

DCA and DCM CBAC

TO: Chair Deborah Kafoury and Board of County Commissioners (5) pages

FROM: DCA and DCM Advisory Committee (CBAC)

DATE: April 30, 2020

SUBJECT: DCA and DCM Community Budget Advisory Committee Report & Recommendations

Dear Board of County Commissioners:

As volunteers to the budget process, we would like to thank you for your insistence to continue the community involvement process in these irregular times. At Chair Kafoury's recommendation, our final report will focus on our key values and principles related to the Department of County Assets and (DCA) and the Department of County Management (DCM).

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, DCA Director and Chief Information Officer

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- Kim Garcia, DCA Strategic Initiatives Officer
- Eric Arellano, Chief Financial Officer
- Travis Graves, Chief Human Resources Officer and DCM Deputy Director
- Michael Vaughn, County Assessor

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. It is constrained by the increasing cost of providing necessary services for a ballooning population, but is not willing to compromise on core philosophical values or fail to provide every service that it has committed to. 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 the County has dealt with this ongoing issue by spending efficiently and being diligent in terms of projects and ongoing expenditures.

2. We recommend continuing a full implementation of Workday and other legacy software programs that have recently been introduced at the County. The significant investment by the County – financial, personal, and systemic – is vital for the County to maintain through the infancy of these programs. We believe the long term value of these programs will benefit the County, and also that maintaining the successful launch of these programs will ensure the County's infrastructure has a healthy foundation for serving the employees and, consequently, the residents of Multnomah County.

3. Like last year, we are concerned by the timing 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. 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. We would also appreciate more detail in program offers for each phase so we can understand proposed expenditures, by whom the work will be done, and the expected outcomes

Additionally, we are intrigued by the County's work in corporate broadband and its potential to evolve into a municipal service offered by the County. While not a current program offer, it's clear by the ongoing pandemic that internet services are a link to essential public services – especially to our more vulnerable residents. Our CBAC has

Members: *Trent Wilson, Sam Coldwell, Nick Prelosky, Karen Willaims, Moses Ross, Heather Berry, and Kent Zook* **Staff:** *Lisa Whedon (DCA), Debra Anderson(DCM), Becky Zou (DCA), Joel Juve (DCA) and Matt Moline (DCM)*

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historically recommended against proposals that would enable the County to enter private and/or competitive markets. Nevertheless, we do feel that programs like municipal broadband services are having success in other jurisdictions and that you can meet a service need by advancing this initiative in future years.

4. The request for FRM Preschool for All Tax Administration Planning & Development (#72008C) revealed a budgetary concern that was beyond the scope of the request itself. We do not feel it's appropriate for our CBAC to recommend - or not - a funding stream tied to a potential ballot measure supported by the County (i.e. a policy issue, and not a budgetary one), but we did find it curious that the Multnomah County Treasury office does not have a contingency fund to support the work required of any ballot measure, whether it was supported by the County or not. Measures can be filed by anyone, not just the county, and successful measures would necessitate this same work - from what we can understand. If the Board advances this program offer, we recommend it be amended to more generically support Multnomah County Treasury to be equipped with ongoing contingency funds to perform the work described in this program offer, regardless of the policy merits of the measure itself.

5. Last, but certainly not least, we wish to thank this Board and the County leaders for their work to advance equity and inclusion practices into every aspect of the County's workforce, and to encourage you to continue this work.

RECOMMENDATIONS:

The recommendations below are modified from our March memo to Chair Kafoury, now with a lens toward essential operations following the impacts to the county's budget caused by COVID-19.

The following programs are considered our top priorities.

- #72017B - Leadership Development & Accountability (WESP)
- #72017C - WESP Conflict Mediation & Resolution
- #72022B - WorkDay Support - Central Human Resources - convert to ongoing
- #72022C - WorkDay Support - Central Human Resources - Training
- #72046B - WorkDay Support - Finance - convert to ongoing
- #72005B - FRM Jaggaer Support - Procurement & Contract

We support the following programs as secondary priorities, albeit still important to advance.

- #78321 - Corporate Broadband Network Infrastructure Replacement
- #72005C - FRM Labor Compliance
- #72005D - Clean Air Construction Standards

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COVID-19 RESPONSE & RECOVERY

- Does your CBAC have any input for the Board of Commissioners on the core values that Chair Kafoury outlined in her communication to CBAC members? Would you add any core values and/or are any values of highest priority to your CBAC?

We agree with the principles established by Chair Kafoury.

- For your department or offices, which communities and/or constituencies does your CBAC expect to experience the most significant impacts due to COVID-19?

The DCA/DCM CBAC does not touch constituencies in the way that other CBACs may, but rather touches the employees and infrastructure of the county itself. In these unprecedented times when a lot of the organizational focus is outward, please remember to take measures to focus inward. The infrastructure of the county is still the vessel that allows the larger organization to serve the public. And while it is our role to often advocate for these departments, we would encourage balance. Since our constituencies are the employees themselves, we encourage DCM and DCA to commit to ongoing outreach and support for employees who need additional leave, who are returning from unemployment, and whose work was particularly set back by a remote working environment.

- What programs and services would your CBAC recommend that the Board of Commissioners hold harmless from any potential cuts required due to the impacts of COVID-19?
 - Diversity, equity and inclusion trainings
 - Workday Implementation - It is critical that legacy software (still in its first year) has the best chance at successfully serving the county.
 - Any program that realizes potential revenue. Any program that realizes potential revenue under a realistic forecast with a recession economy and in alignment with the Chairs values.
- For your department or offices, what programs and services does your CBAC see as most critical in COVID-19 recovery?
 - Information Technology needs, supporting a department that allows the county to work from home to serve the residents of Multnomah County
 - Workday, to the extent that the new system enables more efficient access to leave and benefits.

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- Diversity programming in the county. The media is reporting on more and more cases of online harassment than ever before, and also the COVID-19 is affecting marginalized communities more than any other.

ACKNOWLEDGEMENTS:

The Committee would like to give special thanks to Lisa Whedon, Deb Anderson, Joel Juve, Becky Zou, 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.