

Council work session agenda

Tuesday, April 30, 2024

10:30 AM

Metro Regional Center, Council Chamber,
<https://zoom.us/j/615079992> Webinar ID:
615 079 992 or 888-475-4499 (toll free)
[https://www.youtube.com/watch?](https://www.youtube.com/watch?v=sqIuvCObg84)
v=sqIuvCObg84

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber.

You can join the meeting on your computer or other device by using this link:

<https://zoom.us/j/615079992> (Webinar ID: 615 079 992)

10:30 Call to Order and Roll Call

10:35 Presentations

10:35 Recognition of May 5 as the Day of Awareness for Missing **24-6055**
and Murdered Indigenous People

Presenter(s): Katie McDonald, Tribal Affairs Liaison, Metro

10:50 Work Session Topics:

10:50 Department Budget Presentation: P'5/Expo/Convention **24-6056**
Center

Presenter(s): Steve Faulstick (he/him), GM Visitor Venues
Craig Stroud, Executive Director Oregon Convention Center
Robyn Williams, Executive Director Portland's Centers for
the Arts
Ruby White, Director of Culture & Community, Portland's
Centers for the Arts
Matthew Rotchford, Executive Director Portland Expo
Center
Ashley Sloan, MERC Finance Manager

Attachments: Staff Report

11:50 Department Budget Presentation: Central Services

[24-6057](#)

Presenter(s): Presented by:
Ryan Kinsella, CAM Director
Lia Waiwaiole, Communications Director
Julio Garcia, HR Director
Rachel Tull, Chief Information Officer
Brian Kennedy, Chief Financial Officer

Attachments: [Staff Report](#)

12:50 Chief Operating Officer Communication

12:55 Councilor Communication

1:00 Adjourn

**Department Budget Presentation: P'5/Expo/
Convention Center**
Presentations

Metro Council Work Session
Tuesday, April 30th , 2024

STAFF REPORT

DEPARTMENT BUDGET PRESENTATIONS: PORTLAND'S; PORTLAND EXPO CENTER, OREGON CONVENTION CENTER

Date: April 10, 2024

Department: Portland's; Portland Expo Center; Oregon Convention Center

Meeting date: April 30, 2024

Prepared by:
Cinnamon Williams, Financial Planning Director
Joshua Burns, Interim Budget Coordinator

Presented by:
Craig Stroud, Executive Director Oregon Convention Center
Robyn Williams, Executive Director Portland's Centers for the Arts
Ruby White, Director of Culture & Community, Portland's Centers for the Arts
Matthew Rotchford, Executive Director Portland Expo Center
Ashley Sloan, MERC Finance Manager

Length: 60 minutes

ISSUE STATEMENT

This work session will provide Council, acting as the Budget Committee, the opportunity to hear how the Planning, Development and Research FY 2024-25 budgets align with Council priorities, strategic framework, racial equity outcomes, and climate action goals. Information shared at the work session will help guide development of the FY 2024-25 Approved Budget.

ACTION REQUESTED

Council discussion and feedback on the departments' proposed budget.

IDENTIFIED POLICY OUTCOMES

Development of a FY 2024-25 Metro budget that aligns with Council priorities.

POLICY QUESTIONS

What are the policy implications and tradeoffs that will result from the department's budget?

Specific factors for Council consideration *may* include:

- How well do the department's programs align with Council priorities and direction?
- Does the budget represent a good investment in and advance the Council priorities?
- Has the department demonstrated sufficient planning to successfully implement any new programs and/or projects?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Each department's budget has individual items that should achieve outcomes specifically addressed by Council through the strategic framework. Council can support the budget in whole or in part and modify individual items or larger program requests.

STAFF RECOMMENDATIONS

The Chief Operating Officer and Chief Financial Officer recommend that Council hear all the department presentations prior to determining their support for departments' proposed budget.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Each department's FY 2024-25 base budget was developed following the Chief Financial Officer's budget instructions released in early December 2023. The base budgets allow the departments to continue existing programs and projects as adjusted for various factors such as inflation, COLAs, etc.

New programs, projects, additional appropriations, and FTE are requested through the department's modification request process. These requests were reviewed and analyzed by the Chief Operating Officer, Deputy Chief Operating Officers, and Chief Financial Officer. Approved requests were built into the Proposed Budget, released on April 5, 2024, and presented by the Chief Operating Officer on April 11, 2024, with their budget message.

Legal Antecedent

The preparation, review and adoption of Metro's annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. The Chief Financial Officer, acting in their capacity as the designated Budget Officer, is required to present a balanced budget to Council, acting in their capacity as our Budget Committee.

BACKGROUND

Each department will provide information pertaining to their proposed budget, that include budget modification requests approved by the Chief Operating Officer.

**Department Budget Presentation: Central
Services**
Presentations

Metro Council Work Session
Tuesday, April 30th 2024

STAFF REPORT

DEPARTMENT BUDGET PRESENTATIONS: CENTRAL SERVICES

Date: April 10, 2024

Prepared by:
Cinnamon Williams, Financial Planning Director
Joshua Burns, Interim Budget Coordinator

Department: Central Services

Presented by:
Ryan Kinsella, CAM Director
Lia Waiwaiole, Communications Director
Julio Garcia, HR Director
Rachel Tull, Chief Information Officer
Brian Kennedy, Chief Financial Officer

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Portland's Centers for the Arts

P'5 Presentation Agenda

- FY23-24 Investment Progress
- FY 2024-25 Budget Overview
- Performance Measures
- Equity Metric
- Target Areas Investment
- Council Discussion



Portland's Investment Progress

Enhanced security

- * 3 full time security agents
- * New full time security manager

Expanded DEI program

- * Staff competencies social equity gauge
- * Creation of Community Advisory Council
- * Leadership team competency training-
“Deconstructing Whiteness” 6 week course
- * Community Outreach and Partner development
- * Hosted 5 community events and 5 master classes with 6 local partners plus Literary Arts and Powell's Books



P'5 Budget Overview

	Actual 2023	Budget 2024	Proposed 2025
OPERATIONS			
Charges for Services	15,351	18,224	20,886
Local Government Shared Revenues	1,957	2,174	2,288
Contributions from Private Sources	191	191	110
Contributions from Governments	1,054	1,119	1,125
Grants	0	0	0
Miscellaneous Revenue	74	64	43
Interest Earnings	176	176	292
Transfers-R	0	0	0
Total Revenues	18,802	21,948	24,744
Personnel Services	10,556	12,153	13,656
Materials and Services	6,865	8,104	9,193
Transfers-E	2,488	3,354	3,625
Total Expenditures	19,909	23,611	26,475
Net Operations	-1,107	-1,663	-1,731
CAPITAL			
Total Revenues	0	500	1,000
Total Expenditures	3,194	6,921	6,089
Net Capital	-3,194	-6,421	-5,089
Grand Total Operations / Capital	-4,301	-8,083	-6,820
Beginning Fund Balance	14,673	14,387	8,650
Ending Fund Balance	14,275	6,303	1,830

Resources:

- Total \$24.7M (↑ 15%, \$3.3M) YoY
 - Charges for Services (↑ 15%, \$2.7M)

Expenditures:

- Total \$26.5M (↑ 12%, \$2.9M) YoY
 - Personnel (↑ 12%, \$1.5M)
 - Materials and Services (↑ 13%, \$1.1M)

Operating Deficit:

- Total \$1.7M (↑ 4%, \$68k) YoY

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Capital Projects:

- Total \$5M
 - Schnitzer Roof \$4 - \$7M project
 - Projects Paid from Fund Balance

Fund Balance:

- Ending Balance \$1.8M

FTE:

- 71.95 Permanent Full-Time
(No increase over FY24)

P'5 Major Program Areas

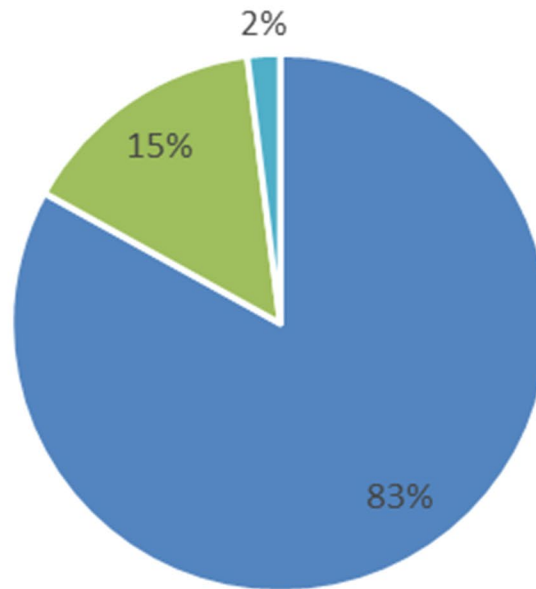
- Strong Broadway and commercial business
- Classical resident company attendance remains soft
- Portland'5 Presentations focus on bigger more profitable popular shows
- Material and Services reflect end of life catch-up
- DEI and Community work continues with slight increase
- Metro support costs, personnel costs (pay equity): negative impact to budget
- Capital needs continue to burn down fund balance
- Year end deficit of \$1.7 million despite stellar business year



P'5 Funding Sources

P5 Funding Sources

■ Charges for Services ■ Government Contributions ■ Other



Portland's Performance Measures

Business Performance Measures

of Commercial Shows-100

of Broadway performances-88

Year end total attendance 600,000 or greater



Portland's Key Equity Metric

Equity Outcome: P5 has strong relationship with, and supports community arts organizations with a particular focus on BIPOC, LGBTQIA+ and people with disabilities.

Activities and efforts:

- Community Arts Council establishes relationships between marginalized communities to increase community access to performances, assist in determining what shows best serve their audiences and how P5 can be more welcoming to these audiences.
- Youth Arts Advisory Council provides diverse youth more opportunity to be part of and create within P5 theaters.
- Community Arts Events Showcase will allow marginalized communities more access to P5 performance spaces as curators, artists and performers.

METRICS:

- Participation of Community and Culture Council and Youth Arts Council is 80%
- Admissions staff is 100% trained in welcoming diverse audiences
- Two youth nights, 5 master classes, 4 community shows and one youth matinee held.



Portland's Investments in Target Areas

Metro Strategic target: A Resilient economy for all: Position the Metro Region to take advantage of future growth opportunities, by helping both people and businesses thrive.

P5 promotes extensive training throughout all levels of the organization. This training includes: customer service, culture/DEI/equity, Metro required learning, technology training, safety and security training and skills development.

Participation in MERC's First Opportunity Target Area (FOTA) program prompts solicitation of services from MWESB companies as well as giving applicants from the FOTA area first chance at interviewing for positions they may be qualified for.

P5 has a robust Culture and Community department that provides ongoing training that focuses on social equity issues to promote cultural shift that insures that diverse staff, diverse clients and patrons attending events in our theaters feel respected, appreciated, safe and welcome.



Portland's Investments in Target Areas

Metro Strategic Target: Meeting our Climate and Resilience Goals.

- Capital equipment replacements are chosen for energy efficiency
- LED lighting is used throughout the venues-including marquees
- Show programs recycled
- Mobile ticket delivery is encouraged versus printed tickets/mail.
- Plastic bottles are being exchanged for aluminum ones.
- Plant based menu items are being added to restaurant offering to lower the carbon footprint
- P5 participates in local food donation program so food can go to food pantries, etc.



Council Discussion

Questions?





PORTLAND
expo
CENTER

- FY 2023-24 Department Investment Progress
- FY2024-25 Budget Overview
- Budget Performance Measures
- Equity Metric
- Investments in Target Areas
- Budget Modifications
- Council Discussion



FY 2023-24 Department Investment Progress

- Strong Client Base within a Changing Environment
- Welcoming Campus for All -
 - Positive relationships – Expo Futures
- Expanded Growth in Sports Markets
 - Sport Oregon
 - Major League Table Tennis
 - American Cornhole League
 - North American Gay Volleyball Assoc.
 - Friends of Baseball

- Advancing Pre-Sales in Ticketing, Parking and Exhibitor Services
- Updated Scheduling Policies



FY 2024-25 Financial Overview

	Actual 2023	Budget 2024	Proposed 2025
OPERATIONS			
Charges for Services	5,302	4,958	6,241
Local Government Shared Revenues	374	431	518
Grants	0	0	0
Miscellaneous Revenue	43	78	83
Interest Earnings	6	62	75
Transfers-R	480	0	400
Internal Charges for Services	0	0	0
Total Revenues	6,204	5,529	7,316
Personnel Services	2,215	2,619	3,267
Materials and Services	2,132	2,381	2,717
Transfers-E	1,867	1,906	1,967
Total Expenditures	6,213	6,905	7,950
Net Operations	-9	-1,377	-635
CAPITAL			
Total Revenues	240	1,058	258
Total Expenditures	450	1,963	1,374
Net Capital	-210	-904	-1,116
Grand Total Operations / Capital	-219	-2,281	-1,751
Fund Balance	2,146	3,066	2,100
Contingency / Ending Fund Balance	3,304	784	349

Resources:

- Total \$7.3M (↑ 32%, \$1.8M) YoY
 - VFTA up 20%, TLT Flat YoY
 - Parking (↑ 47%, \$697k)

Expenditures:

- Total \$8M (↑ 15%, \$1M) YoY
 - Personnel (↑ 25%, \$648k) -> increase 0.8 FTE
 - Materials & Services (↑ 14%, \$337k)

Operating Deficit:

- Total \$635k (↓ 54%, \$742k) YoY
 - General Fund Transfer of \$400k
 - Last year of \$1.1M debt service

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Capital Projects:

- Total \$1.1M (↑ 23%, \$212k) YoY
 - \$600k HVAC Replacements
 - Paid from Fund Balance

Fund Balance:

- Ending Balance \$349k

FTE:

- 17.8 Permanent Full-Time Employees
 - +0.5 Parking and Ticketing Services Supervisor
 - +0.3 Utility Lead

Budget Performance Measures

ECONOMIC IMPACT (2023 report – Crossroads Consulting)

- \$30M Total Output in Direct and Indirect Spending
- 210 Total Jobs
- \$12.6M in Labor Income
- \$2.3M in Local and State Tax Revenues

SUSTAINABILITY

- 29% Recycling Rate over past 3 years...
- Waste Generation Tonage dropped by 75% since 2009.
- Sustainable Upgrades = Drop in Elec/Water Use.
- 200lbs of Honey from the Expo Bee Project!

VARIOUS FY23 DATA METRICS:

- 143,519 Cars Parked
- 328,397 Total Attendees over 85 Events
- 40 Cirque Performances (Allegria)
- 7,500 Ecliptic LIGO IPA's sold (Cirque)



Key Equity Metric

The Portland Expo Center is a community gathering place for People of color, marginalized communities and people of all religions. They feel safe and welcomed at Expo and can see themselves and their interests represented in programming.

- Established a community support funding source
- In-kind efforts totaling over \$113,000
- Community Partnerships with:

- JAMO
- Friends of Baseball
- Islamic Center of Portland
- Vanport Mosaic
- 8 Seconds



FIGURE 16-g—PORTLAND ASSEMBLY CENTER



Investments in Target Areas

Climate and Resilience Goals:

Reduce Emissions, Sustainable Communities and Regional Resilience

- Transition to battery operated vehicles and tools
- HVAC reviews
- Bio-safe cleaning solutions
- Diverting waste from the landfill
- Composting
- Stormwater Greenwall
- Expo Bee Project



Investments in Target Areas

- **A Resilient Economy for All:**
Attract, Retain and Support Business Growth,
Development Ready Communities, Workforce Training
and Development
 - The Expo is a driver for the economy
 - Expo Futures project focuses our impacts on community and health and wellness
 - Expo Futures would include workforce development
- **Housing for All:**
Housing Production, Affordability, Safe and Stable
Housing
 - The Expo drives tax revenues that support housing projects via Multnomah County and Metro
 - Partnerships with Blanchet House & others



Budget Modifications

- General Fund Operating Support - \$400k
- Parking and Ticketing Services Supervisor (Non-Rep)
 - Convert from .5 VHE to 1.0 FT - \$121K
- Operations Utility Lead (Rep)
 - Convert from .7 VHE to 1.0 FT - \$73K



CIRQUE DU SOLEIL®
KOOZÁ™





PORTLAND
expo
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Council Discussion

Oregon Convention Center FY 2024-25 Proposed Budget

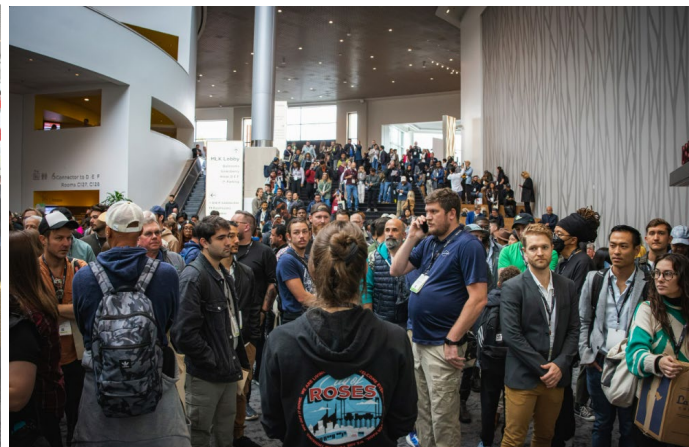
April 30, 2024

Presentation Agenda

- 1. FY 2023-24 Strategic Progress**
- 2. FY 2024-25 Budget Overview**
- 3. Equity Metrics**
- 4. Strategic Target Areas**
- 5. Council Discussion**

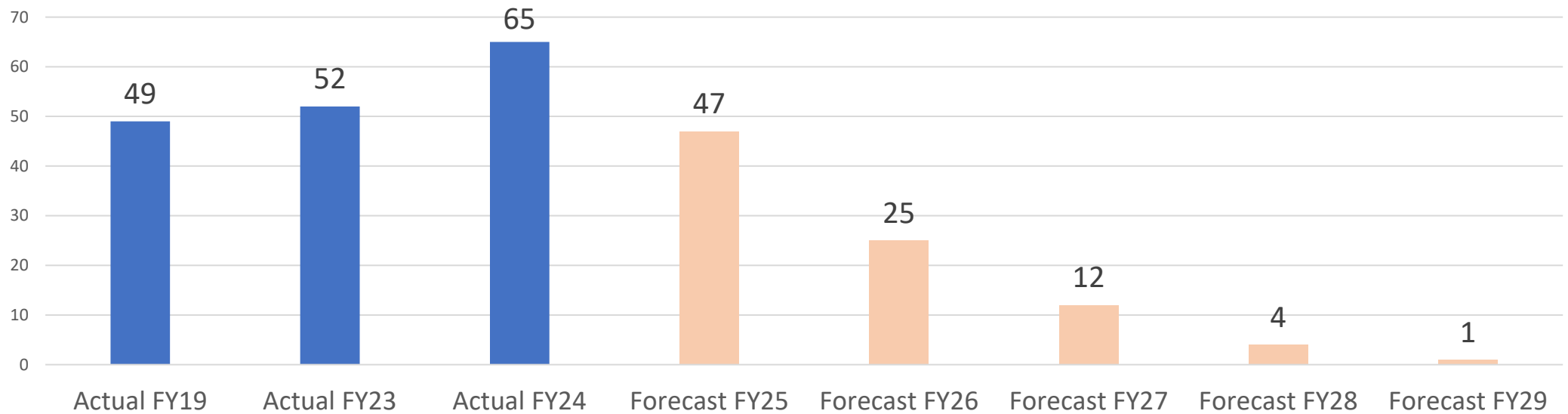
Strategic Progress

OCC Economic Impact				
Fiscal Year	Attendee Days	Economic Impact	Jobs Supported	Local Taxes Generated
2018-19	1,075,200	\$655M	5,980	\$25M
2021-22	627,035	\$262M	2,000	\$9.5M
2022-23	738,463	\$331M	2,360	\$18.9M



Strategic Progress

OCC convention and large consumer show contracts signed



Many events for future years that would improve these counts are tentative pending client decisions.

Strategic Progress



OCC Rain Garden

FY 2023-24 Investment Progress



OCC Setup team utility worker John Lee and supervisor Benhard Wandugu

OCC Financial Overview

Revenue

Government Contributions

Transient Lodging Tax - flat year over year

Visitor Facilities Trust Account ↑ 20% (\$368k)

Charges for Services ↑ 5% (\$1.4M)

FY24 - Budget \$28,427,000

FY25 – Budget \$29,814,000

Total Revenue ↑ 5% year over year

OCC Financial Overview

	Audited	Amended	Proposed	\$ Change
	FY2022-23	FY2023-24	2024-25	YoY
Personnel Services	\$ 11,122,278	\$ 15,359,645	\$ 15,610,302	\$ 250,657
Materials and Services	27,220,561	26,099,060	26,960,268	861,208
Capital	359,555	8,165,000	7,135,000	(1,030,000)
Interfund Transfers	5,395,824	5,810,879	6,559,095	748,216
Contingency/Ending Fund Balance	22,934,552	12,659,390	12,408,212	(251,178)
Total Requirements	\$ 67,032,770	\$ 68,093,974	\$ 68,672,877	\$ 578,903

Expenses

Personnel (↑ 2%)

- No additional full-time positions
- Defunded 5 positions year over year

Materials and Services (↑ 3%)

- Utilities: expect 15-20% increases

OCC Financial Overview

Ending Balances

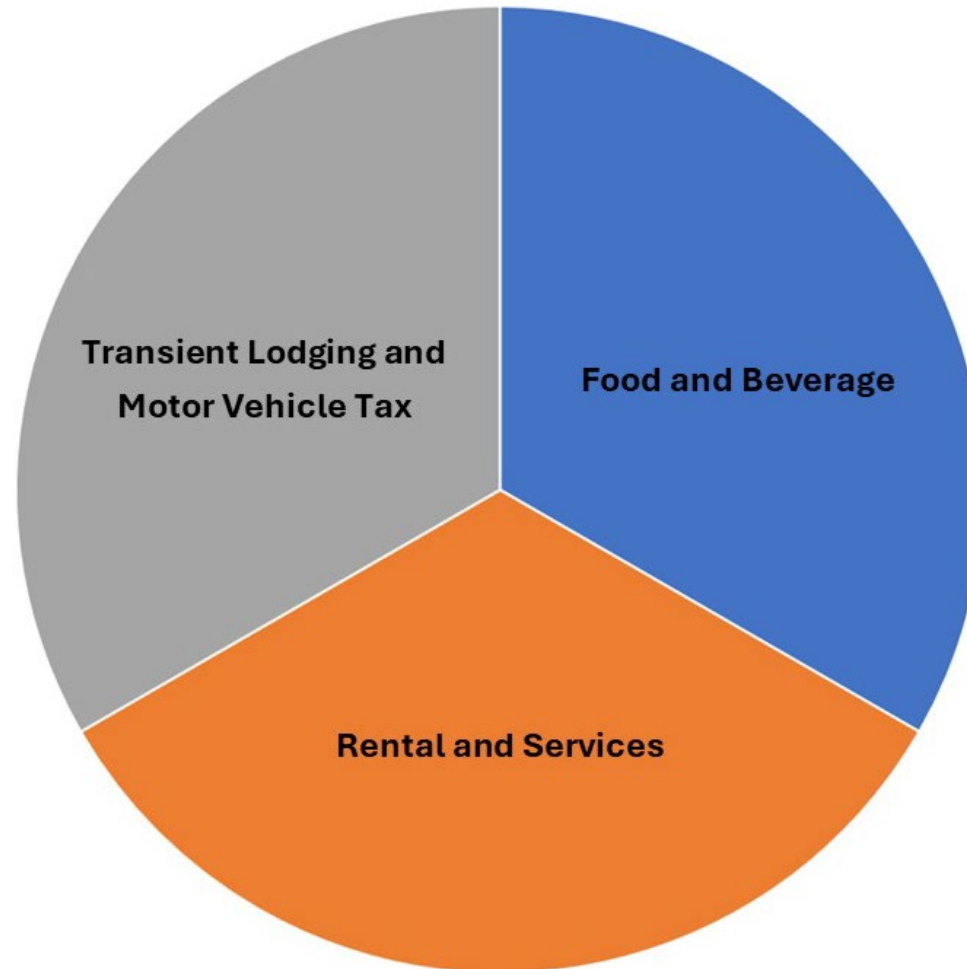
Operating Deficit: \$1.1M

Capital Outlay: \$7.1M

Paid from fund balance

Ending Fund Balance: \$12.6M

OCC Funding Sources



OCC Operating Environment



Investments in Target Areas

Room Nights: Monthly Pace Variance as of March 2024

2024	3,166	3,880	-13,507	3,660	-9,626	-1,159	-758	4,253	-6,560	-4,797	-8,194	-4,652
2025	-4,615	-6,071	-10,354	-7,447	-4,841	-8,665	20,807	-7,950	2,019	592	2,398	-3,077
2026	1,010	-6,693	-4,096	-11,909	-6,247	-11,353	-10,636	-3,143	-4,588	-1,641	-1,566	-2,031
2027	-146	-4,612	-3,915	788	-5,126	-2,466	-7,162	-3,920	-4,963	-5,709	8,816	-1,409
2028	-1,612	-3,170	-7,180	-5,145	-4,788	-5,471	-5,116	1,830	-2,678	830	-2,385	-705
2029	-776	-1,450	-3,620	-2,739	-2,676	-3,161	-2,856	-1,648	4,461	-2,222	-1,418	-433
2030	-490	-985	1,125	4,893	-1,629	-1,867	2,855	-1,055	-961	-1,498	-988	-302
2031	-353	-702	-1,404	-1,037	-982	-1,202	-1,152	-614	-577	-899	-593	-181
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

December 2020

2021	-8,042	-12,638	-14,232	-6,169	2,566	-6,250	-5,036	-5,647	4,295	16,862	1,600	-2,088
2022	-4,478	1,665	14,573	5,497	3,977	11,584	997	-46	-749	11,319	2,532	-1,739
2023	484	5,887	13,359	4,917	14,982	6,382	9,262	-241	747	6,876	3,500	2,473
2024	-600	5,838	-3,557	-1,659	-783	13,166	1,921	13,717	-3,943	547	1,665	-737
2025	-1,669	408	2,404	788	-3,492	-1,227	3,022	-1,973	2,852	-1,571	5,665	-357
2026	-833	-1,187	-1,842	-1,445	-1,712	-1,630	-1,212	-1,179	-1,118	-1,504	-794	-231
2027	-547	-756	-1,197	7,161	5,627	-1,110	-857	-827	-807	-1,029	-424	-121
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

OCC Budget Goals FY 2025

Recovery of City and Convention Business

- Maintain funding level for Travel Portland national convention sales and marketing
- Continued increased sales team travel schedule
- Targeted promotions



TRAVEL PORTLAND

Citywide Advantage

YOUR VISION, OUR VENUES

Craft your vision in Portland! Secure exclusive incentives for citywide business booked at the Oregon Convention Center from 2025 to 2030, elevating your event to new heights.

Incentives at the Oregon Convention Center:	Incentives at participating hotels:
✓ Complimentary rental	✓ 70% attrition
✓ Complimentary Wi-Fi in meeting rooms, ballrooms, lobbies, common areas and show office	✓ Complimentary Wi-Fi in the meeting space
✓ Complimentary branding package	✓ \$5 hotel rebate to group on actualized, revenue-generated room nights
✓ Complimentary show management meals over the show dates	✓ 10% discount on banquet F&B
	✓ 20% discount on in-house AV
	✓ Complimentary board meeting

OCC complimentary components:

- OCC rental up to 50% discount and balance paid by VDF to achieve zero
- Wi-Fi
- Staff meals over show dates
- Branding

OCC Budget Goals FY 2025

Travel Portland Targeted Marketing

MEDIA PLAN: \$500K TOTAL HARD MEDIA COSTS

Planner-Facing Media

~ 50% of media budget

Total Spend: \$260,000

+ Added Value: \$47,033

Total Value: \$307,033

Decision-Maker-Facing Media

~ 50% of media budget

Total Spend: \$240,000

+ Added Value: \$55,000

Total Value: \$295,000

Total Spend: \$500,000

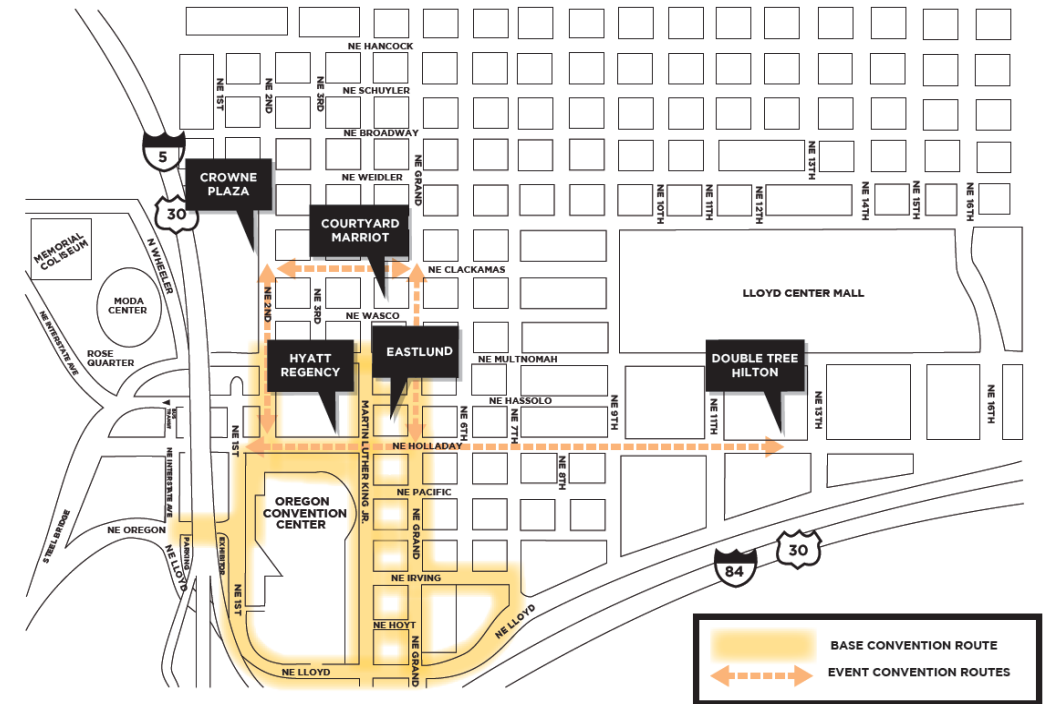
Total Value: \$602,033

OCC Budget Goals FY 2025

Continued Investment in Public Safety

- Convention District Safe Connect program
- Designated Entry - Staffed by public safety agents
- Capital investment to move Public Safety offices and console to the Martin Luther King Jr entry from the OCC loading dock

CONVENTION DISTRICT SAFE CONNECT



Key Equity Metric

Increase the number of events, annually, that serve diverse groups.

- FY22 – 8%
- FY23 – 11%
- FY24 – 11%

More than 35,700
attendees



2023 My People's Market

Key Equity Metric

Diverse Group Examples

- Association of Higher Education and Disability Convention
- My People's Market
- Hispanic Metropolitan Heritage Celebration Dinner
- Chinese New Year Cultural Fair
- Society for Advancement of Chicanos and Native Americans in Science Convention
- African American Alliance for Home Ownership Fair
- National Veterans Wheelchair Games 2023 Convention
- Oregon Association of Minority Entrepreneurs Tradeshow
- United Native Indian Tribal Youth: UNITY Convention
- National Association of Minority Contractors Holiday Celebration
- Urban League of Portland Equal Opportunity Dinner
- National Organization of Minority Architects, Awards Banquet
- Nordic Northwest, Scan Fair
- Partners in Diversity, NW Equity Summit



2023 National Veteran's Wheelchair Games

Community and Small Business Use of OCC

- National Head Start Association Convention
- Oregon Professional Educator Fair
- Union Local Graduation & Pin Events, Meetings and Holiday Gatherings
- Portland Workforce Alliance - 2024 NW Youth Careers Expo
- Oregon Youth Challenge High School Orientation and Application Seminar
- Worksystems Inc. Opportunity Youth Job Fair
- Oregon Winegrowers Association Symposium
- Oregon Association of Nurseries – Farwest Show
- Crafty Wonderland Craft Market
- Providence Medical Foundation – Festival of Trees
- Children's Cancer Association – Wonderball Gala
- Alzheimer's Association – Annual McGinty Conference
- Abby's Closet Prom Gown Giveaway

Investments in Target Areas

Albina Acknowledgement Project



Photo courtesy @Willamette Week contributed by [Brian Burke](#)

Diverse Group Business Development



2024 Chinese New Year Cultural Fair

Investments in Target Areas

**CAREER
DEVELOPMENT
SCHOLARSHIP
PROGRAM**



Investments in Target Areas

Economy – Public Benefit Programs

OCC's five-year Capital Improvement Plan (CIP) includes 26 projects totaling \$22 million. Of these, 22 will likely meet the thresholds for Metro's Public Benefit Programs.

Of the 26 projects included in the CIP:

- 11 will support Construction Career Pathways.
- 3-7 will incorporate Clear Air Construction requirements.
- 14 will incorporate Sustainable Buildings and Sites policy criteria.

OCC Budget Summary

General Strategy

- Aggressively pursue business, particularly short-term years
- Controlled spending, needs not wants
- Continue long-term focused investments and decisions
- Further innovation + effective and efficient service delivery
- Develop the team
- Use fund balance to buy time and bridge the gap



Metro



Council Discussion

OregonMetro.gov





Central Services FY 2024-25 Proposed Budget

April 30, 2024

Presentation Agenda

- Introduction and Overview
 - Strategic Targets
- Finance and Regulatory Service
- Capital Asset Management
- Communications
- Human Resources
- Information Technology

Strategic Targets & Performance Measures

- The role of Central Services
- Governance and Operations measures
- Next steps



Metro

Finance and Regulatory Services Department

FY 2023-24 Department Investment Progress

- Investment in additional COBID training and outreach
- Tax analysis and compliance support – 2 FTE and additional materials and services
- Investment in technology systems and processes – 1 FTE

FY 2024-25 Budget Overview

- \$20.2 million total budget
- 80.8 FTE
- New investment in agency-wide forecasting and analytics capacity

Budget Performance Measures

- \$ and % of contracts using COBID-certified firms
- % of major funds in compliance with reserve targets

Key Equity Metric

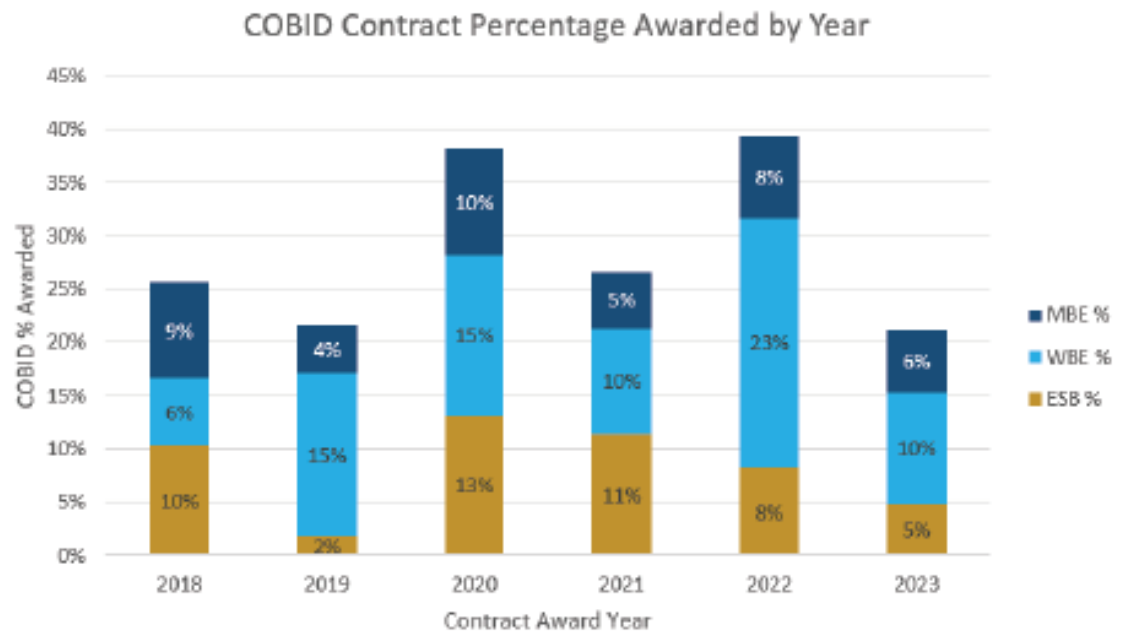
- Contract awards to COBID firms



Equity in Contract Report

for the calendar year 2023

oregonmetro.gov



Investments in Target Areas

- Finance will support agency-wide Target Areas analysis through the new Revenue and Analytics Division

Budget Modifications

- 1 FTE for Contract Management process improvement (\$180,000)
- 1 FTE for Strategic Targets implementation (\$208,000)
- 3 FTE for new Revenue and Analytics Division (\$642,000)
- Risk Fund Materials and Services (\$422,000)



Capital Asset Management

FY 2023-24 Department Investment Progress

- Led and supported departments in the implementation of the \$244M capital improvement consisting of 180 of projects (1.0 FTE Project Manager added in FY23-24)
- Evaluated the 180 projects with the Sustainable Building and Sites Policy, resulting in over 500 policy requirements.
- Completed the facilities condition assessment for the Metro Regional Center; established the standards (criticality, condition, system level) that will be used for all Metro facilities
- Metro's Tribal Liaison leading effort to create Metro's Historic Preservation Officer program

Budget Performance Measures: Environment

Phase 1

- Building energy use: % reduction in energy use compared to baseline
- EV conversion: % of fleet that is electric vehicle

Phase 2

- Total GHG emissions from internal operations (use previous GHG inventory data as baseline)
- % of electricity that is renewable (broken down by % onsite generation/utility REC purchase/community solar)
- Food waste reduction at venues

Key Equity Metric

Workforce Diversity on Construction Contracts

- 37% of hours on construction contracts are performed by people of color (CY 2023); up from 34% in 2022

Investments in Target Areas

- 1.0 FTE allocated to implement Sustainable Buildings and Sites Policy: 100% renewable electricity; phase out fossil fuel infrastructure; reduce embodied carbon in materials
- \$1.1M in electric vehicles and charging infrastructure in FY23 & FY24, and another \$0.85M has been planned and budgeted in FY25.

FY 2024-25 Budget Overview

What's in the base budget?

Key Department Programs:

- Capital Project Management
- Asset Management
- MRC Campus Operations
- Sustainability
- Emergency Management

General Fund Funding: \$7,698,876

Materials & Services	Personnel Services	FTE
\$1,395,722	\$6,303,154	36.4

Capital Projects Funding

MRC R&R Fund	\$1.4 million in CIP projects identified
Climate Sustainability Resilience funding	\$1.1 million

Budget Modifications

- **Single-User Restrooms at MRC (\$1.0M)**
 - Convert gendered restrooms on the second floor to single-user restrooms
 - MRC survey indicated that having gender-neutral restrooms would increase use of the MRC by 55% for our trans and non-gender conforming staff
- **Carryforward of \$100K to support implementation of Historic Preservation Office**
 - Provide seed funds for Cultural Resource Management review of existing projects



Central Communications

FY 2023-24 Department Investment Progress

- Media and social media coordinator
- Brand and inclusive design manager
- Sponsored content
- Digital content promotion
- Evaluation and user testing

FY 2024-25 Budget Overview

- **\$2,735,382 personnel (15.2 FTE)**
 - inclusive design and web team
 - strategic communications team
- **\$413,790 materials and services**
 - tools, training, templates and resources
 - analytics, evaluation, reporting
 - promotion of opportunities
 - brand refresh and collateral
 - stipends, translation, captions

Budget Performance Measures

- Media coverage and sentiment analysis
- Reach and impressions for paid media investments

Key Equity Metric

- Co-create and evaluate communications practices to ensure they build trust and engagement, especially among people of color, people with disabilities, and others who face systemic oppression and barriers to access.



Human Resources Department

Presentation Agenda

2023 Year in Review

FY 2023-24 Department Investment Progress

FY 2024-25 Budget Overview

Budget Performance Measures

Equity Metric

Investments in Target Areas

Budget Modifications

Year in Review

- HR Initiatives & Achievements
- Calendar Year 2023
- Oregon Equal Pay Act (non-represented employees)
- Employee Benefits
- Bargaining
- Training
- Recruitment

Year in Review

Calendar year-end HR statistics include:

- Managed 231 employee relations cases
- Conducted 52 investigations
- Completed 535 recruitments
- Processed 169 leave cases
- Delivered nearly 10,000 hours of training hours

FY 2023-24 Department Investment Progress

1. \$30,000 to complete the 2023 Pay Equity analysis project for non-represented employees.
2. March 2023 amendment where to convert an LD position to regular status.

FY 2024-25 Budget Overview

- HR's proposed budget for FY25 is \$7,234,015
- \$6,555,125 is in personnel costs for 34 FTE's (up from 32 FTE's)
- \$678,890 is for M&S budget
 - Nearly 75% of M&S budget is used for agency-wide programs, activities, or services that support all employees. Examples include retirement plan administration, investment consulting, benefits broker engagement, Employee Assistance Program, background checks, workplace investigations and labor support, and training and course development.
 - The bulk of what remains in M&S supports operational needs within HR such as software licensing and computer equipment.

Budget Performance Measures

- ***Environment:*** Required learning offers the majority of courses online – which aligns with our climate justice goals.
- ***Housing:*** HR has worked hard to support our new housing department with their reclassification and recruitment needs and we are on track to have a fully staffed Housing Department in July.
- ***Economy:*** Implemented a \$20.20 hourly minimum wage and continue our work to comply with the Oregon Equal Pay Act, as well as to invest in our generous benefits programs.

Equity Metric

Training & Development: Promote equitable opportunities for growth and development by implementing a Required Learning Program (RLP). This includes annual agency-wide training requirements that applies to all employees.

Update:

- Fiscal YTD, employees have taken 255 different courses (63 of which were DEI related subject matter).
- As of April 18, 2024, 71% of our workforce was engaged in training - resulting in 11,205 hours of training (9,000 hours was related to the RLP).
- This year, the RLP includes nine courses for all employees with one additional course for supervisors. The program includes a 4-hour annual requirement for self-selected DEI related training.
- We now have employee-driven, on-demand progress reports.

Equity Impact

- Training now being tracked by department, ethnicity, and gender.
- Progress on closing the gap in employee experience (as it relates to access to training) between regular status and VHE status employees.

Budget Modifications

FTE Requests:

1. An HR ERP Analyst (already noted in the ERP review) to support the short and long-term needs for the successful implementation of an ERP system.
2. A new FTE to have fully dedicated and onsite at the zoo.

M&S Requests:

1. \$22,500 for Onboarding Module
2. \$27,000 for Online Sesame expansion to unlimited online courses



IT Department

FY 2023-24 Department Investment Progress

Staffing

- * IT Project Management Office Manager
- * Systems Analyst for Business Systems
- * Help Desk Supervisor

Microsoft Security and User Management Licensing

Off Site Data Center

FY 2024-25 Budget Overview

What's in the base budget?

Key Department Programs:

- Help Desk
- Network
- Applications
- Project Management
- Records Management

General Fund Funding: \$9,970,230

Materials & Services	Personnel Services	FTE*
\$2,772,985	\$7,197,245	41.0

*includes new FTE modifications

Capital Projects Funding

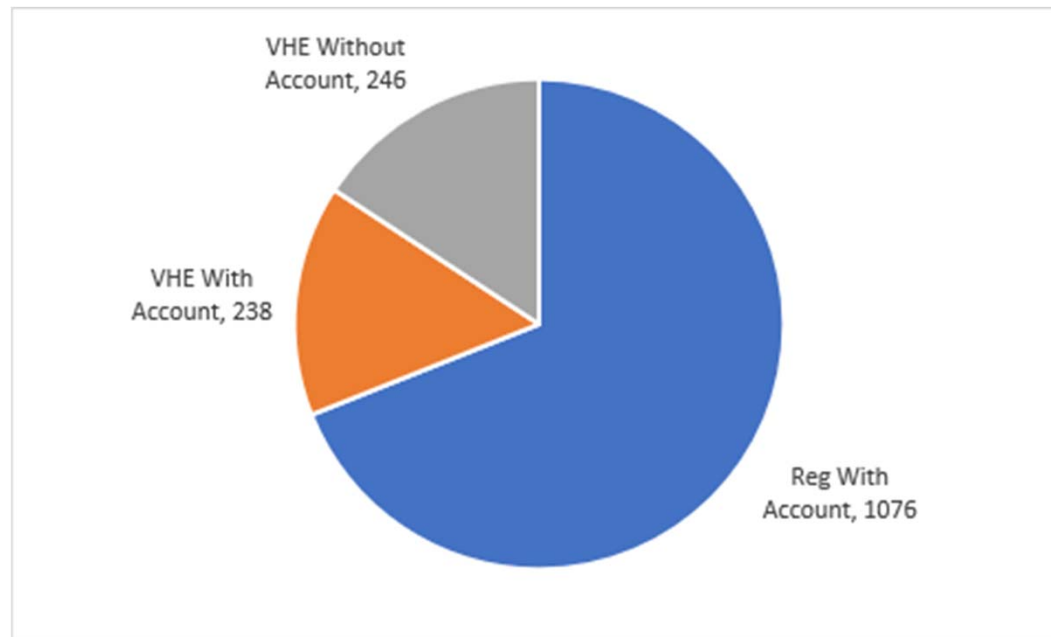
IT R&R Fund	\$1.6 million budgeted for 7 CIP projects
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Budget Performance Measures

- Average number of days to complete public record requests.
 - Measures transparency in government. The State of Oregon has time limits for providing requested records. This measure allows us to ensure we are meeting those limits and an opportunity to make improvements
- Average Help Desk Rating Measures
 - IT's ability to provide technical support to staff. This measure gives Information Technology the ability to see trends in client satisfaction, but also the ability to review written comments to improve overall performance.

Key Equity Metric

- Number of staff with network accounts.
 - Information technology uses this equity metric to measure the ability of staff to have the technology and information they need to help them feel connected



Investments in Target Areas

Economy	Housing	Environment
Strategic, process improvement and web development	Web accessibility, data management	Offsite data center

Budget Modifications

3.0 FTE Requests: \$540,000

- 2.0 FTE for Network Management
- 1.0 FTE Deputy Director

Firewall and end-point security: \$211,000

- covers escalating costs for software and hardware maintenance

Next phase of Website Development: \$420,000

- this request will add to currently available funding for a total project budget of \$720,000 over next 2 years.

Council Discussion

Questions?



oregonmetro.gov

