

# Memorandum

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**TO:** Sandy Budget Committee  
**FROM:** Tyler Deems, City Manager  
**DATE:** May 5, 2025  
**SUBJECT:** Response to Information Requests on April 28, 2025

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At the April 28, 2025 meeting, the Budget Committee asked for further information from staff on several topics.

The topics were:

1. Options for enhancing cybersecurity
2. Details on the grants being pursued by the Library to fund upfitting of the outreach vehicle
3. Indirect service cost allocation information from the previous budget, for comparison
4. Information on construction cost increases

Information responsive to these requests is included in this memorandum.

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## **Topic #1**

To: Tyler Deems  
From: Gregory Brewster, IT Director  
Date: May 2, 2025  
Subject: Cybersecurity Funding Opportunities

In response to the Budget Committee's request for cybersecurity initiatives on 4/28/2025, City of Sandy IT Staff have compiled initiatives that they believe would help in both reducing a cyber related incident as well as more effectively recovering from a future incident. Initiatives were discussed among City of Sandy Staff members and identified from working knowledge of existing systems and levels of security as well as questionnaires for cyber insurance and prior security audits.

Prioritization of initiatives were assessed against the latest Cyber Threat Index from Coalition Security. Ransomware and Phishing make up the majority of cyber related incidents, second are security vulnerabilities, software exploits and compromised credentials.<sup>1</sup> Below are some initiatives. Staff is still weighing and determining the prioritization of the initiatives.

- Identity Access Management System or Privileged Access Management System
- Centralized Logging System for Desktops, Servers and Network Devices
- Backup System Hardware Replacement
- Packaged Asset Management/Windows Update Management
- Implementation of a Third-Party Spam Filter
- Firewall Licenses for Malware Protection

Staff omitted any hiring of consultants for initiatives like penetration testing, security assessments or cybersecurity training for employees and other organization members. While

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<sup>1</sup> Coalition Security. Cyber Threat Index 2025; An examination of the ransomware playbook and how businesses can protect against common attack tactics. March 2025.

staff believe that these are important, it would prefer to fall back on existing resources to implement, such as cyber awareness through the City of Sandy's insurance company, continuous external threat testing through the City of Sandy's cyber insurance company and revising policies and procedures from both insurance companies as well as following well established frameworks like NIST-800.

An explanation of each initiative is below. Please note that current programs and initiatives are excluded in this memo in their entirety to protect the currently implemented level of cybersecurity protection.

**Identity Access Management System or Privileged Access Management System (PAM) –**

An identity management system allows all members of the City of Sandy to be placed into logical groups and tied into various systems. The current solution for the City of Sandy identity management has been compatible with many solutions but is geared more towards on-premises systems and software, whereas more and more work are being done in the cloud, or over the internet. Joined with a potential PAM solution takes care of identity and also authentication.

As more systems are being integrated, mobile device accounts, computer login accounts, email accounts, id badges, voice mail systems, etc. a single source of truth for identity will help in creating, updating, enabling, disabling and removing authorization for systems from a single location. This allows for locking down of accounts when a password is compromised, or onboarding/offboarding of employees as part of HR processes.

**Centralized Logging System for Desktops, Servers and Network Devices –** Centralized logging has long been on the wish list for Staff. Logging has proven to be one of the easiest ways to detect anomalies and track and troubleshoot errors and attacks. Many software vendors exist for centralized logging, but it is most effective when joined with a shift towards precise and accurate monitoring of systems. When it is implemented correctly, it serves as a good early warning system for an organization's attack surface. Event Logging was identified as being a large priority under the City of Sandy's 2024 CJIS Audit for the Police department.

**Backup System Hardware Replacement –** A functional backup system is already in place for the City of Sandy and allows for restoration in the event a disaster like situation. The hardware on which the system runs is acceptable for the next biennium but will need to be replaced in FY27-29. The current limitation of the system is the amount of space available for backups. All critical and most non-critical servers are backed up, but a few systems are excluded from those backups in order to maintain an acceptable retention schedule for recovery. Please note that this initiative does not reduce the likelihood of a cyber incident but further reduces the burden on IT staff to recover when one does occur.

**Packaged Asset Management/Windows Update Management –** Staff is currently rolling out a basic asset management system, which will help track machines and their replacement cycles. Better control over current assets will help ensure that systems do not leave the City of Sandy or are disabled if they are lost, stolen or destroyed. This also extends to City of Sandy owned mobile devices.

Additionally, with the sunsetting of Windows 10 in October, Microsoft is also sunsetting their on-premises update engine. Staff has been exploring third-party options for update management. Some options also include better integrated asset management.

**Implementation of a Third-Party Spam Filter –** While the City of Sandy does currently have spam protection for its email system, third party vendors do exist, which specialize in identifying patterns and helping block potentially malicious messages or requests. Staff has not yet identified a compatible vendor or received a quote at this time.

**Firewall License for Deep Packet Inspection and Malware Protection** – The City of Sandy's firewalls are currently utilizing a small fraction of its potential capabilities. A license is available for the City of Sandy's current firewalls (replaced in late 2023) which will provide malware protection by inspecting all traffic that enters or leaves the City of Sandy's network. In conjunction with system protection, this initiative has been shown to increase protection against zero-day exploits.

Given the short timeframe for turning around a list and associated cost, Staff was unable to compile any realistic numbers. To identify the ideal system, identifying a distributor and obtaining a quote is a several month-long process. Therefore, Staff is respectfully requesting that the budget committee make recommendations to evaluate and allocate funds after Staff has had enough time to explore and finish prioritizing its initiatives.

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## **Topic #2**

**To:** City of Sandy Budget Committee  
**From:** Sarah McIntyre, Library Director  
**Date:** May 1, 2025  
**Re:** Mobile Library - grant opportunities

### **Background**

Questions arose regarding grant opportunities and fundraising by Library Staff at the Budget Committee meeting this past Monday, April 28th, 2025. Contained in this memorandum are a few points of clarification.

Fundraising began in February 2025 and has been building slowly. Thus far Sandy has approximately \$3,500 raised and Hoodland has \$500. We are planning to have a booth at Farmers Markets in Sandy and Hoodland to get people excited about the vehicle and continue to raise funds.

I have received information about a number of additional grant resources. All of these resources that I have researched show: that Public Libraries are not eligible to apply, or have very specific focus areas that this project will not meet (such as promoting peace and preventing war).

Amount needed for final payment of the Mobile Library:

\$96,000 from Sandy Library (110-029-740200 Library Equipment - page 46)

\$54,000 from Hoodland Library (110-041-740200 Library Equipment - page 77)

In Sandy Library's budget we are anticipating over half of this, or \$50,000 (110-029-475000 Donations/Other - page 34) in grants and fundraising, though we are hoping to receive more. Any amount not received in grants and fundraising for the Sandy Library will come out of Library District funds.

In Hoodland Library's budget, we are proposing to pay for the entire amount out of Library District funds. Hoodland's share of the vehicle is 20%, which is an equal percentage based on the population served in that area compared to the Sandy service area. Hoodland Library is still raising funds.

If we receive over the amount that we need for the Mobile Library - with this money, the Library will buy items for STEM (science, technology, engineering, and mathematics) kits, that we will utilize when we take the Mobile Library to the schools. Other items we need for the vehicle outside of the upfitting costs (included in this proposed budget), include computers (5 public use and 1 staff use), a printer, and 5 stools or chairs for people to utilize on the vehicle.

### **Grant Opportunities**

#### *Roundhouse Foundation - Open Call*

Grants up to \$30,000 (typically award \$20,000 per project). Application opens June 18, 2025 and closes August 15, 2025 at 5:00PM.

#### *Ford Family Foundation - Good Neighbor*

Grants up to \$25,000. Can apply anytime. In discussion with Ford Family Foundation - Library staff were told that this is the grant that they would consider for a vehicle. Their larger grants funding capital are not available for this project. Application in Fall 2025.

#### *Oregon Community Foundation*

Grants up to \$40,000 (average award \$15,000-\$20,000). Per their website, for the 2025 Fall Community Grants Cycle, we are funding small capital, capacity building and new or expanding programs and projects. Applications due in July and disbursed late November.

#### *Library Services and Technology Act (LSTA) - State Library of Oregon*

Grants up to \$50,000. Used for projects that support library services in Oregon. Applications for LSTA grants are normally due at the end of February/funds awarded July 1/project runs one year. With the dismantling of IMLS (Institute of Museum and Library Services), funding of competitive grants through the State Library of Oregon is currently unknown. It is listed on their website that competitive grants will open in Fall 2025. Only 50% of LSTA (Library Services and Technology Act) funding has been contracted between IMLS and the State Library of Oregon. Apply for grant in Fall 2025.

### **Total Potential Grant Opportunities - \$145,000**

#### **Other notes:**

Additionally, I may have given the impression that staffing the Mobile Library will be easy. This is not the case. The Library will be relying heavily on volunteers (as the 2nd person on the vehicle). This will ensure the safety of staff and volunteers.

Currently, the Library is staffed 5 days a week so that if someone has an extended meeting, is on vacation or calls in sick, we do not necessarily need to bring in substitute help (unless we have a program scheduled). We are staffed on the weekend so that anytime anyone is off work we need to bring in substitute help.

Having a staff member out on the Mobile Library 3-5 days a week will mean that anytime anyone is not available to work, we will need to bring in substitute staff. Staff realize that this will be difficult, but recognize the value that the outreach vehicle will bring to the Sandy and Hoodland communities.

**Topic #3****BN 2023-25**

Indirect Service Cost Allocation								
	025	026	028	032	040	067	039	
				Human	Information	Operations		Indirect
Support Service	Admin <sup>1</sup>	Legal <sup>1</sup>	Finance <sup>1</sup>	Resources <sup>1</sup>	Technology <sup>1</sup>	Center <sup>2</sup>	Non-Dept <sup>3</sup>	Total
<b>Direct Services</b>								
024 City Council	4,920	27,664	4,494	3,300	5,432	-	8,820	54,629
027 Municipal Court	3,958	778	3,616	2,655	4,370	-	7,745	23,123
029 Sandy Library	66,461	13,065	60,709	44,582	73,375	-	14,265	272,456
030 Police	142,353	45,655	130,033	95,491	157,163	12,100	30,422	613,217
033 Recreation	21,742	4,274	19,860	14,585	24,004	-	4,660	89,124
034 Seniors	31,044	6,103	28,357	20,824	34,274	-	6,662	127,264
035 Parks Maintenance	21,249	9,652	19,411	14,254	23,460	17,300	4,551	109,878
036 Planning	20,471	48,150	18,699	13,732	22,601	-	42,579	166,231
037 Building	17,047	3,351	15,572	11,435	18,820	-	35,736	101,961
038 Economic Development	4,538	892	4,145	3,044	5,010	-	9,572	27,202
041 Hoodland Library	16,615	3,266	15,177	11,145	18,344	-	3,566	68,114
054 Street Fund	35,432	14,041	32,365	23,768	39,118	23,900	7,476	176,099
070 Transit Fund	46,337	9,109	42,327	31,083	51,157	125,000	9,739	314,751
000 Aquatic/Recreation Center Fund	3,076	605	2,810	2,063	3,396	-	649	12,599
052 Water Fund	42,555	15,441	38,872	28,546	46,982	23,900	8,959	205,254
053 Wastewater Fund	72,619	21,351	66,335	48,713	80,174	23,900	15,219	328,312
055 Stormwater Fund	16,713	10,361	15,266	11,211	18,451	23,900	3,573	99,475
056 Telecommunications Fund	59,995	13,025	54,803	40,245	66,236	-	12,760	247,063
072 Urban Renewal Agency Fund	8,757	3,217	7,999	5,874	9,668	-	18,048	53,563
<b>Totals</b>	<b>635,881</b>	<b>250,000</b>	<b>580,850</b>	<b>426,550</b>	<b>702,034</b>	<b>250,000</b>	<b>245,000</b>	<b>3,090,315</b>

## NOTES:

- 1 Allocated based on a combination of staff and operating budget of direct service programs.
- 2 Operation Center costs allocated based on square footage used by various departments, adjusted for administrative oversight.
- 3 Half of all City Hall costs (utilities, etc.) allocated only to departments in City Hall; half allocated to all direct service programs.

**BN 2025-27**

Indirect Service Cost Allocation								
	025	026	028	032	040	067	042	039
				Human	Information	Operations	Facility	
Support Service	Admin <sup>1</sup>	Legal <sup>2</sup>	Finance <sup>1</sup>	Resources <sup>1</sup>	Technology <sup>1</sup>	Center <sup>3</sup>	Maintenance <sup>4</sup>	Non-Dept <sup>5</sup>
<b>Direct Services</b>								
024 City Council	6,561	32,382	6,590	2,581	5,869	-	4,737	12,014
027 Municipal Court	4,650	253	4,671	1,829	4,159	-	1,063	9,277
029 Sandy Library	91,393	4,980	91,792	35,949	81,743	-	34,019	18,555
030 Police	190,912	33,070	191,745	75,095	170,754	7,000	64,594	38,700
033 Recreation	23,821	3,848	23,925	9,370	21,306	-	7,973	4,829
034 Senior Services	37,592	2,050	37,756	14,787	33,623	-	9,548	7,628
035 Parks & Trails	35,699	11,065	35,855	14,042	31,929	12,250	13,363	7,239
036 Planning	28,590	79,702	28,715	11,246	25,571	-	4,224	58,179
037 Building	20,824	10,296	20,915	8,191	18,625	-	3,389	42,847
038 Economic Development	4,439	2,534	4,458	1,746	3,970	-	-	9,544
041 Hoodland Library	21,533	1,173	21,627	8,470	19,259	-	6,100	3,723
054 Street Fund	51,405	13,671	51,629	20,220	45,977	14,875	6,782	10,372
070 Transit Fund	77,577	4,231	77,915	30,515	69,385	96,250	20,210	15,622
000 Aquatic/Rec Center Fund	1,302	73	1,307	512	1,164	-	29,514	261
052 Water Fund	76,709	26,928	77,044	30,174	68,610	14,875	15,393	15,497
053 Wastewater Fund	96,382	51,415	96,803	37,912	86,206	14,875	21,052	19,444
055 Stormwater Fund	24,090	12,181	24,195	9,476	21,546	14,875	3,959	4,877
056 SandyNet Fund	85,259	6,736	85,631	33,537	76,257	-	21,365	17,255
072 Urban Renewal Agency Fund	14,363	3,414	14,426	5,650	12,847	-	2,717	32,138
<b>Totals</b>	<b>893,100</b>	<b>300,000</b>	<b>897,000</b>	<b>351,300</b>	<b>798,800</b>	<b>175,000</b>	<b>270,000</b>	<b>328,000</b>

## NOTES:

- 1 Allocated based on a combination of staff and operating budget of direct service programs
- 2 Allocated based on a combination of staff, operating budget, and prior 18 months of legal expenses
- 3 Operation center costs allocated based on the type of cost; e.g. square footage for HVAC costs
- 4 Allocated based on a combination of building square feet and prior 12 months of maintenance hours
- 5 Half of City Hall costs (utilities etc.) allocated only to departments in city hall; half allocated to all direct service programs

#### **Topic #4**

The Engineering News-Record Construction Cost Index showed a 10.8% increase in costs in 2023 compared to 2.9% in 2024.