



Office of Community Involvement



TO: Chair Deborah Kafoury and County Board of Commissioners (4) pages

FROM: Department of County Assets (DCA) & Department of County Management (DCM) Community Budget Advisory Committee (CBAC )

DATE: April 3, 2019

SUBJECT: CBAC Report & Recommendations

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## EXECUTIVE SUMMARY

The DCA/DCM CBAC has historically focused on one time only funding requests, out of target program offers, and new programs. Additionally, we review the major projects to provide our thoughts and input on the ongoing management, support, and monitoring of these projects. This year we interviewed department directors and reviewed program offers from both DCA and DCM, and provided our input on those that stood out in terms of cost, impact, or relative merit. As part of our interview process, we also focused on the role of allocated costs that external service departments pay to internal service departments, primarily found in DCA. While we recognize that allocated costs are easy targets for potential cost savings to departments, we feel each DCA department fairly assesses allocated fees that allows every county department to perform the work of the county.

**PROCESS** - The DCA/DCM CBAC focused on one time only requests, and met with the leaders of those organizations which submitted one time requests. The discussions included an overview of the organization itself, particular concerns and themes, and specific requests that were anticipated (the majority of the discussions occurred prior to the actual budget submissions).

The team met with the following county leaders:

- Marissa Madrigal, Chief Operating Officer and DCM Director
- Bob Leek, Interim DCA Director and Chief Information Officer
- Mark Campbell, Chief Financial Officer
- Travis Graves, Chief Human Resources Officer and DCM Deputy Director
- Michael Vaughn, County Assessor
- Jeff Brown, Deputy County Assessor
- Naomi Butler, Interim Director of Facilities and Property Management

**EMERGING ISSUES & CHANGES** - Key themes that emerged from our discussions with various County leaders included the following:

1. The County continues to be under serious financial pressures as a result of the property tax cap imposed by Measure 5 and Measure 50. The CBAC did not see any clear path to addressing this shortcoming and share the frustration County administrators must feel. We are impressed with how

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the County has dealt with this ongoing issue by spending efficiently and being diligent in terms of projects and ongoing expenditures.

- 2. Some of the one time requests from DCA may be mis-cast as ‘One Time’. While they are capital expenditures, they really are cyclical, based on the usable life of the asset, and in some cases are impacted by external factors. We would recommend revisiting the funding approach for some of these requests (particularly Technology Improvement and Cyber Security) to a more fixed, predictable, operational model in which funding is built into the operational budget of the County. These are ongoing, critical expenditures, and must be funded to ensure the health of County operations. They should be seen as ‘the cost of doing business’ for an enterprise as large as the County.
  
- 3. We are concerned by the timing and approach of the Corporate Broadband Network Infrastructure Replacement proposal program offer 78321. Without a doubt, broadband infrastructure will be a required investment in order to remain a relevant service provider, and will be a cost to the public either now or in the future. We also understand the cost now is cheaper than waiting. However, the cost of this current proposed phase is about 50% of what we understand are total one-time funds available to all programs, and partnership contributions are unclear in a season where every dollar counts for external service providers. Like any traditional infrastructure financing, we recommend a fuller accounting of available funds to advance the project in order to be assured the Broadband Network does not annually take away from other, equally relevant one-time requests that increase service levels for the County’s residents.
  
- 4. Lastly, regarding the Facilities Dedicated Facilities Specialist for Shelter Transitions program offer 78203B-20 request, we recognize this is the second year for this one time only program offer. It is our expectation as Community Budget Advisory Committee members this program will be finalized, and if not that its operation will be transitioned to a more appropriate department or funding model.

**RECOMMENDATIONS** – Our specific recommendations are to support the following requests:

***Department of County Assets:***

The CBAC group supports the following program offers that we feel align with the Chair’s priorities, including public safety and homelessness:

- 1. 78318B IT Cyber Security \$500,000

This program is to enhance our Cyber Security posture at Multnomah County. Over the past 3 years we have worked diligently to achieve our Cyber Security goals and have been able to significantly increase our cyber posture. The additional funds in our Cyber Security 2.0 program offer will allow us to continue our progress to address gaps and deficiencies that have been identified by both internal and third party reviews.

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2. 78202B Security Access Program \$150,000

The Access to County Buildings Audit Report identified critical security risks due to inadequate controls for building access cards. In response to the audit, a position was added in program offer Facilities Operations and Maintenance (78202-A) to support the development and implementation of new access control procedures. This program adds professional services for trained security consultants to assist County leadership in defining security goals.

3. 78203B Facilities Dedicated Facilities Specialist for Shelter Transitions \$135,000

This program offer is to continue a full time limited duration Facilities Specialist 3 in the Client Services Program to work as a Project Manager/Property Manager to support the existing, transitioning, and new homeless shelters. The position will coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

4. 78321 Corporate Broadband Network Infrastructure Replacement \$2,500,000

The County relies on a high speed, broadband fiber network provided by the City of Portland on leased equipment and infrastructure from Comcast. The agreement supporting that access expires in 2021. The County must determine the path forward for a new broadband infrastructure solution. The County is seeking a partnership with the City. The funds required to meet a new infrastructure relationship are under evaluation. This program requests \$2.5M to support the design phase.

5. 78232 Health Syringe Boxes \$50,000

Sharps drop boxes are a community-based disposal strategy which encourages safe disposal of used syringes by people who use injection drugs and provides the public with a convenient disposal option. In FY19, Multnomah County led a multi-jurisdictional Healthy Streets pilot to expand the number of sharps drop boxes in our community. In April of 2019, 14 new SDBs were sited across the community, bringing the total number of SDBs to 17. In FY20, the County will continue to provide support in implementing the expanded pilot and will track its success in reducing waste.

**Department of County Management:**

1. 72017B Leadership Development and Accountability \$527,006

Fulfills recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemcott Rollins Group (JRG) Recommendations. Represents an intensive investment in managers and supervisors, building critical leadership skills and equipping them to leverage the authority of their positions to create a workplace culture of safety, trust, and belonging.

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★ ***CBAC supports not only the implementation of the WESP recommendations but measurement of their success. We believe this project’s effectiveness should be measured by outcomes beyond training attendance and self-assessed behavior change.***

2. 72000B - Continuous Quality Improvement Pilot/County Contractors \$161,888

The Continuous Quality Improvement Pilot program will select a group of social service contractors to participate in a review to assess and improve their processes to ensure safety, service quality and efficiency. The processes will be analyzed using Continuous Quality Improvement (CQI) methods and tools and fiscal compliance to ensure core/baseline safety measures for clients, participants, and staff.

3. 72008B - FRM Motor Vehicle Tax \$150,285

FRM Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund. At a minimum, this request seeks to find ways to recover revenue that is not being paid on an existing tax program and is expected to pay for itself.

4. 72005B - Labor Compliance \$199,877

This program offer will fund a Labor Compliance Pilot Program to provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage. The program offer will also purchase data infrastructure to help the County with compliance monitoring.

## **ACKNOWLEDGEMENTS**

The Committee would like to give special thanks to Lisa Whedon, Deb Anderson, and Matt Moline for their support, coordination, facilitation, and helpful and positive attitudes. They were essential to the organization and scheduling of our discussions, and provided excellent perspective on virtually all of the budget requests discussed. Additionally, we’d like to thank all of our guests/presenters for their time and excellent presentations.