



Metro

# Support Services FY21 Budget

February 27, 2020

# Support Services Departments

Capital Asset Management

Communications

Finance

Human Resources

Information Services

Office of the COO

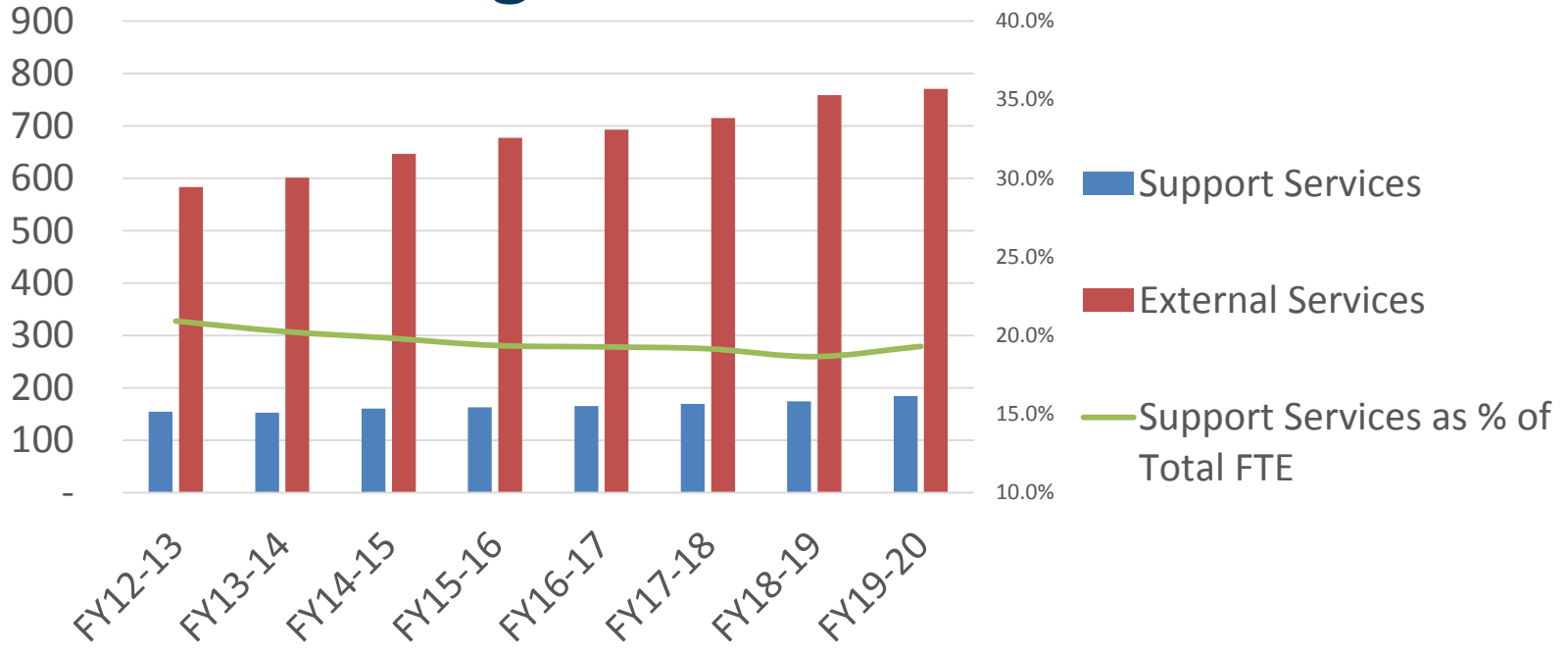
(DCOO, DEI, GAPD, Org. Performance)

Research Center

**Maintain public trust**

# Program growth

## FTE growth



# Results of uneven growth

- Limited knowledge of capital asset risk
- Reduced resilience and innovation
- Recruiting and retention challenges

# Aligning with Council priorities

- Climate and resilience
- Equity Initiatives
- Regional Investment Strategy
- Core Metro Support
- Employer of Choice

# Climate and Resilience

Using data,  
coordination,  
engagement and  
implementation to  
achieve Council's  
desired outcomes



# Climate and Resilience

- Regional and operational climate change strategy, data, and story telling
- Regional and operational resilience planning

## **Considerations**

- Additional investments in climate and resilience resources and data or prioritize within existing programs
- Provide direct support for diesel retrofits or assess market response to new standards



# Equity Initiatives

**Building a more  
equitable agency  
and region**





# Equity Initiatives

- Improve community partnerships and planning with racial equity resources and tools
- Implement Construction Careers Pathway and mandatory supervisor training

## **Considerations**

- Add capacity for equity data analytics or shift existing efforts
- Grow capacity with our community partners or maintain status quo

# Regional Investment Strategy

Investing  
strategically in  
communities  
across greater  
Portland



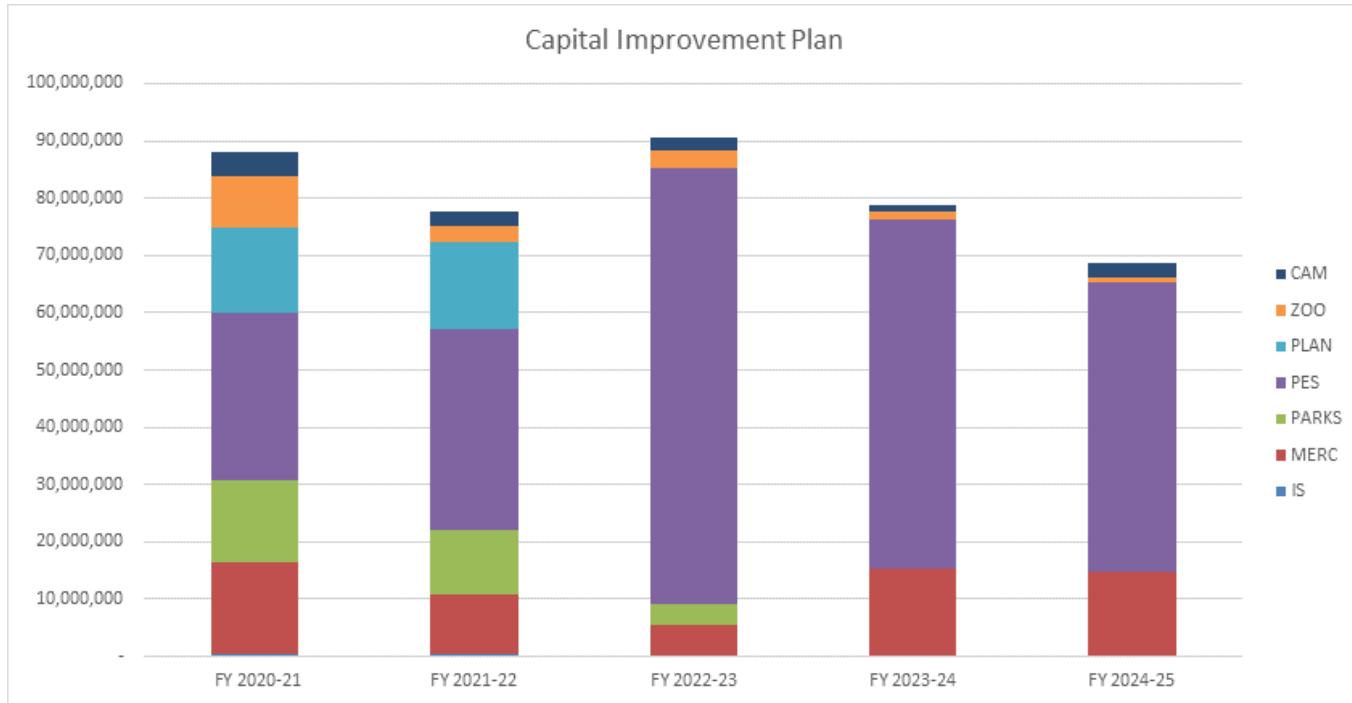
# Regional Investment Strategy

- Coordinate strategy development, research efforts and regional affairs work
- Transportation measure data support
- Parks and Nature bond implementation
- Invest in capital project management

## **Considerations**

- Shift existing resources or invest in additional capacity to deliver

# Capital Improvement Plan



# Core Metro Support

- Build efficiency in financial systems
- Coordinate services across the agency
- Drive process improvement and accountability
- Develop performance measures and goals
- Upgrade data for programs such as land use and housing

## **Considerations**

- Additional investments in financial software and systems or maintain status quo

# Employer of Choice

**Better training,  
engagement,  
onboarding,  
tools and  
resources**



# Employer of Choice

## Engagement Drivers

1. Learning & development opportunities
2. To know what is expected of them
3. To be heard
4. To be recognized and thanked

## Employee Engagement

- Metro's annual employee engagement survey
- Themes are aligned with these engagement drivers
- Efforts to provide the engagement drivers in the workplace require more from Support Services departments



# Employer of Choice

## Learning & Development

- Increase training opportunities
- New Learning Management System
- Supervisor Boot Camp
- Mandatory training requirements

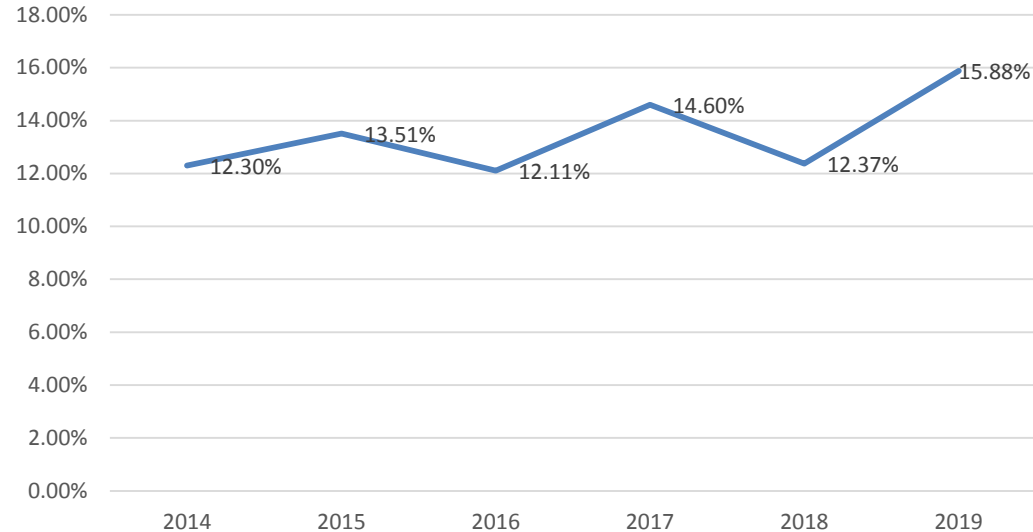
## Tools & Resources

- Working on increased communication efforts (focused on VH employees)
- Improving software systems to increase productivity & resilience
- Investing in payroll systems to improve accuracy & efficiency

# Employer of Choice

- Equity Lens
  - Diverse Workforce
  - Transit Passes
  - Email Accounts
  - Benefits on Day One
- Eye on Retention
  - Increased turnover

Turnover 2014-2019



The data above reflects turnover of regular status (and not variable hour) employees.

# Employer of Choice

## Considerations

- Additional investments in engagement, learning, development, tools and resources or maintain status quo

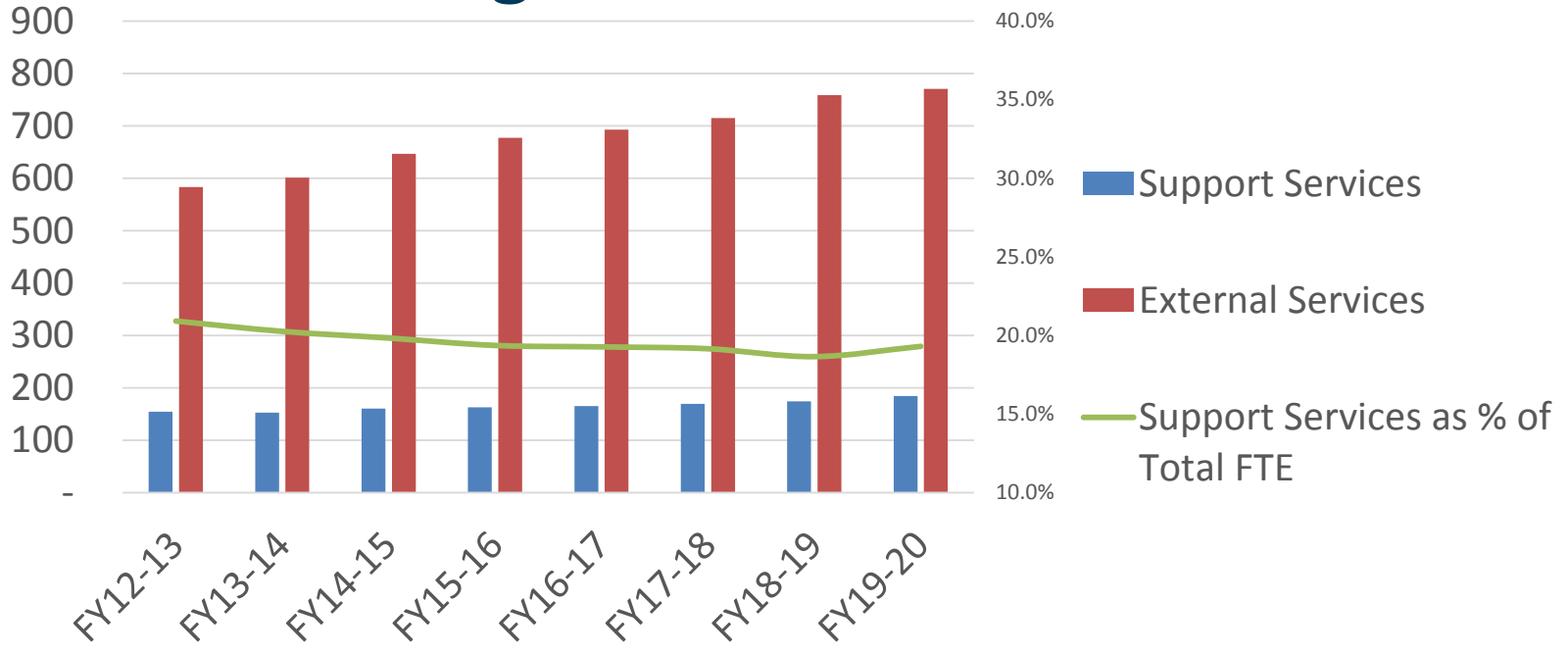
# Council Direction

Policy guidance needed over the next 12 months

- Regional Investment Strategy
- Emergency Operations Plan
- Clean Air Construction Standards
- Regional Barometer
- Budget adoption

# Program growth

## FTE growth



# Council Input – Trade Offs

Overall investment in Support Services vs. External Service

- Scope: maintain status quo or invest in new systems, people and processes
- Schedule: address new priorities simultaneously or develop a phased approach to leverage existing capacity
- Budget: add or reallocate existing resources

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# Capital Asset Management

- One FTE to build a career ladder in CPMO and support smaller capital projects, \$115k
- Metro's share of the Clear Air Construction Standard regional program, \$25k
- One FTE to support Parks and Nature Bond capital projects, \$125k
- Construction Careers Pathway collective investment in workforce supply, \$200k

# Communications

- One FTE to focus on marketing and internal communications for HR and DEI, \$111k
- One FTE to coordinate opinion research to inform the Regional Investment Strategy, \$121k
- Continued funding for Partnerships for Institutional Change program, \$200k
- One FTE to support project management core communications program support, \$75k
- Support for developing agency-wide translation services plan, \$35k

# Finance

- Three FTE for timekeeping support to improve payroll accuracy, \$268k
- One FTE to support Parks and Nature Bond investments, \$94k
- One FTE Administrative Specialist to support growth in procurement and risk management programs, \$74k
- Investments in software to automate manual processes and improve project and grant accounting, \$875k

# Human Resources

- One FTE to support training and development for Metro employees, \$151k
- One FTE to support business systems in Human Resources, \$137k
- One FTE to support recruitment for new WPES staff, \$137k

# Information Systems

- Support for licensing for enterprise applications, upgraded core software and improved resiliency of Kronos, \$861k

# Office of the COO

- One FTE to create coordinated regional strategy for climate change and related materials and services, \$183k
- One FTE to support Regional Investment Strategy and regional and Federal affairs work, \$182k
- Support for Regional Barometer and Innovators program, \$183k

# Research Center

- Support for improvements to Metro's land use allocation forecast model, \$100k