

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AMENDING THE FY 2015-16 BUDGET AND APPROPRIATIONS SCHEDULE AND FY 2015-16 THROUGH FY 2019-20 CAPITAL IMPROVEMENT PLAN TO PROVIDE FOR A CHANGE IN OPERATIONS )

RESOLUTION NO 15-4655

Introduced by Martha Bennett, Chief Operating Officer, with the concurrence of Council President Tom Hughes

WHEREAS, the Metro Council has reviewed and considered the need to increase appropriations within the FY 2015-16 Budget; and

WHEREAS, Metro Code chapter 2.02.040 requires Metro Council approval to add any new position to the budget; and

WHEREAS, the need for the increase of appropriation has been justified; and

WHEREAS, adequate funds exist for other identified needs; and

WHEREAS, ORS 294.463(1) provides for transfers of appropriations within a fund, including transfers from contingency that do not exceed 15 percent of a fund's appropriations, if such transfers are authorized by official resolution or ordinance of the governing body for the local jurisdiction, and

WHEREAS, ORS 294.463(3) provides for transfers of appropriations or of appropriations and a like amount of budget resources between funds of the municipal corporation when authorized by an official resolution or ordinance of the governing body stating the need for the transfer, now, therefore,

BE IT RESOLVED,

- 1. That the FY 2015-16 Budget and Schedule of Appropriations are hereby amended as shown in the column entitled "Revision" of Exhibits A and B to this Resolution for the purpose of recognizing new grant funds, approving new FTE, and transferring funds from contingency to provide for increased appropriations.
2. That the FY 2015-16 through FY 2019-20 Capital Improvement Plan is hereby amended accordingly.

ADOPTED by the Metro Council this 19th day of November, 2015.

Tom Hughes, Council President

APPROVED AS TO FORM: Alison Kean, Metro Attorney

**Exhibit A**  
**Resolution No. 15-4655**

ACCT	DESCRIPTION	Current Budget	Revision	Amended Budget
<b>General Fund</b>				
<b>General Fund - Communications</b>				
<i><b>Personnel Services</b></i>				
501000	Reg Employees-Full Time-Exempt	1,980,591	55,535	2,036,126
502000	Reg Employees-Part Time-Exempt	72,807	-	72,807
511000	Fringe - Payroll Taxes	173,337	4,668	178,005
512000	Fringe - Retirement PERS	293,546	5,331	298,877
513000	Fringe - Health & Welfare	373,248	10,420	383,668
514000	Fringe - Unemployment	1,048	-	1,048
515000	Fringe - Other Benefits	8,039	218	8,257
519000	Pension Oblig Bonds Contrib	30,927	833	31,760
519500	Fringe - Insurance - Opt Out	-	-	-
<b>Total Personnel Services</b>		<b>2,933,543</b>	<b>77,005</b>	<b>3,010,548</b>
<i><b>Materials and Services</b></i>				
520100	Office Supplies	16,530	5,000	21,530
520110	Computer Equipment	-	2,000	2,000
520500	Operating Supplies	4,820	-	4,820
521000	Subscriptions and Dues	3,030	-	3,030
524000	Contracted Professional Svcs	52,360	-	52,360
525100	Utility Services	3,080	-	3,080
526000	Maintenance & Repair Services	5,590	-	5,590
528000	Other Purchased Services	22,590	-	22,590
545000	Travel	2,360	-	2,360
545500	Staff Development	7,860	1,000	8,860
549000	Miscellaneous Expenditures	7,850	-	7,850
<b>Total Materials and Services</b>		<b>126,070</b>	<b>8,000</b>	<b>134,070</b>
<b>TOTAL REQUIREMENTS</b>		<b>\$3,059,613</b>	<b>\$85,005</b>	<b>\$3,144,618</b>
<b>FTE</b>		<b>24.00</b>	<b>1.00</b>	<b>25.00</b>

**Exhibit A**  
**Resolution No. 15-4655**

ACCT	DESCRIPTION	Current Budget	Revision	Amended Budget
<b>General Fund</b>				
<b>General Fund - General Expenses</b>				
<i><b>Interfund Transfers</b></i>				
580000	Transfer for Indirect Costs	374,341	-	374,341
581000	Transfer of Resources	19,366,563	60,000	19,426,563
582000	Transfer for Direct Costs	194,000	-	194,000
<b>Total Interfund Transfers</b>		<b>19,934,904</b>	<b>60,000</b>	<b>19,994,904</b>
<i><b>Contingency</b></i>				
701001	Contingency - Opportunity Account	274,000	-	274,000
701002	Contingency - Operating	2,248,835	(85,005)	2,163,830
701004	Contingency - Rsv One Time Exp	1,193,907	(60,000)	1,133,907
709000	Contingency - All Other	254,800	-	254,800
<b>Total Contingency</b>		<b>3,971,542</b>	<b>(145,005)</b>	<b>3,826,537</b>
<i><b>Unappropriated Fund Balance</b></i>				
801002	Unapp FB - Restricted CET	4,673,924	-	4,673,924
801003	Unapp FB - Restricted TOD	5,139,218	-	5,139,218
805100	Unapp FB - Stabilization Reserve	1,751,520	-	1,751,520
805400	Unapp FB - Reserve for Future Debt Service	1,223,990	-	1,223,990
805450	Unapp FB - PERS Reserve	1,925,587	-	1,925,587
805900	Unapp FB - Other Reserves & Designations	1,594,911	-	1,594,911
<b>Total Unappropriated Fund Balance</b>		<b>16,309,150</b>	<b>-</b>	<b>16,309,150</b>
<b>TOTAL REQUIREMENTS</b>		<b>\$40,215,596</b>	<b>(\$85,005)</b>	<b>\$40,130,591</b>

**Exhibit A**  
**Resolution No. 15-4655**

ACCT	DESCRIPTION	Current Budget	Revision	Amended Budget
<b>General Asset Management Fund</b>				
<b>General Asset Management Fund</b>				
<b>Revenues</b>				
<i><b>Beginning Fund Balance</b></i>				
340000	Fund Bal-Unassigned/Undesignated	3,608,800	-	3,608,800
350000	Fund Balance-Assigned	801,579	-	801,579
<b>Total Beginning Fund Balance</b>		<b>4,410,379</b>	<b>-</b>	<b>4,410,379</b>
<i><b>Current Revenue</b></i>				
411000	State Grants - Direct	73,250	-	73,250
412000	Local Grants - Direct	109,000	-	109,000
412800	Local Capital Grants	-	72,000	72,000
470000	Interest on Investments	26,930	-	26,930
<b>Total Current Revenue</b>		<b>209,180</b>	<b>72,000</b>	<b>281,180</b>
<i><b>Interfund Transfers</b></i>				
497000	Transfer of Resources	2,086,811	60,000	2,146,811
498000	Transfer for Direct Costs	231,908	1,000,000	1,231,908
<b>Total Interfund Transfers</b>		<b>2,318,719</b>	<b>1,060,000</b>	<b>3,378,719</b>
<b>TOTAL RESOURCES</b>		<b>\$6,938,278</b>	<b>\$1,132,000</b>	<b>\$8,070,278</b>
<b>Expenditures</b>				
<i><b>Materials and Services</b></i>				
520100	Office Supplies	9,937	-	9,937
520110	Computer Equipment	28,983	-	28,983
524000	Contracted Professional Svcs	135,000	1,000,000	1,135,000
526100	Capital Maintenance - CIP	216,800	-	216,800
526200	Capital Maintenance - Non-CIP	68,000	-	68,000
<b>Total Materials and Services</b>		<b>458,720</b>	<b>1,000,000</b>	<b>1,458,720</b>
<i><b>Capital Outlay</b></i>				
571000	Improve-Other than Bldg	432,225	150,000	582,225
572000	Buildings & Related	1,242,189	-	1,242,189
574000	Equipment & Vehicles	208,000	132,000	340,000
574500	Vehicles	98,821	-	98,821
575000	Office Furn & Equip	535,600	-	535,600
579000	Intangible Assets	333,755	-	333,755
<b>Total Capital Outlay</b>		<b>2,850,590</b>	<b>282,000</b>	<b>3,132,590</b>
<i><b>Interfund Transfers</b></i>				
581000	Transfer of Resources	1,311,500	-	1,311,500
<b>Total Interfund Transfers</b>		<b>1,311,500</b>	<b>-</b>	<b>1,311,500</b>
<i><b>Contingency</b></i>				
700000	Contingency	2,317,468	(150,000)	2,167,468
<b>Total Contingency</b>		<b>2,317,468</b>	<b>(150,000)</b>	<b>2,167,468</b>
<b>TOTAL REQUIREMENTS</b>		<b>\$6,938,278</b>	<b>\$1,132,000</b>	<b>\$8,070,278</b>

**Exhibit A**  
**Resolution No. 15-4655**

ACCT	DESCRIPTION	Current Budget	Revision	Amended Budget
<b>MERC Fund</b>				
<b>MERC Fund</b>				
<b>Expenditures</b>				
	<b>Total Personnel Services</b>	<b>19,860,619</b>	-	<b>19,860,619</b>
	<b>Total Materials and Services</b>	<b>29,652,204</b>	-	<b>29,652,204</b>
	<b><i>Capital Outlay</i></b>			
571000	Improve-Other than Bldg	1,110,000	-	1,110,000
572000	Buildings & Related	5,146,300	89,700	5,236,000
574000	Equipment & Vehicles	1,979,900	-	1,979,900
575000	Office Furn & Equip	112,600	-	112,600
579000	Intangible Assets	45,000	-	45,000
	<b>Total Capital Outlay</b>	<b>8,393,800</b>	<b>89,700</b>	<b>8,483,500</b>
	<b>Total Interfund Transfers</b>	<b>9,001,335</b>	-	<b>9,001,335</b>
	<b><i>Contingency</i></b>			
701002	Contingency - Operating	2,515,000	-	2,515,000
701003	Contingency - New Capital-Business Strategy Reserve	5,310,053	(37,200)	5,272,853
706000	Contingency - Renew & Replacement	13,510,527	(52,500)	13,458,027
709000	Contingency - All Other	2,613,665	-	2,613,665
	<b>Total Contingency</b>	<b>23,949,245</b>	<b>(89,700)</b>	<b>23,859,545</b>
	<b>TOTAL REQUIREMENTS</b>	<b>\$90,857,203</b>	<b>\$0</b>	<b>\$90,857,203</b>

**Exhibit A**  
**Resolution No. 15-4655**

ACCT	DESCRIPTION	Current Budget	Revision	Amended Budget
<b>Natural Areas Fund</b>				
<b>Natural Areas Fund</b>				
<b>Expenditures</b>				
	<b>Total Personnel Services</b>	<b>2,413,251</b>	-	<b>2,413,251</b>
	<b>Total Materials and Services</b>	<b>7,150,000</b>	-	<b>7,150,000</b>
	<b><i>Capital Outlay</i></b>			
570000	Land	20,000,000	(1,000,000)	19,000,000
571000	Improve-Other than Bldg	1,010,000	-	1,010,000
	<b>Total Capital Outlay</b>	<b>21,010,000</b>	<b>(1,000,000)</b>	<b>20,010,000</b>
	<b><i>Interfund Transfers</i></b>			
580000	Transfer for Indirect Costs	1,403,485	-	1,403,485
582000	Transfer for Direct Costs	349,239	1,000,000	1,349,239
	<b>Total Interfund Transfers</b>	<b>1,752,724</b>	<b>1,000,000</b>	<b>2,752,724</b>
	<b><i>Contingency</i></b>			
700000	Contingency	10,000,000	-	10,000,000
	<b>Total Contingency</b>	<b>10,000,000</b>	-	<b>10,000,000</b>
	<b><i>Unappropriated Fund Balance</i></b>			
801000	Unapp FB - Restricted	3,101,335	-	3,101,335
	<b>Total Unappropriated Fund Balance</b>	<b>3,101,335</b>	-	<b>3,101,335</b>
	<b>TOTAL REQUIREMENTS</b>	<b>\$45,427,310</b>	<b>\$0</b>	<b>\$45,427,310</b>

**Exhibit B**  
**Resolution 15-4655**  
**Schedule of Appropriations**

	Current Appropriation	Revision	Revised Appropriation
<b>GENERAL FUND</b>			
Council	4,965,840	-	4,965,840
Office of the Auditor	771,000	-	771,000
Office of Metro Attorney	2,391,040	-	2,391,040
Information Services	4,530,996	-	4,530,996
Communications	3,059,613	85,005	3,144,618
Finance and Regulatory Services	4,921,912	-	4,921,912
Human Resources	2,731,331	-	2,731,331
Property and Environmental Services	2,709,192	-	2,709,192
Parks and Nature	9,938,198	-	9,938,198
Planning and Development	18,184,820	-	18,184,820
Research Center	4,633,285	-	4,633,285
Special Appropriations	4,743,062	-	4,743,062
Non-Departmental			
Debt Service	1,861,882	-	1,861,882
Interfund Transfers	19,934,904	60,000	19,994,904
Contingency	3,971,542	(145,005)	3,826,537
<i>Total Appropriations</i>	89,348,617	-	89,348,617
Unappropriated Balance	16,309,150	-	16,309,150
<b>Total Fund Requirements</b>	<b>\$105,657,767</b>	<b>\$0</b>	<b>\$105,657,767</b>
<b>GENERAL ASSET MANAGEMENT FUND</b>			
Asset Management Program	3,309,310	1,282,000	4,591,310
Non-Departmental			
Interfund Transfers	1,311,500	-	1,311,500
Contingency	2,317,468	(150,000)	2,167,468
<i>Total Appropriations</i>	6,938,278	1,132,000	8,070,278
<b>Total Fund Requirements</b>	<b>\$6,938,278</b>	<b>\$1,132,000</b>	<b>\$8,070,278</b>
<b>MERC FUND</b>			
MERC	57,906,623	89,700	57,996,323
Non-Departmental			
Interfund Transfers	9,001,335	-	9,001,335
Contingency	23,949,245	(89,700)	23,859,545
<i>Total Appropriations</i>	90,857,203	-	90,857,203
<b>Total Fund Requirements</b>	<b>\$90,857,203</b>	<b>\$0</b>	<b>\$90,857,203</b>
<b>NATURAL AREAS FUND</b>			
Parks and Nature	30,573,251	(1,000,000)	29,573,251
Non-Departmental			
Interfund Transfers	1,752,724	1,000,000	2,752,724
Contingency	10,000,000	-	10,000,000
<i>Total Appropriations</i>	42,325,975	-	42,325,975
Unappropriated Balance	3,101,335	-	3,101,335
<b>Total Fund Requirements</b>	<b>\$45,427,310</b>	<b>\$0</b>	<b>\$45,427,310</b>

*All other appropriations remain as previously adopted*

## STAFF REPORT

### FOR THE PURPOSE OF AMENDING THE FY 2015-16 BUDGET AND APPROPRIATIONS SCHEDULE AND FY 2015-16 THROUGH FY 2019-20 CAPITAL IMPROVEMENT PLAN TO PROVIDE FOR A CHANGE IN OPERATIONS

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Date: November 9, 2015

Presented by: Kathy Rutkowski 503-797-1630

## BACKGROUND

Several items have been identified that necessitate amendment to the budget.

### Internal Communications Coordinator

This action requests the addition of 1.0 FTE Senior Public Affairs position effective November 1, 2015 to serve as Internal Communications Coordinator supporting employee engagement, awareness and participation. The attached memo to Martha Bennett, Chief Operating Officer and Scott Robinson, Deputy Chief Operating Officer, dated May 22, 2015 explains the tentative goals, strategies and key initiatives for this position.

The estimated cost for this position beginning November 1, 2015 is approximately \$77,005. The annual cost is estimated at \$115,000. In addition, the department is requesting \$8,000 in one-time materials and services costs for computer, furniture, training, etc. This action requests the transfer of \$85,005 from the General Fund contingency to fund this request.

### Blue Lake Park Wetland Trail Improvements

The purpose of the Blue Lake Wetland Trail Improvements project is to reconstruct damaged and failing portions of the footpath and elevated structures located in the constructed wetlands on the east end of the park. The damaged asphalt paved surfaces are to be replaced with new accessible, compacted gravel footpath and the wooden bridges and viewpoint will be replaced with steel and fiberglass structures thus reducing the overall maintenance costs of the trail. The FY 2015-16 budget includes \$80,000 in the General Asset Management Fund, Renewal and Replacement Account and \$250,000 in the Natural Areas Local Option Levy Fund to cover the costs of the Blue Lake Wetland Trail repair/improvements. An additional \$150,000 is needed to complete the project.

This action requests the transfer of \$150,000 from the General Asset Management Fund Renewal and Replacement Account to cover the additional costs. This action also amends the FY 2015-16 through FY 2019-20 Capital Improvement Plan.

### Willamette Falls Legacy Project

The Willamette Falls Legacy Project is a collaboration among Metro, Oregon City, Clackamas County, and the State of Oregon. In November 2014 the Metro Council passed Resolution 14-4583 which allows the utilization of Natural Area bond funds for projects that would increase public access to natural areas and trails across the region. The Willamette Falls Riverwalk project was identified as a bond investment opportunity which will provide public access to a site that has not had access for public enjoyment for over 150 years. The Natural Areas Bond commitment to the Willamette Falls Riverwalk is \$5 Million and will complement the other funding commitments from Metro's partners including the State of Oregon, Clackamas County, and the City of Oregon City. This amendment requests the transfer \$1



Million from the Natural Areas Bond Fund to the General Asset Management Fund, Regional Parks Capital Account to initiate the schematic design of the Riverwalk in FY 2015-16. All revenues and expenditures associated with the Willamette Falls Riverwalk project are being tracked in the Regional Parks Capital Account. This action also amends the FY 2015-16 through FY 2019-20 Capital Improvement Plan.

#### *Metro Video Conferencing Project*

This project leverages existing communications architecture at Metro to pilot video conferencing between the Metro Regional Center, Portland's and the Oregon Zoo. Metro was awarded a grant through the Mt. Hood Cable Regulatory Commission to deploy fixed video communication between two points at the Metro Regional Center one at the Oregon Zoo and one at Portland's. A survey of travel between the Oregon Zoo and the Metro Regional Center indicated that a .50 FTE could be saved in travel alone, if we were to successfully replace individual trips for meetings at the Metro Regional Center or at the Oregon Zoo with video conferencing. The project employs large, fixed screens and cameras and incorporates an integration in Outlook calendaring to provide simplified connections. Conferencing would be internal only to start for the first phase of roll-out. This will give us the opportunity to fully adopt the technology before expanding its use. The project was initially proposed through the 2015-16 budget process and was given preliminary approval by the Chief Operating Officer, if the grant was received.

Metro was awarded a \$72,000 grant from the Mt. Hood Cable Regulatory Commission. Funds are being matched with in-kind labor of approximately \$65,000. In addition to recognizing the grant award, this action is requesting an additional \$60,000 from the General Fund contingency reserve for future one-time expenditures and an additional \$132,000 in expenditure appropriation to fully fund the project. This action also amends the FY 2015-16 through FY 2019-20 Capital Improvement Plan to include this project.

#### *Voice over Internet Protocol (VoIP) Project*

The Voice over Internet Protocol (VoIP) project is a Metro-wide effort to upgrade office phone systems to current technology, managed by the Metro Information Services department. The project is divided into two phases: 1) Infrastructure and remediation – upgrading the necessary wiring, cabling and switches in preparation for new VoIP communications equipment and 2) Business communications – installing telephone equipment, software, and conducting training.

The Chief Operating Officer, Martha Bennett, approved the plan to proceed with the infrastructure and remediation phase of the project in FY 2015-16. The Phase 1 costs of the project for the Oregon Convention Center and Expo Center were budgeted in FY 2014-15 and were initially intended to be completed before the end of last year. Delays in the project timeframe has moved these expenses to the current year. This action provides for the completion of Phase 1 of the VoIP project at these two facilities by transferring \$52,500 and \$37,200 from the OCC and Expo Center contingencies, respectively. The Portland's portion of the infrastructure and remediation phase of this project is already budgeted in FY 2015-16. This action also amends the FY 2015-16 through FY 2019-20 Capital Improvement Plan.

#### *Oregon Zoo Education Center (CIP amendment only)*

The Oregon Zoo is proposing to update the Capital Improvement Plan to reflect substantive changes in the project budget for the Zoo Education Center. At the October 20th Council Work Session, staff from the Oregon Zoo Bond Program presented the results of construction bids received for this project. Due to changing market conditions, it was recommended to add resources in order to retain the project vision and ensure that construction proceeds on schedule. This amendment reflects a total project budget of \$16,421,798 split between the Zoo Infrastructure and Animal Welfare Bond Fund and the Zoo Capital

Fund – an increase of \$1,170,851. A portion of this increase acknowledges additional funding and scope from partner agreement. No additional appropriation authority is needed in FY 2015-16 for this project. This request only amends the Capital Improvement Plan for total project budget.

*Blue Lake Regional Park Restroom Project (CIP amendment only)*

A technical amendment to the budget (PARKS #20) was approved by the Council at its meeting on June 11, 2015 and was included in the FY 2015-16 Adopted budget. This amendment was not reflected in the FY 2015-16 through FY 2019-20 Capital Improvement Plan. This action amends the CIP for the Blue Lake Renovation project to match the adopted budget reflecting the \$850,000 in appropriations carried forward from FY 2014-15. No new resources are required and no other budget action is necessary.

## ANALYSIS/INFORMATION

1. **Known Opposition:** None known.
2. **Legal Antecedents:** ORS 294.463(1) provides for transfers of appropriations within a fund, including transfers from contingency that do not exceed 15 percent of a fund's appropriation, if such transfers are authorized by official resolution or ordinance of the governing body for the local jurisdiction. ORS 294.463(3) provides for transfers of appropriations or of appropriations and a like amount of budget resources between funds of the municipal corporation when authorized by an official resolution or ordinance of the governing body stating the need for the transfer. Metro code chapter 2.02.040 requires the Metro Council to approve the addition of any position to the budget. Metro's adopted financial policies require any project exceeding \$100,000 or an existing CIP project increasing greater than 20 percent to receive Council approval.
3. **Anticipated Effects:** This action provides for changes in operations as described above – recognizes and appropriates new grant funds, provides additional appropriations for changes in operations, and add 1.0 FTE in the Communications Department.
4. **Budget Impacts:** This action has the following impact on the FY 2015-16 budget:
  - Adds 1.0 FTE Internal Communications Coordinator in the Communications Department funded via a transfer from the General Fund Contingency
  - Provides \$150,000 from the General Renewal and Replacement account for the Blue Lake Wetlands Trail improvements
  - Transfers \$1.0 million from the Natural Areas Bond Fund to the Regional Parks Capital Account to initiate the schematic design of the Willamette Falls Riverwalk project in FY 2015-16
  - Recognize \$72,000 in new grant revenue and transfer \$60,000 from the General Fund contingency to provide \$132,000 for the video conferencing project
  - Provides for Phase 1 costs of the Voice over Internet Protocol project for the Oregon Convention Center and Expo Center
  - Approve CIP amendments for the Oregon Zoo Education Center and the Blue Lake Regional Park Restroom project.

**RECOMMENDED ACTION**

The Chief Operating Office recommends adoption of this Resolution.



**Memorandum**

Date: May 22, 2015

To: Martha Bennett, COO  
Scott Robinson, Deputy COO

From: Jim Middaugh, Communications Director  
Mary Rowe, HR Director  
Janice Larson, Communications Manager

Re: Internal communications proposal

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Background

This memo reflects our various conversations about the need for and importance of using internal communications to advance One Metro and to improve Metro's ability to reach and serve the people of the Portland area. Below, please find our recommendations about how best to ensure we advance Metro's goals through improved internal communications.

In keeping with the discussion at the recent Senior Leadership Team retreat, we chose first to outline goals, strategies, initiatives, measures. These reflect initial thoughts and will be refined as appropriate as we move forward.

Request

We believe advancing these proposed goals requires a minimum of one FTE with significant support from Communications and Human Resources managers. We recommend hiring an additional person but we are prepared to discuss alternatives if needed.

Position Overview

**Goals**

1. Metro has a shared, agency-wide internal communications strategy
2. Employees are engaged with Metro as an agency
3. Employees are effective ambassadors for Metro's mission, values and priorities
4. Metro attracts and retains diverse and highly qualified employees
5. Metro improves trust, collaboration and transparency among all levels and types of employees

**Strategies**

- 1.1 Ensure all managers and supervisors include internal communications in their responsibilities
- 1.2 Tailor tactics to venues' and departments' specific employees
- 1.3 Coordinate with Office of the COO to support all-staff, all-manager and other agency-wide events
- 2.1 Improve onboarding and orientation to emphasize One Metro
- 2.2 Improve connectivity and leveraging among Metro's different functions
- 2.3 Establish, maintain and increase online, print and face-to-face touch points with staff
- 2.4 Create communication plans for all internal initiatives and issues (i.e. personnel transitions)
- 2.5 Maximize existing and create new internal communication tools
  
- 3.1 Create multimedia and print collateral and other tools that help manifest a One Metro culture
- 3.2 Ensure ongoing use and sustainability of internal initiatives, i.e. Metro values, PACE, recognition
- 3.3 Improve employees' ability to talk about Metro initiatives (i.e. ballot measures, hotel, elephants)
- 3.4 Improve capacity of all supervisors and managers to support Metro internal messages
  
- 4.1 Improve and keep jobs page fresh to brand and tell Metro's story

# Attachment 1

## Resolution No. 15-4655

- 4.2 Create tools and materials to help existing employees promote Metro as a great place to work
- 4.3 Partner with DEI initiatives to improve outreach to diverse communities
- 4.4 Increase and sustain authentic recognition programs tailored to each major work group
  
- 5.1 Produce and effectively share consistent messages about internal initiatives and priorities
- 5.2 Designate and train managers and supervisors so they are reliable sources of information
- 5.3 Utilize new social media platforms and tools to increase the reach of internal messages
- 5.4 Use research to identify preferred methods of communication for different employee types

### Proposed key initiatives and measures

Strategy	Initiatives	Measures		Timing
		Activity	Effectiveness	
1.1	<ul style="list-style-type: none"> <li>• Develop long-term internal communications plan starting with an organizational assessment and internal brand audit</li> <li>• Brief/train all manager groups on plan</li> </ul>	<p>Completion of plan</p> <p>Completion of trainings</p>	<p>Sightline engagement score improvement</p> <p>Sightline scores</p>	
1.2	<ul style="list-style-type: none"> <li>• Coordinate employee communications-needs baseline research</li> <li>• Work with HR and departments/ venues to create site-specific, in-person tactics for newer employees that further enhance the employee onboarding and engagement experience</li> <li>• (i.e. COO, Councilor, director visits)</li> </ul>	<p>Completion of research</p> <p>Host engagements with manager teams</p>	<p>Use of research in plan implementation</p> <p>Evaluations of specialized events at each site/dept.</p>	
1.3	<ul style="list-style-type: none"> <li>• Create calendar of agency-wide events in coordination with COO office</li> <li>• Support all-staff and all-manager meetings and other projects in coordination with office of COO and HR.</li> </ul>	<p>Calendar exists, is used.</p> <p>Meetings occur</p>	<p>Delivery and evaluations of events</p>	
2.1	<ul style="list-style-type: none"> <li>• Develop films and tools to use in new employee orientation and other forums that become a Metro ambassador tool kit and training plan</li> <li>• Work with HR and departments/ venues to</li> </ul>	<p>Materials developed</p> <p>Use of tool kit</p> <p>Number of site-based</p>	<p>Feedback following orientations, other uses</p> <p>Sightline scores of newer vs. longer term employees</p> <p>Evaluations of site-</p>	

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	<p>create site-specific, in-person tactics for newer employees that further enhance the employee onboarding and engagement experience</p> <ul style="list-style-type: none"> <li>• Scope mentor/buddy program options</li> <li>• These initiatives also apply to 2.3</li> </ul>	<p>activities</p> <p>Completion of scope</p>	<p>based activities</p> <p>Clear decision about launching program</p>	
2.2	<ul style="list-style-type: none"> <li>• Engage departments to create MetroNet content</li> <li>• Evaluate and restructure Monday Message</li> <li>• Work with HR to Develop communication plan to launch new employee engagement tools that use modern technology and improve online experiences</li> <li>•</li> </ul>	<p>Meetings held</p> <p>Re-launch Monday Msg</p> <p>Deployment of two new tools</p>	<p>Departments' content goals met</p> <p>Increase in readership, engagement</p> <p>TBD based on tools selected</p>	
2.3	<ul style="list-style-type: none"> <li>• See 2.1</li> <li>• Engage departments to create MetroNet content</li> <li>• Evaluate and restructure Monday Message</li> <li>• Work with HR to Develop communication plan to launch new employee engagement tools that use modern technology and improve online experiences</li> <li>•</li> </ul>	<p>Materials developed</p> <p>Use of tool kit</p> <p>Number of site-based activities</p> <p>Completion of scope</p> <p>Meetings held</p> <p>Re-launch Monday Msg</p> <p>Deployment of two new tools</p>	<p>Feedback following orientations, other uses</p> <p>Sightline scores of newer vs. longer term employees</p> <p>Evaluations of site-based activities</p> <p>Clear decision about launching program(s)</p> <p>Departments' content goals met</p> <p>Increase in readership, engagement</p> <p>TBD based on tools selected</p>	
2.4	<ul style="list-style-type: none"> <li>• Work with HR to coordinate Sightlines and Internal Customer Service surveys communication plan</li> <li>• Coordinate schedule of and produce and implement communication plans for internal campaigns including DEI, budget, HR</li> </ul>	<p>Surveys completed on schedule</p> <p>Creation of plans</p>	<p>Improved participation</p> <p>Implementation of plans plus Sightlines and other quantitative measures (could implement some research around internal awareness of</p>	

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	and other issues		issues, etc.)	
2.5	<ul style="list-style-type: none"> <li>• Coordinate employee communications-needs baseline research</li> <li>• Work with HR and departments/ venues to create site-specific, in-person tactics for newer employees that further enhance the employee onboarding and engagement experience</li> <li>• Scope new internal print publication(s)</li> <li>• Engage departments to create MetroNet content</li> <li>• Evaluate and restructure Monday Message</li> <li>• Work with HR to Develop communication plan to launch new employee engagement tools that use modern technology and improve online experiences</li> <li>•</li> </ul>	<p>Completion of research</p> <p>Host engagements with manager teams</p> <p>Completion of scope</p> <p>Meetings held</p> <p>Re-launch Monday Msg</p> <p>Deployment of two new tools</p>	<p>Use of research in plan implementation</p> <p>Evaluations of specialized events at each site/dept.</p> <p>Clear decision about launching program(s)</p> <p>Departments' content goals met</p> <p>Increase in readership, engagement</p> <p>TBD based on tools selected</p>	
3.1	<ul style="list-style-type: none"> <li>• Develop films and tools to use in new employee orientation and other forums that become a Metro ambassador tool kit and training plan</li> <li>• Scope new internal print publication(s)</li> <li>• Refresh internal posters/banners at least once a quarter</li> </ul>	<p>Materials developed</p> <p>Use of tool kit</p> <p>Completion of scope</p> <p>Work completed on schedule</p>	<p>Feedback following orientations, other uses</p> <p>Sightline scores of newer vs. longer term employees</p> <p>Clear decision about launch</p> <p>Feedback from internal surveys, use of "mobilizing information" contained in signage (url, etc.)</p>	
3.2	<ul style="list-style-type: none"> <li>• Evaluate existing programs and channels</li> <li>• Engage departments to create MetroNet content</li> <li>• Evaluate and restructure Monday Message</li> <li>• Work with HR to Develop communication plan to launch new employee engagement tools that use modern technology and</li> </ul>	<p>Evaluation completed</p> <p>Meetings held</p> <p>Re-launch Monday Msg</p> <p>Deployment of two new tools</p>	<p>Clear recommendations about current programs</p> <p>Content goals met</p> <p>Increase in readership, engagement</p> <p>TBD based on tools selected</p>	

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	<ul style="list-style-type: none"> <li>improve online experiences</li> </ul>			
3.3	<ul style="list-style-type: none"> <li>Evaluate ways to improve internal readership of Metro News</li> <li>Increase readership of Metro Hotsheet</li> <li>Push talking points for initiatives out to staff.</li> </ul>	<p>Evaluation complete</p> <p>Distribute to all employees monthly</p> <p>Sharing occurs</p>	<p>Percent increase in readership</p> <p>Clicks? Opens? Short quiz each quarter?</p> <p>Quiz?</p>	
3.4	<ul style="list-style-type: none"> <li>Work with managers and supervisors to share talking points for key project with work groups</li> </ul>			
4.1	<ul style="list-style-type: none"> <li>Update jobs page content regularly</li> <li>Create a Metro story/brand Metro to applicants</li> <li>Feature employees and the variety of jobs at Metro</li> <li>Increase information about the benefits of working at Metro.</li> </ul>	<p>Updates occur</p>	<p>Feedback from site visitors</p>	
4.2	<ul style="list-style-type: none"> <li>Create job announcement "sharing" templates</li> </ul>	<p>Templates create</p>	<p>Increase in social media "shares," page views from social media; increase in applicants referred by employees</p>	
4.3	<ul style="list-style-type: none"> <li>TBD in consultation with DEI team</li> </ul>	<p>TBD</p>	<p>TBD</p>	
4.4	<ul style="list-style-type: none"> <li>Work with HR to inventory existing recognition programs</li> <li>Include recognition needs/desires in baseline research</li> <li>Work with HR to promote a more robust recognition program to support Metro values and "One Metro" concept</li> </ul>	<p>Inventory completed</p> <p>Recognition included in research</p> <p>New program recommendation completed</p>	<p>Best practices copied</p> <p>Clear direction created</p> <p>Clear decision on launch of program</p>	
5.1	<p>All of the above</p>			
5.2	<ul style="list-style-type: none"> <li>Develop long-term communication plan starting with an organizational assessment and internal brand audit</li> <li>Brief/train all manager</li> </ul>	<p>Completion of plan</p> <p>Completion of trainings</p>	<p>Sightline engagement score improvement</p> <p>Sightline scores</p>	



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	<p>groups on plan</p> <ul style="list-style-type: none"> <li>• Incorporate internal communication priorities into all manager meetings</li> </ul>	Internal communications included in agendas	Sightline scores	
5.3	<ul style="list-style-type: none"> <li>• Work with HR to Develop communication plan to launch new employee engagement tools that use modern technology and improve online experiences</li> </ul>	Deployment of two new tools	TBD based on tools selected	
5.4	<ul style="list-style-type: none"> <li>• Coordinate employee communications-needs baseline research</li> </ul>	Completion of research	Use of research in plan implementation	

### Classification and reporting:

Recommendation:

- Once duties are determined we would have HR review them to determine the appropriate classification but anticipate it would come out as a Senior PA Specialist or possibly an Associate PA Specialist.
- Reports to media/marketing manager with dotted line to HR
- Writer/implementer with marketing, web (ideally SharePoint) and project management skills
- Intramet content manager

### Materials and services

Current level plus development of orientation video and ambassador kit (and any other needs based on selection and approval of key initiatives).

For your information, attached is a recent posting for an internal communications manager at OHSU and also Mentor Graphics.

Alternatives:

- 1) If a new full FTE is not possible, we recommend ramping up the program by creating a new .5 FTE this coming fiscal year and increasing the FTE the next year as needed. However, a problem with this approach is that we limit the applicant pool by recruiting at the .5 level and risk hiring someone who would not want to increase hours and therefore we would then be faced with having to hire again at the time of increased FTE.
- 2) Another option would be to distribute the key initiatives to different existing employees. However, by piecing out portions of the work to multiple people we lack a coordinated message and the work likely would become secondary for the employees tasked with assignments rather than a primary focus. This approach also would increase the need for management level oversight from both Communications and HR.
- 3) If a new .5 FTE is not available we are prepared to identify resource shifts from Communications' and/or HR to free up the equivalent of .5 FTE. Consistent with our strategic plans, if directed to make such a shift we would engage in discussion with the line departments to identify FTE capacity while balancing the required skill-set to be successful and existing responsibilities that can be reduced without significant impact or internal conflict, all within the desired time frame for action on internal communications.

The specific shift would depend on the selection of and scope of internal communications key initiatives and the desired change in the proposed measures. Please recall that this approach would affect cost-allocation for the general fund and the visitor venues.

### Summary

We believe a dedicated 1.0 FTE to focus on internal communications is key to the success of developing a positive relationship with Metro employees, increasing employee engagement, ensuring we are best utilizing our employees as ambassadors to tell Metro's story and to recruit quality candidates in an increasingly competitive job market. This position should be housed in Communications with a dotted line to HR.

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### Sample of similar position at Mentor Graphics

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#### Job description

Company: Mentor Graphics Job Title: Employee Communications Manager - 3451 Job Location: US - OR - Wilsonville  
Job Category: Corporate Marketing

All qualified applicants will receive consideration for employment without regard to race, sex, color, religion, national origin, protected veteran status, or on the basis of disability.

#### **Job Duties:**

- This employee communicator will be responsible for managing employee communications for the executive management team
- Collaborate with HR, Corporate marketing and Executive management to manage the appropriate mix of internal communications programs, channels and vehicles to drive awareness and understanding of Mentor Graphics business and employee high lights
- Monitor and educate self on other company's internal communications programs, propose new and creative vehicles to further enhance employee communications
- Schedule and coordinate quarterly global employee communications meetings
- Coordinate content generation for quarterly employee meetings from multiple sources: Investor relations, quarterly highlights from earnings call, products & technology highlights from division marketing directors, employee highlights from Human Resources, and other corporate news.
- Develop presentations to support Mentor Graphics Executive Management visits to various Mentor remote sites
- Point of contact for Investor Relations for the Mentor communications team
- Schedule, organize and facilitate internal and external Tech Talks at Mentor Graphics
- Responsible for the review, scheduling, and delivery of global email messages to Mentor employees
- Maintain the front page of [inside.mentor.com](http://inside.mentor.com) as well as Mentor background information and the Mentor Foundation website, coordinate with information and employee highlights from employee meetings and executive internal presentations
- Support Mentor Foundation
- Part of the team scheduling, coordinating, and executing Mentor Graphics employee events such as Winter Party, Summer Picnic, Winter concert series, MAD Science Camps and various other employee celebrations
- Utilize and become expert at Mentor internal chat tools - yammer

#### **Job Qualifications:**

- \* Strong written and verbal communications. Ability to author general employee communications messages
- \* Excellent organizational skills
- \* Excellent project management skills
- \* Collaborative team player
- \* Ability to professionally interface with upper management and global colleagues
- \* Microsoft PowerPoint skills

### Sample of similar position at OHSU

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#### **Oregon Health & Science University is seeking a Communications Specialist Internal Communications**

Salary range: \$61,338-92,113/yr. Apply online ASAP by visiting [www.ohsujobs.com](http://www.ohsujobs.com). Click "Search for Jobs." On the resulting page, enter **IRC46674** in the search field.

#### **Minimum qualifications include:**

- Bachelor's degree in communications, creative writing, journalism or a related field.
- A minimum of five years of experience in corporate communications.
- Experience communicating about quality and process improvement programs (e.g., Lean) and compliance.
  - Exceptional writing and editing skills.
  - Exceptional skills in online community management.
  - Excellent skills in building web pages using HTML and CSS.

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- Excellent skills in using WordPress.
- Excellent skills in building templates and using email marketing software to achieve campaign objectives.
- Excellent skills in analyzing and interpreting web, email, and campaign data.
- Ability to quickly learn and easily use new software.
- Strong familiarity and comfort with at least one content management system.
- Excellent customer service skills.
- Ability to adjust to change quickly, to learn on the fly, and to write in a variety of formats.
- Excellent team player who is also capable of self-direction.
- Strong skills using a variety of applications, and ability to learn new applications quickly.
- Knowledge of Lean or related performance improvement tools and methods.

### **Specific duties include:**

- Writes and post original articles; also solicits and edits content from others.
- Fosters productive online dialogue by encouraging active engagement in online communities by OHSU leaders, faculty, employees and students. Monitors, moderates and responds to online comments.
- Effectively selects and uses technical communications platforms, including those needed to produce blogs, email campaigns, and intranet content. The specialist is responsible for identifying the best platforms, developing content and campaigns aligned to the platforms and training and mentoring a network of other internal communicators in using these centralized tools.
- Ensures that engagement goals are met by analyzing internal communications data using analysis tools and uses the information it to improve communications practices throughout OHSU.

OHSU is proud to be an equal opportunity employer.