countywide agency.			
1.C	Continue contracting for production.	X		
1.D	Consolidate economic and neighborhood development responsibilities in one countywide agency.			
1.E	Reorganize Multnomah County access and referral to social services leading to housing.		X	
2.A	By July 1997, political leaders from the cities and the County should express support for a consolidated housing effort led by a single consortium representing countywide housing interests.			
2.B	By July 1997, political leaders from the cities and the County should commit to delegate responsibility for housing administration, planning, evaluation and monitoring to this consortium.			
2.C	By July 1997, political leaders from the cities and the County should commit to transfer housing funds to the consortium in accordance with a five year plan.			
2.D	By July 1997, political leaders from the cities and the County should appoint a task force to develop and recommend implementation steps.			
3.A	The task force may wish to consider existing examples of regional cooperation such as the regional water supply consortium and the regional transportation planning council.			
3.B	By January 1998 the task force should address the composition and appointment of the consortium board.			
3.C	By January 1998 the task force should address the recommendations for statutory changes.			
3.D	By January 1998 the task force should address clarifying roles and responsibilities of the agency.			
3.E	By January 1998 the task force should address the methods for transferring staff to the new agency.			
3.F	By January 1998 the task force should address the proposed first year budget and five year plan.			
4.A	The countywide consortium should begin operation by July 1, 1998.			

Housing: Clarify priorities, consolidate efforts, add accountability

January 1997

	Implemented or resolved	In process	Not implemented
4.B Within the first year of operation, the consortium should develop mission and goals.			
4.C Within the first year of operation, the consortium should develop a comprehensive operating and financial five year plan.			
4.D Within the first year of operation, the consortium should establish funding and performance agreements with political jurisdictions and housing organizations.			
4.E Within the first year of operation, the consortium should establish a reporting and evaluation process.			

Financial Condition

May 1997

	Implemented or resolved	In process	Not implemented
1 Ensure that budget and finance decisions comply with the principles of the Multnomah County Budget and Financial Policy.	X		
2 Work with PERS to determine whether County contributions are adequate to continue reducing the unfunded liability.		X	
3 Review the Budget and Financial Policy after the impacts and constraints of Measure 47 are better understood.	X		

Timliness of Reimbursements

July 1997

	Implemented or resolved	In process	Not implemented
1 Investigate the use of the grant accounting with LGFS			
2 Work with the State relating to how intergovernmental funds are sent to the County.	X		
3 Look carefully at the full administrative costs of smaller grant sources to ensure the cost of providing the services does not exceed the revenue reimbursement source.	X		

Commercial Property Appraisal

July 1997

		Implemented or resolved	In process	Not implemented
1.A	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider having regular staff meetings to share vital information.	X		
1.B	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider communicating organizationally about the impacts of Measures 47 and 50	X		
1.C	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider providing adequate support for use of personal computers, improving and making use of in-house skills to train staff.	X		
1.D	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider encouraging consistent supervisory reviews and analyzing patterns which would suggest undervaluing property.	X		
2.A	To encourage the most efficient use of personnel resources, A&T should consider reviewing the workflow and paper handling processes of the organization with the goal of reducing the number of times appraisal cards and other paperwork is handled.	X		
2.B	To encourage the most efficient use of personnel resources, A&T should consider better methods for tracking hard copy records and reducing the reliance on them.	X		
3.A	To ensure taxpayer equity, that all property improvements are on the tax roll, and important sales information is available, A&T should consider reviewing sales confirmations for properties with improvements not reflected in assessments.	X		
3.B	To ensure taxpayer equity, that all property improvements are on the tax roll, and important sales information is available, A&T should consider maintaining information and confirmations of all sales.	X		
4.A	To ensure that the personal property rolls have not omitted businesses that should file, and those that have filed have not omitted taxable property, A&T should consider working with the City of Portland Bureau of Licenses and the MCBIT database.			
4.B	To ensure that the personal property rolls have not omitted businesses that should file, and those that have filed have not omitted taxable property, A&T should consider reviewing enforcement efforts for filing compliance, audits, and County vendors.			

Law Enforcement Cost Recovery

August 1997

		Implemented or resolved	In process	Not implemented
1	The Board of County Commissioners should provide clear policy direction regarding the respective responsibilities of the cities and the County regarding police services within cities.	X		
2	The Sheriff's Office should develop mechanisms for more accurate accounting of services provided under contracts with the cities.	X		
3	The Board and the Sheriff should compare the cost-effectiveness of the Sheriff's Office patrol with other means of providing services.	X		

Home Visiting: focus resources for healthier families

February 1998

		Implemented or resolved	In process	Not implemented
1.A	Field Services should develop criteria to insure that services are targeted to high-risk pregnant women, mothers, and babies.		X	
1.B	Field Services should establish and maintain maximum caseloads.		X	
1.C	Field Services should adopt a more intensive visit schedule with well-defined criteria for increasing or decreasing visit frequency.		X	
1.D	Field Services should begin services prenatally and insure that services are delivered until children are at least two years of age.		X	
1.E	Field Services should develop service protocols and train staff in their use.		X	
1.F	Field Services should strive to hire more minority staff.		X	
2.A1	Field Services should study the use of paraprofessionals in other jurisdictions to develop a job classification, appropriate nurse/paraprofessional ratios, service protocols, and adequate training and supervision methods.	X		
2.B1	Field Services should conduct time studies, monitor the practices of the most productive nurses, review productivity levels of other agencies, and establish standards that can be used as a basis for evaluating performance.		X	
2.B2	Field Services should continue to identify administrative and other duties that could be reduced to provide more time for home visits.		X	
2.B3	Field Services should investigate automation or other means to reduce the amount of paperwork and other duties related to home visits.		X	
2.B4	Field Services should evaluate the costs and benefits of unannounced visits.			

Home Visiting: focus resources for healthier families

February 1998

	Implemented or resolved	In process	Not implemented
2.B5 Field Services should evaluate the importance of its community-building and other activities compared to home visitation for high-risk families.		X	
2.C1 Field Services should insure that all eligible services are billed and reimbursed by Federal or State resources.	X		
2.C2 Field Services should develop the capability of billing services to third party insurance providers.		X	
2.D1 Field Services should develop a priority system to allocate its limited resources to the maximum number of families it can effectively serve.		X	

Imprest Cash: more guidance needed

February 1998

	Implemented or resolved	In process	Not implemented
1 To better control cash, the Treasury Section should develop and maintain a petty cash manual.	X		
2.A The Treasury manage should have oversight responsibility for imprest accounts.	X		
2.B Treasury should provide checking account assistance with banks, ensure account balancing is done properly and timely, and checking account security is understood and implemented by departments.	X		
2.C Treasury should perform occasional unannounced random cash counts and take other measures to ensure the safety and reliability of imprest funds.		X	
2.D Departments should implement imprest account procedures, and ensure that custodians and supervisors are adequately supported and trained to safeguard cash and keep accurate records.	X		
2.E Accounts Payable should continue their function of reviewing reimbursement claims for conformity with County expenditure policy.	X		
3.A Before petty cash accounts are replenished, departments should submit to the Accounts Payable Section evidence that the account was balance. This will eliminate the need to perform an annual account confirmation.	X		
3.B Departments should promptly notify Treasury of changes to the custodian or supervisor.	X		
3.C Treasury and departments should review account activity and recommend that those with little or no activity during the fiscal year be reduced or turned in to Treasury.	X		

Imprest Cash: more guidance needed

February 1998

	Implemented or resolved	In process	Not implemented
3D			
3E			
3F			
4A			
4B			
5A			
5B			
5C			
5D			
5E			
5F			
5G			

Property Valuation and the Tax Collection & Records Management Divisions

February 1999

	Implemented or resolved	In process	Not implemented
1			
As the Divisions expand their on-line public information, they should evaluate the information which could be provided, the number of citizens who would benefit from the information, by what technical medium, and at what cost.	X		
2			
The Division should monitor all costs and implementation plans for the new enterprise server system to ensure that the project meets cost and schedule objectives.	X		
3			
The Finance Director should disclose transfers of Tax Title Fund properties to other governments and non-profit organizations in the County's financial statements and the County's adopted budget.			
4			
DES should continue to closely coordinate operations and goals between the Property Valuation Division and the Tax Collection and Records Management Division.	X		
5			
In developing a strategic plan, managers and staff should determine the role of appraisers, ensure Key Results relate to goals and responsibilities, look to innovations of other Oregon A&T organizations, and explore and define customer needs.		X	
6			
Evaluate technological innovations that could benefit the divisions and citizens.	X		
7			
The Divisions should continue their evaluation of paper-flow and ways to simplify processing steps.	X		
8			
The Divisions should improve the planning and project management efforts when contracting for work.	X		
9			
The Divisions should evaluate technological needs in cartography and request additional funding if the new maps are needed sooner than possible with available staff.		X	

Roadway Capital Projects: strengthen management controls

March 1999

	Implemented or resolved	In process	Not implemented
1 The Roadway Capital Improvement Plan should ensure that projects are ranked properly and that capital project priorities are adequately communicated to stakeholders.		X	
2 The Roadway Capital Improvement Plan criteria should be responsive to change.		X	
3 The Roadway Capital Improvement Program should better define and communicate decision-making processes.		X	
4 The Division should monitor and report its performance in meeting the Roadway Capital Project Program's objectives.		X	
5 To better control projects, project plans should be prepared.		X	
6 To better control projects, project management systems should be further developed.		X	
7 Project scope management controls should be strengthened in the pre-construction phase of the project.		X	
8 Project schedule management controls should be strengthened to ensure that projects are completed on time.		X	
9 Project cost management controls should be strengthened to ensure that projects are completed within the project budget.		X	
10 Project quality management controls should be strengthened to ensure management's quality objectives are communicated and satisfied.		X	
11 Human resource project management controls should be improved to ensure the most effective use of people involved with projects.		X	
12 Project communication management controls should be strengthened to ensure that the information needs of all project stakeholders are met.		X	
13 Taking a systematic approach to identify, assess and respond to project risks would strengthen management controls.		X	
14 Improvements in project procurement processes would strengthen project management controls.		X	
15 Controls to manage multiple roadway capital projects should be strengthened.		X	