

# Management & Assets CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners

FROM: Dave Torrey, CMA CBAC Chair

DATE: April 27, 2015

SUBJECT: CMA Citizen Budget Advisory Committee (CBAC) Report & Recommendations

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## INTRODUCTION

We want to thank the employees that took the time to meet with our committee. As always, we were impressed with their desire to improve processes and procedures, their enthusiasm for their work with the county, and their desire to help the people that use the services their departments provide. Additionally, we would especially like to thank Lisa Whedon, our new support staff from DCA. She spent endless hours outside of her “normal” business hours to make sure our CBAC had everything we needed to perform our duties. Our 11 initial recommendations for the Chair’s executive budget focus on the one-time funding requests, out of target program offers, and new programs.

## PROCESS

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 below. We met in November to welcome our new member and conduct our kick off meeting and to discuss next steps including a meeting schedule and guest speakers.

Between November, 2014 and March, 2015 we met roughly twice a month and interviewed the department directors listed below. Our scheduled tour of the County’s Yeon Building was unfortunately cancelled due to illness of the Fleet and Records Manager Garret Vanderzanden. Information received during these meetings, as well as our review of 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:

- ✚ Lisa Whedon - DCA (CBAC support staff)
- ✚ Marissa Madrigal – Chief Operating Officer, DCM Director
- ✚ Sherry Swackhamer – Chief Information Officer, DCA Director
- ✚ Karyne Kieta – DCM Deputy Director and Budget Officer
- ✚ Bob Leek - Deputy Chief Information Officer
- ✚ Travis Graves – DCM Human Resources Director
- ✚ Randy Walruff - County Assessor
- ✚ Henry Alman – Interim Director of Facilities

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## RECOMMENDATIONS

### *Department of County Management*

1. **Program #72021, Child Care for County Employees.** This new program offer would provide general fund dollars to cover annual expenses for a near-site child care facility for up to 76 children of county employees (see program offer #78051). The child care facility would be part of the county's employee benefit package to attract and retain talent in a competitive job market. Our committee agrees that high quality, affordable child care is very important but does not support the \$2.3m dollars of capital expenditures to create the facility thus making these dollars for annual expenses unnecessary. Instead, these funds should be used to enhance the employee benefit package by providing funds for reimbursements to county employees with children in other child care facilities. The reimbursements would make child care more affordable and allow employees to place their children in a facility of their choice. We believe this type of program would provide the desired results of additional incentives to attract and retain talent without the associated capital expenditure or the risks that come with opening a child care center.
2. **Program #72004B, FRM Internal Control Risk and Accounting Standard.** New position to help develop, implement and support training presentations in connection with finance and accounting. Also would review, analyze and implement GASB pronouncements. We support this new position if dollars are available but this is not a high priority.
3. **Program #72005B, FRM Strategic Sourcing Contract Administration.** Will develop, manage and monitor countywide contracts for greater efficiency and economy. This position is needed to monitor and implement cost savings after closing Central Stores warehouse. We support this new position if dollars are available.
4. **Program #72012, Evaluation and Research Unit.** The offer would add two positions; a Research and Evaluation Analyst Sr. and a Data Analyst Sr. We understand that positions like these were eliminated in past years during tough budget times. They are trying to add back these positions and capacity to determine program results and success. In the private sector you know how well you are doing by the bottom line, profit or loss. It's not so simple for the county. You need to establish benchmarks and then be able to analyze the results to determine if change is reaching the desired goal. Our CBAC understands the need for this type of analytical work to measure success and fully support the funding of these two positions.
5. **Program #72017B – Job Rotation.** This is a limited duration (1 yr.) position to be filled by an internal candidate to provide ongoing support for workforce development and succession planning. Will create a job rotation program to allow employees to cross-train on positions within their department and other departments for talent development. Though our committee supports this position we question whether the desired results can be achieved within the year allowed. This position could be a full time/long term requirement to meet the goals around job rotation.

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## *Department of County Assets*

1. **Program #78000A, Equity Position.** This position will help DCA target a diverse workforce and promote equity using the equity and empowerment lens to evaluate processes and projects. This is not a project position but a position that will create a culture of workforce equity. The CBAC fully understands and supports the county's goal around diversity and equity. Our discussion centered around whether this position should be part of DCA and focused solely on DCA equity or whether it should be part of a county wide team promoting equity and diversity. We have always been impressed with the DCA Director's opinion and are confident that this position, and others like it in other departments, will work together to implement a county wide program of equity and diversity. Our CBAC strongly supports the county's equity goals and suggest this position be funded.
2. **Program #78020B, C, E 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 non-converted sites: the Courthouse, Hansen and Justice Center sites. We recognize the need for this project and recommend that this project be funded.
3. **Program #78037, Cyber Security.** Provides funding to replace the county's aging firewall protecting its systems and data. With the current environment of fraud, hacking, and system intrusions our committee fully supports this program offer.
4. **Program #78051, Near-site Child Care.** This \$2.3m request is for tenant improvements for a child care facility for the children of county employees to provide high quality, affordable child care in proximity to county buildings on 501 SE Hawthorne or downtown Portland. Our committee agrees that high quality, affordable child care is very important but does not support the \$2.3m dollars of capital expenditures to create the facility. This facility's intent is to enhance the employee benefits package to attract and retain talent in a competitive market. Our committee had concerns about the \$2.3m price tag in addition to the \$330k budgeted for annual expenses. We recommend the county invest in an employee reimbursement (voucher) program first and monitor the program's effectiveness. This type of program wouldn't be limited to just 76 children but could provide support for many more depending on the maximum support (dollars per child) allowed. If research validates this type of employee benefit hasn't reached the desired goal towards recruitment and employee retention then capital expenditures could be made in the future.
5. **Program #78052 and #78053, Yeon AG Fuel Tanks Installation and Fleet Fuel Management.** With the old facility decommissioned we recognize the need for this above ground fueling station to support the east county fleet. The new fuel management system will greatly enhance the county's ability to track the county's fuel consumption providing accurate, timely, and complete information which can be used to aid in changing driving practices. We support these expenditures.

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6. **Program #78054, Yeon Annex – Reception and Lobby Resign.** We support the expenditure of \$165,000 for the improvements to this facility to provide improved customer service, privacy, and most of all security for employees and citizens.

In closing, the CBAC felt that all requests were reasonable and made sense. Any objections to proposals and requests were based on the assumption that the county has significant tradeoffs to consider both in their capital and operating budgets.

While there were mixed feelings about the capital construction costs and overall program goals for the childcare program and facility, one possible solution that was presented was to incorporate a Human Services component into the program, allowing both County staff and County clients to utilize the facility. Incorporating human service clients to have access the program, perhaps through voucher and on a rotational basis, would help justify the high cost to prepare a facility, eliminate any misperceptions of public dollars being used to provide a service typically provided by the private sector, and serve population groups needing childcare as a resource.

All of the requests were appropriately documented and clearly thought out, but the CBAC would respectfully suggest that in the future, where possible, more focus is put into both the context of the request, and any relevant statistical information be provided to assist the committee in their evaluations and recommendations. Specific information around the county workforce and need for day care would be an example of the kind of data that could be useful in making a recommendation.