



Metro



Support Services FY21 Budget

February 27, 2020

Support Services Departments

Capital Asset Management

Communications

Finance

Human Resources

Information Services

Office of the COO

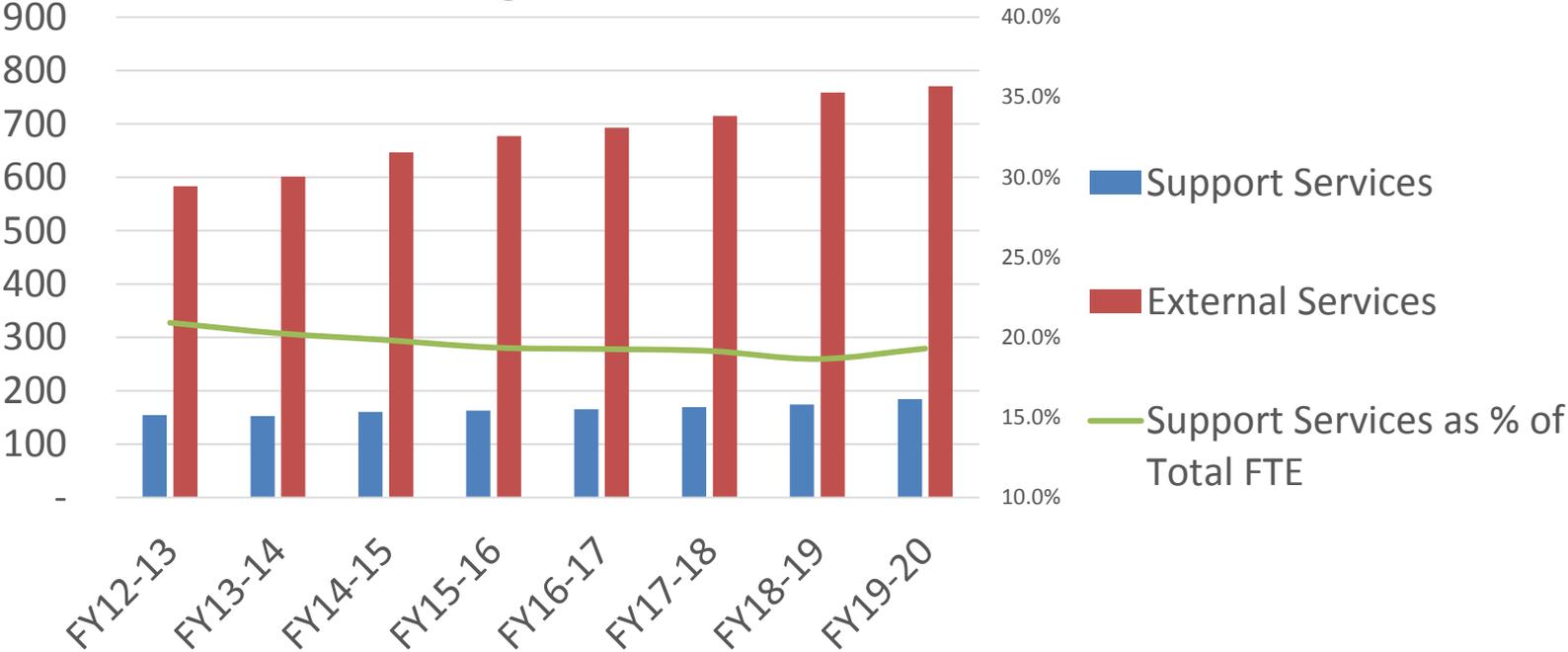
(DCOO, DEI, GAPD, Org. Performance)

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



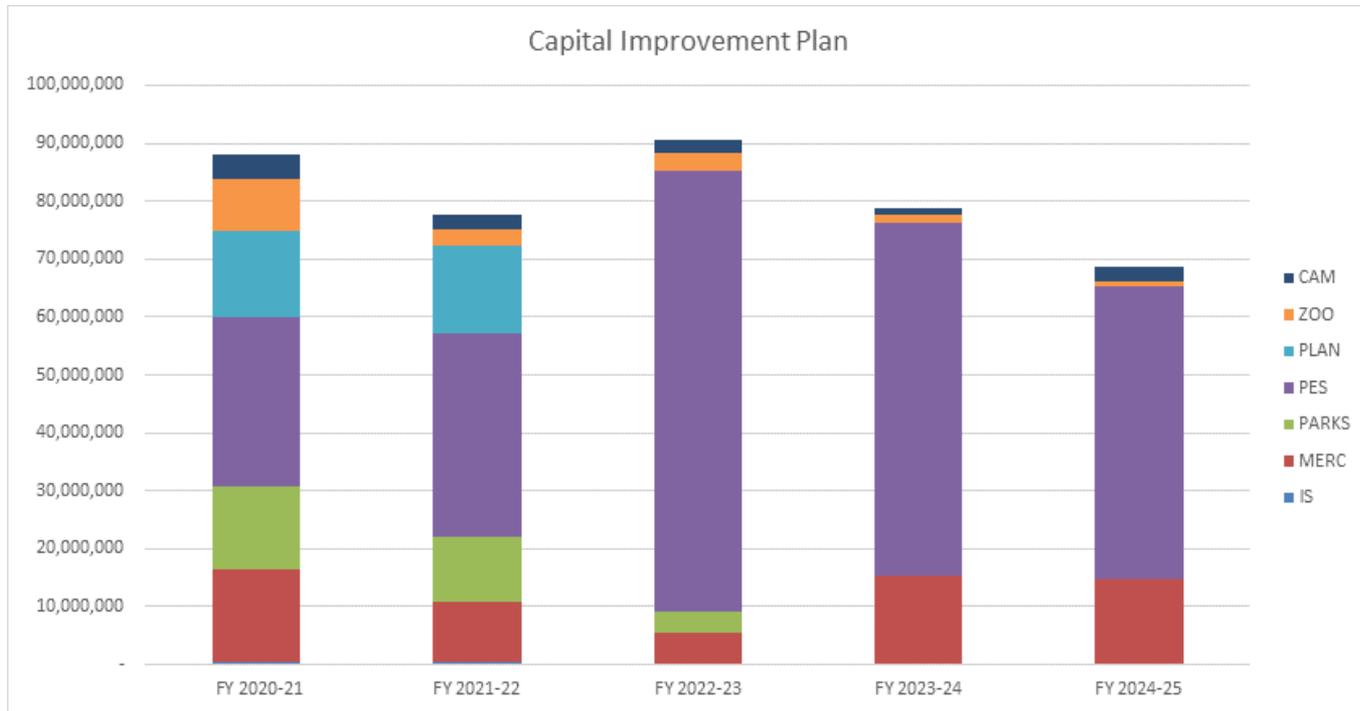
Regional Investment Strategy

- 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

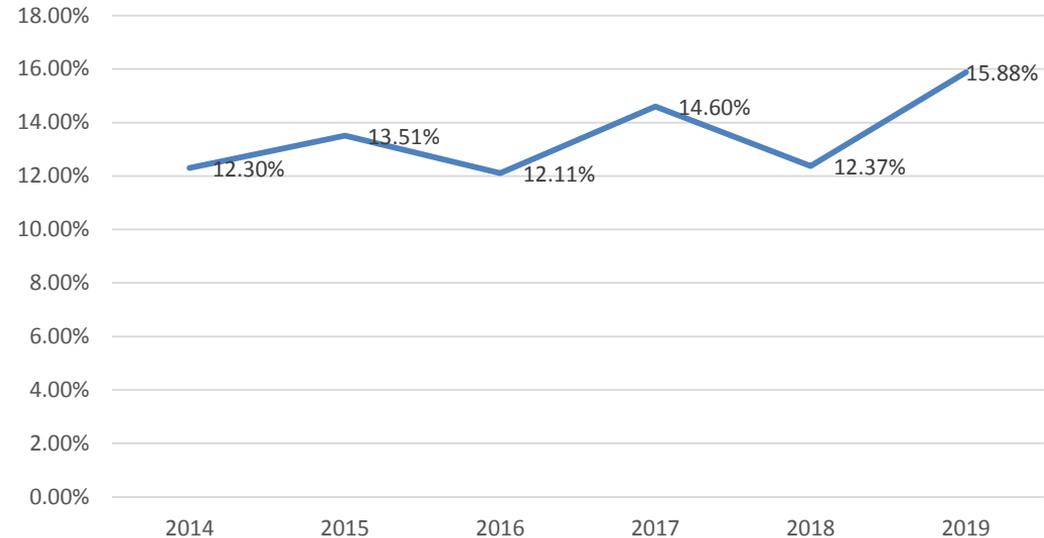
Tools & Resources

- 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

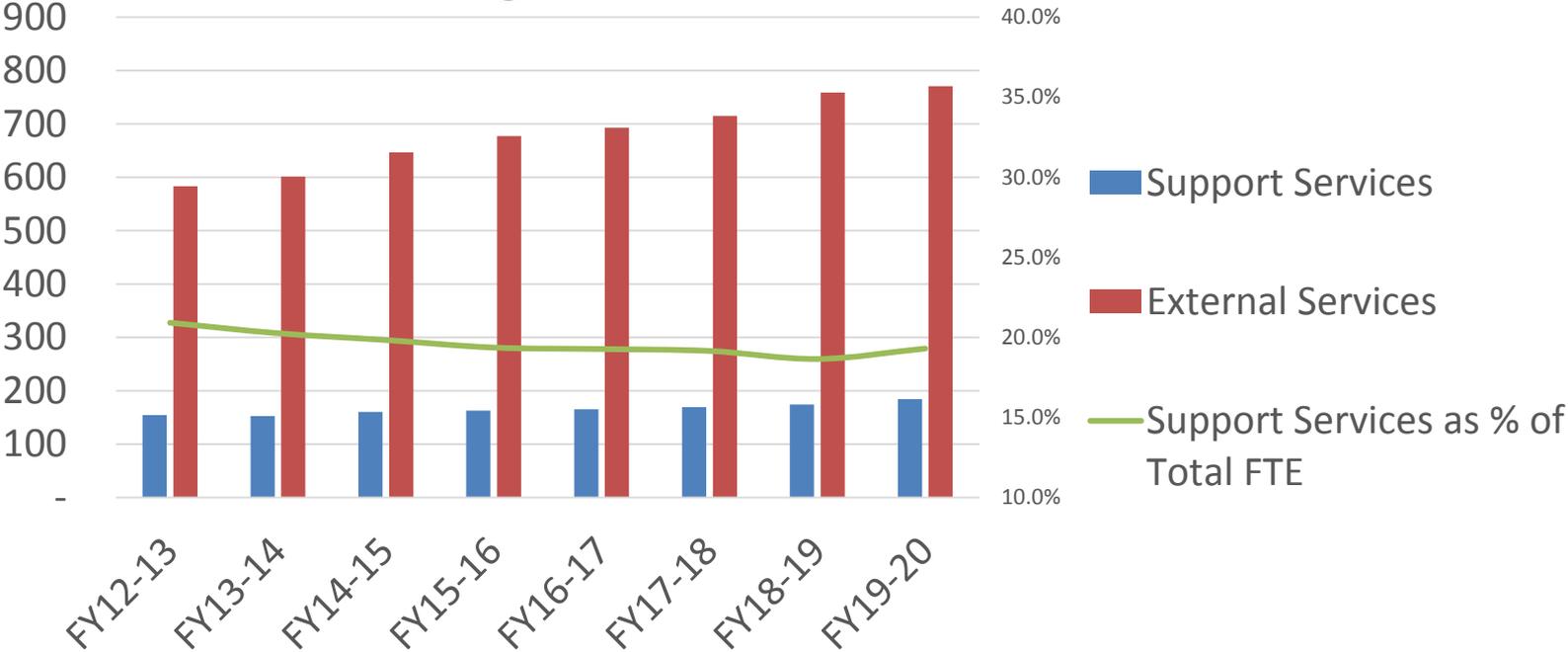
Council Direction

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