



MULTNOMAH COUNTY OREGON
Department of County Assets
Department of County Management

**Citizen
Budget
Advisory
Committee**

Members:

David Torrey,
Committee Chair

Ben Brady

Scott Eissfeldt

Jeannine
DeFeyter

Robert Stabbert

Sandy Litt

Cormac Burke

Department
Director:

**Sherry
Swackhamer**
*DCA Director/CIO,
Interim DCM Director*
501 SE Hawthorne
Portland OR 97214
(503) 988-3368

DCM / DCA CBAC Report & Recommendations, FY 2015 Budget

To: Multnomah County Chair Marissa Madrigal
& Board of County Commissioners
From: David Torrey, CBAC Chair
Date: April 17, 2014

Process Overview:

The CBAC reviews the programs of both the Department of County Management (DCM) and the Department of Community Assets (DCA). Our CBAC membership includes the seven members noted in the left margin. We met in October to welcome new members and conduct our kick off meeting and to discuss next steps including a meeting schedule and guest speakers.

Between October, 2013 and March, 2014 we met roughly twice a month, and interviewed the department director, several program managers, and toured the East County Courthouse with Peggidy Yates, Kaleb Smith, Amber Zwetsch, and Gary Donnelly. Information received during these meetings, as well as our review of FY 2014 and FY 2015 department program offers and other information provides the basis for this report.

We appreciate all the work County staff has done to assist and inform the members of this CBAC during this budget season. In arriving at the attached recommendations we met with the following County staff:

- Julie Neburka - DCA (CBAC support staff)
- Chris Yager – DCA (CBAC support staff)
- Sherry Swackhamer – Chief Information Officer, DCA Director, and interim DCM Director
- Bob Leek - Deputy CIO
- Travis Graves – DCM Human Resources Director, and Tanya Barham, Wellness Program manager
- Peggidy Yates, Kaleb Smith, Amber Zwetsch, and Gary Donnelly, who provided us with a comprehensive tour of the East County Courthouse
- Randy Walruff - County Assessor
- Mike Oswald - Animal Services Director

Recommendations/Concerns/Emerging Issues:

Overall, we are very impressed with the County employees we met and their desire to improve current processes and procedures. Additionally, we support efforts to continue modernizing the County's technology infrastructure to support greater workforce efficiency in the future. Our overarching "theme" this year is to ensure that ***all DCA, DCM, and other County capital projects have robust governance, project management, transparency, and oversight.*** As a result of the potential write off of the DART investment of \$2 million, as well as the 'bad Press' generated by the Cover Oregon/Oracle debacle, it is clear that challenging projects require oversight to ensure milestones and obligations are met. Even though oversight and management appears to be built into many county processes, the point of this theme is that the importance of this sort of governance can't be overstated.

Our initial recommendations for the Chair's executive budget focus on the six one-time funding requests identified below. Rather than ranking them in importance, we discussed whether to fund them "now", "later", or "maybe, need more information".

Department of County Management

1. Program #72035B, DART Assessment & Taxation System Upgrade. This multi-year system upgrade project was initially approved in the FY 2008 Budget. The Division of Assessment, Recording and Taxation is replacing the outdated Assessment and Taxation system. A request for proposal published in FY 2008 resulted in a vendor selection and contract execution. Many milestones were not met from FY10 through FY12. The contract was cancelled in FY13 due to missed milestones. In FY14 the Board of Commissioners approved moving forward with a new vendor. This scaled program represents additional funding required to complete the project. We recommend that this project be funded "**later**", as the program has \$3.9 million on hand to begin the work in FY 2015. In the event that further funding is required in 2016 or after, another request should be submitted at that time with justification and a review of spending to date.

Department of County Assets

1. Program #78018B, Network Convergence. This program offer provides additional funding for the network convergence project (VoIP) for the necessary staffing and equipment to complete the upgrades and migration of the remaining 90 sites on an accelerated schedule, excluding the Courthouse, Hansen and Justice Center sites. We understand that a number of upgrades/migrations have been performed as 'emergency' upgrades due to failing equipment. We recommend that this project be funded "**now**", as the risk of phone system failures increases the longer the project takes.
2. Program #78013, Downtown Courthouse. The new Downtown Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will be based on the current standards in courthouse design and

construction, energy efficiency as well as operational efficiency. The County will have a Business Case Analysis prepared and study the alternative of using a Public-Private-Partnership for delivery of the project. We recommend that this project be funded **“now”**, to build on the momentum created for this large, important County building project.

3. Program #78015, Animal Services Renovations. Facilities and Property Management is requesting \$1 million for the programming, design, construction, resulting reconfiguration and possible expansion of the County's Animal Services office operations. In addition, a portion of these funds may be spent to evaluate the potential opportunity to open a satellite adoption facility closer to the County's population center. The current facility is inadequate to meet the needs of the over 90,000 walk-in customers and the intake of approximately 8,000 animals annually. We recommend that this project be funded **“now”** with \$500,000 to \$1 million depending on the amount of funding available. We are in favor of a satellite facility closer to Portland and recommend leasing space for a year or two to test the response from the public of a new location. We would want Animal Services to develop a prioritized plan for how the funds would be used before embarking on this project.
4. Program #78014, Columbia River Boathouse & Portage Building. This program offer requests one-time resources to replace an existing, poor condition Marine Building at Metro's Gleason facility that houses the Sheriff's Office Columbia River Patrol unit. We recommend that this project be funded **“maybe, need more information”**, as we are concerned about the ramifications of building something that will be owned by another government entity (Metro). We understand that the county will receive free rent as a result of this capital expenditure but what is the payback period for the cash outlay?
5. Program #78017, Continuity of Operations Upgrades. This program offer funds the Information Technology (IT) department's ability to support remote access from alternative work site locations. A recent Continuity of Operations Planning (COOP) exercise and an actual outage of multiple buildings identified the need for increased IT capabilities for mobility and remote access to applications from alternate work sites. Current licensing and system capacity is inadequate to support this requirement. We recommend that this project be funded **“later”**, and suggest that staff do more research on the options for continuity of operations. Is VPN the best option? Are there other solutions? What is the financial breakdown of the expansion of VPN verses increased WiFi capacity? More planning work should be done to fully understand options and cost breakdowns.