

## Council work session agenda

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**Tuesday, May 13, 2025**

**10:30 AM**

**Metro Regional Center, Council chamber,**  
**<https://zoom.us/j/615079992> (Webinar ID:**  
**615079992) or 253-205-0468 (toll free),**  
**[www.youtube.com/live/rbQ03cVAI78?si](http://www.youtube.com/live/rbQ03cVAI78?si)**

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Work session will begin at 10:30 a.m. Agenda item times are estimated and the order of items may be subject to change.

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). Stream on YouTube:

[www.youtube.com/live/rbQ03cVAI78?si](http://www.youtube.com/live/rbQ03cVAI78?si)

### **10:30 Call to Order and Roll Call**

### **10:30 Work Session Topics:**

10:30 Central Services Budget Presentation [25-6259](#)

Presenter(s): Holly Calhoun, Deputy Chief Operating Officer  
Andrew Scott, Deputy Chief Operating Officer

Attachments: [Capital Asset Management FY2025-26 Budget Overview](#)  
[Central Communications FY2025-26 Budget Overview](#)  
[Diversity, Equity and Inclusion Budget FY2025-26 Overview](#)  
[Finance and Regulatory Services FY2025-26 Budget Overview](#)  
[Human Resources FY2025-26 Budget Overview](#)  
[Information Technology FY2025-26 Budget Overview](#)

12:00 Office of Metro Attorney Budget Presentation [25-6258](#)

Presenter(s): Carrie MacLaren, Metro Attorney

Attachments: [Office of Metro Attorney FY2025-26 Budget Overview](#)

### **12:15 The Council will take a brief recess and reconvene at 1:15 p.m.**

1:15 Council Office/Office of the Chief Operating [25-6257](#)  
Officer/Government Affairs & Policy Development Budget  
Presentation

Presenter(s): Andrew Scott, Deputy Chief Operating Officer

Attachments: [Council GAPD COO FY 2025 26 Budget Overview](#)

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**2:15 Council Budget Discussion**

**4:45 Chief Operating Officer Communication**

**4:50 Councilor Communication**

**5:00 Adjourn**

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកាតព្វកិច្ចរើសអើងសូមចូលទស្សនាគេហទំព័រ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។  
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
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Agenda #: 10:30

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**File #:** 25-6259

**Agenda Date:** 5/13/2025

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**Central Services Budget Presentation**

Holly Calhoun, Deputy Chief Operating Officer  
Andrew Scott, Deputy Chief Operating Officer

# Proposed Budget - Department Overview

## FY 2025-26



Capital Asset Management, May 13, 2025

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### Summary of Department Budget for FY26 Proposed Budget

- CAM's \$7.4 million General Fund budget supports 32.4 FTE and is funded from cost-allocation plan resources; Construction Project Management is funded via direct allocations from departments.
- CAM manages \$2.9 million within the General Asset Management Fund that supports improvements to the Metro Regional Center and several sustainability projects.
- Five programs are within CAM: Asset Management, Capital Project Management, Sustainability, Emergency Management, and Metro Regional Center Campus Operations.

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

- CAM will cut \$670,000 and 4.0 FTE from its General Fund budget to help other departments reduce cost-allocation plan expenses.
- Additionally, CAM reduced \$100,000 of its annual funding for capital investment at the Metro Regional Center (MRC). Due to recent investment of bond resources into the MRC, a facility condition assessment has determined that no major or critical capital needs are needed in the next five years.
- CAM's total FY25-26 changes represent a 9% reduction to the department budget.
- Cuts to Campus Operations materials/services will reduce ability to handle unplanned maintenance and emergency repairs without transferring funding from another source.
- Loss of two security positions will reduce after-hours security at the Regional Center and limit support during peak building use.
- Two project managers will be cut due to a decrease in capital projects and funding agency-wide.
- Expo Center and P'5 have canceled all capital projects for FY25-26; future funding is uncertain.
- The Oregon Zoo reduced base CIP projects but increased bond-funded projects, to be managed by a separate Zoo-based team.

### Highlighted Significant Changes from FY25 Budget

- Metro faces challenges with limited funding, aging infrastructure, and balancing sustainability with operations, increasing the need for strategic planning and data-driven decisions.
- In response, CAM will lead the following efforts:
  - Expand facility condition assessments to gain a more detailed, data-driven understanding of Metro's long-term maintenance needs
  - Refine capital project decision-making through improved reporting frameworks
  - Intensify sustainability efforts through the next phase of Metro's Sustainability Plan.

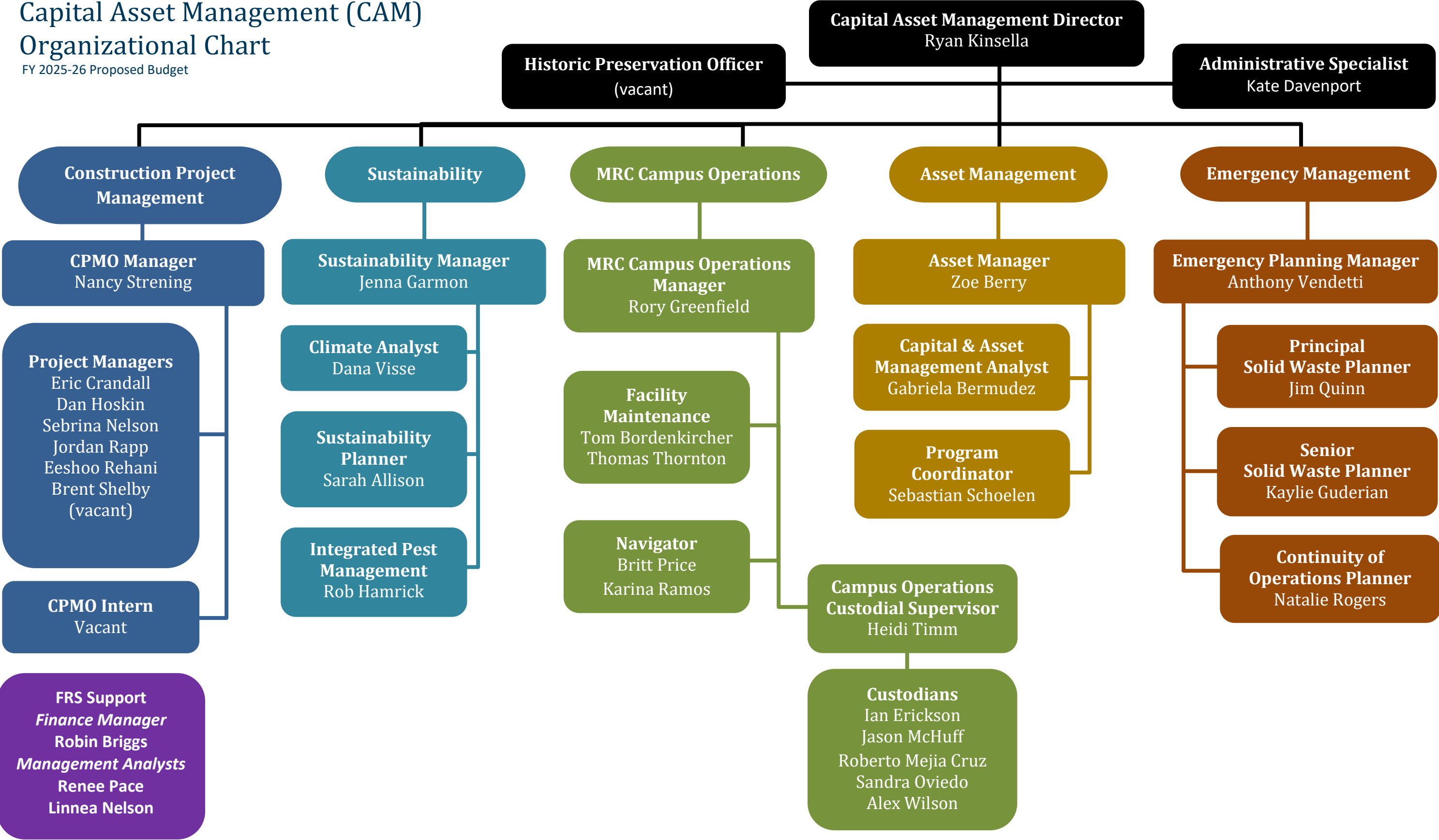
### Any Other Overall Impacts that Require Council Direction and/or Attention

None

**Attachments:** Org Chart

Capital Asset Management (CAM)  
Organizational Chart

FY 2025-26 Proposed Budget



# Proposed Budget - Department Overview

## FY 2025-26



Central Communications, March 2025

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### Summary of Department Budget for FY26 Proposed Budget

Central Communications works to raise awareness of Metro and improve access to and participation in Metro's services, resources and decision-making.

Communications specialists coordinate and support practitioners in departments across Metro by developing standards, strategies and tools for media relations, crisis communications, public engagement, writing, brand and design. Team members manage shared communications channels, a coordinated marketing strategy and public opinion research – all to help reach people where they are with information that is useful and easy to understand. Team members also work to remove barriers by providing centralized tools and systems to advance accessibility, inclusion and language access in all of Metro's outreach and opportunities.

The budget for Central Communications is \$2.6 million and includes funding for 11.6 FTE as well as investments in digital content promotion and shared communications tools and resources.

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

Central Communications budget includes the reduction of 3.6 FTE and \$85,000 in M&S funds. Total reduction of \$793,471 represents 23% of the Communications budget.

### Highlighted Significant Changes from FY25 Budget

Key initiatives in Central Communications in FY 25-26 include the launch of a new Metro website designed for improved accessibility and language access. Rollout of a brand refresh will include new accessible templates and training for staff across the organization who create presentations, documents, signs, publications, digital content and other public materials. Investments in digital marketing will help amplify opportunities for community members and partners to participate in Metro decisions, join committees and access resources and services.

### Any Other Overall Impacts that Require Council Direction and/or Attention

To identify opportunities for reduction, span-of-control and portfolio scope were examined. The department was able to eliminate a management position and still maintain span-of-control standards. While the key bodies of work (media relations, public engagement, marketing/brand, design, content creation, crisis communications) and responsibilities for developing standards, strategies and tools will be maintained in the FY25-26 budget, some functions will be performed at a reduced capacity. Department leadership is actively exploring processes, workflows and cross-departmental initiatives to identify opportunities to streamline, modify and reprioritize in response to the reduction in personnel.

# Proposed Budget - Department Overview

## *FY 2025-26*

Central Communications, March 2025

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**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

**Attachments:** Org Chart



# Central communications



# Proposed Budget - Department Overview

## FY 2025-26

DEI Department, 3/14/25



### Summary of Department Budget for FY26 Proposed Budget

The Diversity, Equity and Inclusion (DEI) department leads Metro's work to advance racial equity outcomes within the agency and across the region. The department's programs focus on embedding racial equity in Metro's policies, programs and investments, equipping staff with tools and resources to deliver equitable outcomes, fostering a sense of belonging and ensuring its facilities, services and activities are accessible to everyone.

As a central service, the DEI department is funded through the General Fund with a total budget of \$2.9 million for FY 25/26. The budget includes 9 FTE and \$880,000 in M&S. \$425,000 of the M&S is allocated for Civic Engagement Capacity Building Grants; in light of the reduced federal funding that many non-profit and community groups are facing across the nation, these dollars help organizations build internal infrastructure and continue their work even amid funding fluctuations.

In FY 24-25 the DEI department completed Metro's first comprehensive Impact Report on advancing racial equity, diversity and inclusion. In preparation for the update of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion this report provides a shared understanding the progress, impacts and learnings from the implementation of the plan across Metro's work.

#### FY26 MAJOR HIGHLIGHTS:

The DEI department, along with the agency, is navigating a challenging federal context that creates significant impacts and uncertainty for communities and employees. Additionally, reductions in capacity and resources across Metro will impact employees and how they experience working at the agency. This context, creates further emphasis for DEI's existing programs and opportunities for responsiveness, including:

**Elevating community voice:** DEI will ensure the Committee on Racial Equity and the Committee on Disability Inclusion are well supported and situated to effectively advise decision makers as the agency navigates the evolving federal and internal context. Additionally this context puts greater importance on the Civic Engagement Capacity Building Grant Program which supports the development of new generations of civic leaders in every corner of the region and the growth of organizations.

**Growing economic opportunity:** DEI continues to invest capacity and resources in the implementation of Construction Career Pathways at Metro and across the region. With uncertainty surrounding federally funded infrastructure projects it is essential that locally funded projects deliver a full scope of benefits and shared economic opportunity, particularly for underrepresented communities, contractors and workers.

# Proposed Budget - Department Overview

## FY 2025-26



DEI Department, 3/14/25

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**Fostering a sense of belonging:** As employees navigate workplace reductions, Employee Resource Groups will serve as an important space for connection and community building. The DEI Department will continue to have funding to plan and host events that connect employees with shared life experience to network, share resources to advance equity and inclusion in the workplace.

**Updating the Strategic Plan:** The DEI department is preparing for the update of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion. In partnership with the Office of the COO and Metro Council, the department will focus on defining the framework that will guide the next iteration of the plan in an effort to strengthen the agency's approach and impact, internally and across the region. \$250k has been earmarked in the Office of COO budget to support this phase of the work.

### **Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget**

The FY 2025-26 budget includes an M&S reduction of \$16,859 and the elimination of two FTEs that provide administrative and program capacity. Centralized administrative capacity is being developed to support the DEI department along with other central services.

### **Highlighted Significant Changes from FY25 Budget**

The DEI FY 25/26 budget focuses on stabilizing one-time funding requests from the previous year and maintaining resources that advance racial equity, inclusion and accessibility. Along with many other central service departments, the DEI proposed budget includes a small M&S reduction and the elimination of two FTEs.

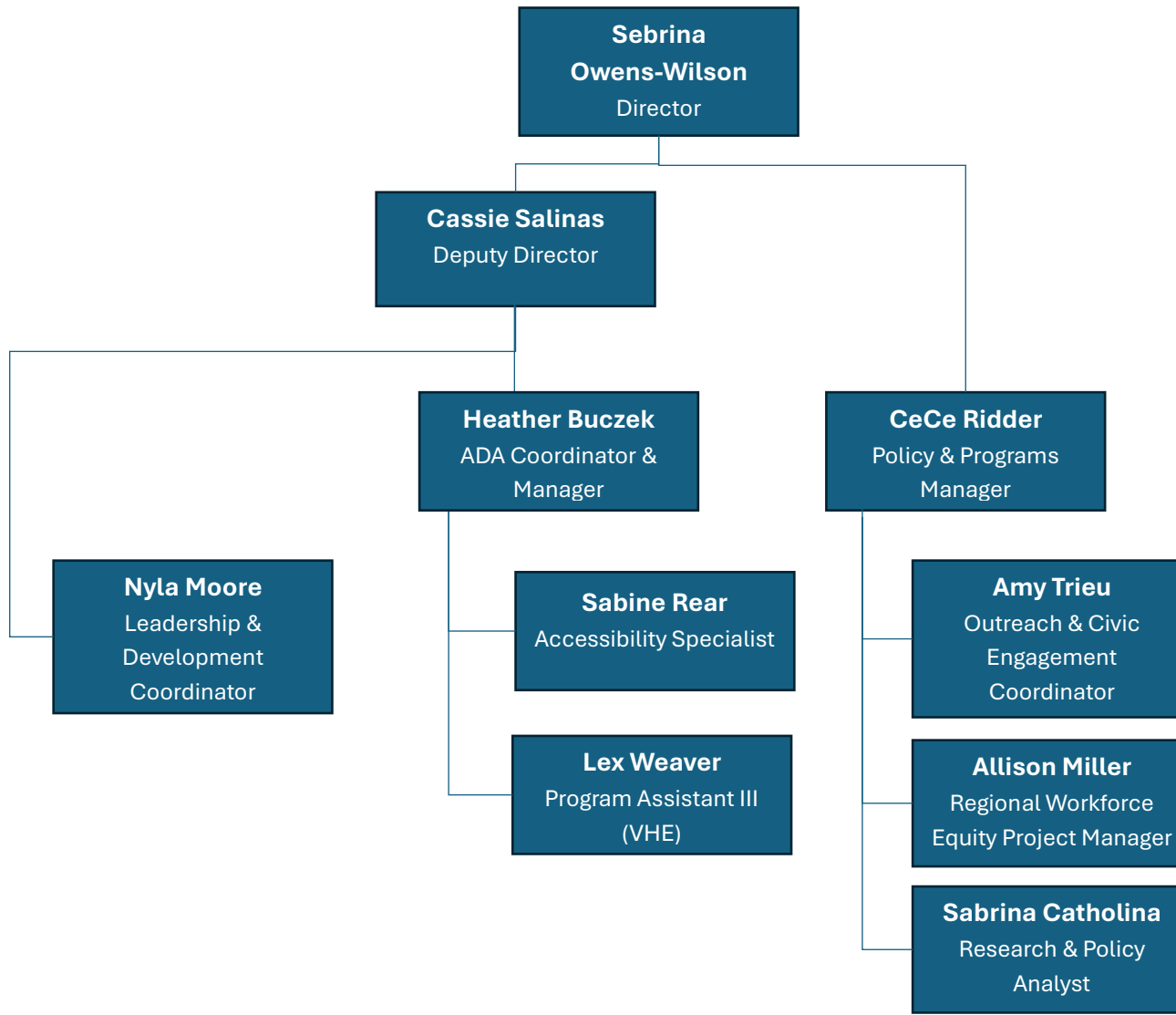
### **Any Other Overall Impacts that Require Council Direction and/or Attention**

N/A

### **Attachments:**

Org Chart

DIVERSITY, EQUITY, AND INCLUSION DEPARTMENT  
Organizational Chart



# Proposed Budget - Department Overview

## FY 2025-26



Finance and Regulatory Services, March 24, 2025

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### Summary of Department Budget for FY26 Proposed Budget

Finance and Regulatory Services has experienced increased demand for services over the last several years and has grown to meet those needs. In the course of budget development for the next fiscal year, targeted reductions were made in recognition of the budgetary challenges facing some of the departments that fund central services.

FRS's total fiscal year 2025-26 budget is \$21.8 million, which is primarily budgeted within the General Fund (\$14.9 million) and Risk Management Fund (\$6.6 million) with a small amount available for financial technology and systems upgrades in the General Asset Management Fund. As a central service, FRS is funded by assessments on external departments. The majority of the fiscal year 2025-26 budget for FRS covers personnel services costs for the 79.8 FTE within the department. This investment in personnel provides accounting services, payroll processing, procurement services, revenue and analytics work, risk management and financial services for budget support and financial forecasting.

FRS is proud to have received the Certificate of Achievement for Excellence in Financial Reporting for the thirty-second consecutive year. This is recognition by the Government Finance Officers Association of the quality of the Annual Comprehensive Financial Report. Other notable accomplishments include receiving a AAA bond rating in relation to the debt issuance for the Parks and Nature and Zoo bond programs, receiving a Distinguished Budget Presentation award, and the daily work done to ensure Metro exercises excellent fiscal responsibility.

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

Three positions were eliminated, two in the Revenue and Analytics division and one position in Financial Planning. Despite these reductions, the overall department budget remains relatively stable and able to operate effectively. These reductions were focused on areas of extra capacity, ensuring that core functions remain strong. Total reduction of \$601,200 represents 4% of the FRS budget.

### Highlighted Significant Changes from FY25 Budget

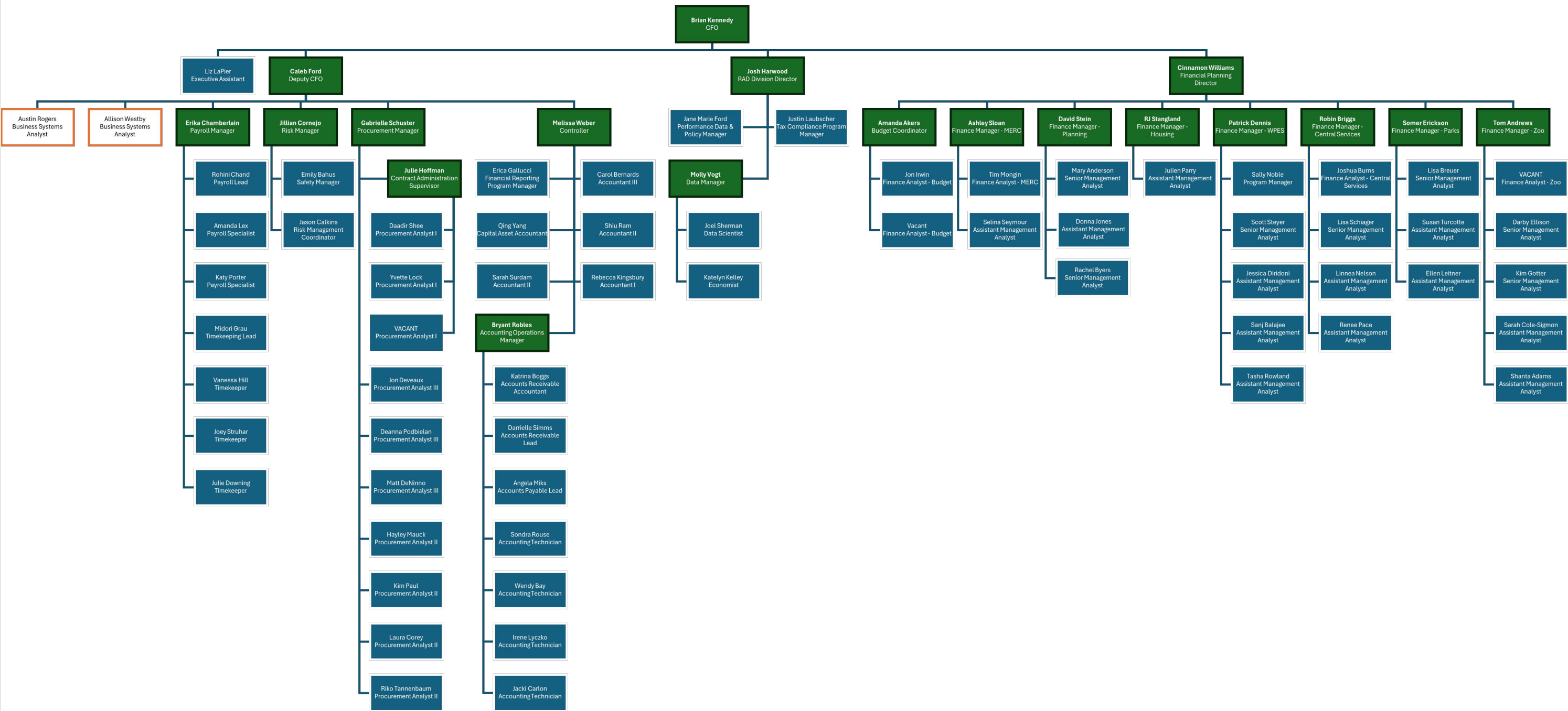
Excluding the proposed budget reductions, FRS maintained a flat budget year-over-year.

### Any Other Overall Impacts that Require Council Direction and/or Attention

FRS continues to focus on bolstering Metro's capacity for data analytics and performance measurement, increasing the maturity of the finance function by moving from a transactional and regulatory focus to a partnership model, and supporting Metro's key initiatives across all departments and venues.

### Attachments:

Org Chart



# Proposed Budget - Department Overview

## FY 2025-26



Human Resources: March 2025

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### Summary of Department Budget for FY26 Proposed Budget

100% of HR's budget comes from the General Fund.

The proposed HR budget for FY25-26 includes 32.0 FTE with total appropriations of \$7.4 million, primarily for personnel services and contracted professional services for agency-wide benefits and training. The changes in this budget include FTE reductions and organizational adjustments to align with Metro's evolving workforce needs.

The Human Resources department is responsible for the systems, programs, and partnerships that support Metro's workforce throughout the employee lifecycle. By investing in HR, Metro is strengthening the foundational infrastructure needed to attract, retain, and develop a high-performing, inclusive public service workforce.

Our department includes recruitment, employee benefits, leave administration, classification and compensation, labor relations, HR business partners, HR information systems (HRIS), and employee training and development. Together, these teams deliver services that ensure compliance, promote equity, and help employees succeed in their roles.

#### FY25 HR Accomplishments by Service Area

- Administration: Updated more than a dozen HR policies, redesigned the employee performance review process, and refreshed the years-of-service recognition program.
- Benefits: Partnered with our broker to ensure continued access to Providence and Legacy through Regence Blue Cross plans.
- Classification & Compensation: Completed Oregon Equal Pay Act adjustments for non-represented employees, adopted a revised compensation policy and new classification criteria, and launched a comprehensive comparable character survey and analysis.
- HR Information Systems: Transitioned to UKG's Workforce Management system, initiated ERP discovery and requirements gathering, and developed new total compensation statements.
- Labor and Employee Relations: Finalized collective bargaining agreements with LIUNA and IUOE. Managed 376 inquiries, 122 investigations, and 96 ADA accommodation requests. Conducted impact bargaining related to timekeeping and other organizational policies.
- Recruitment: Responded to customer feedback by restructuring team schedules, launching recruitment surveys, finalizing an interview panel manual and question bank, and making significant enhancements to the applicant tracking system.
- Training: Delivered 75 in-person and 293 online training sessions, totaling over 19,000 hours of employee development through both custom and off-the-shelf learning opportunities.

#### FY26 Initiatives

Several major initiatives are planned for the coming year:

- Partnering with the COO's Office and Finance to support the RFP review and selection process for a new ERP system.

# Proposed Budget - Department Overview

## FY 2025-26



Human Resources: March 2025

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- Continuing supervisor orientation and launching a new supervisor development course in partnership with Portland Community College.
- Completing pay equity analysis and adjustments for represented employees.
- Negotiating collective bargaining agreements (CBAs) for expired contracts.
- Finalizing the comparable character survey and position analysis to support ongoing equity and classification efforts.
- HR will continue to strengthen internal systems, invest in our people, and adapt to the evolving needs of Metro's workforce.

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

The significant changes in the proposed FY26 budget are that we will see a reduction of two FTEs on our recruitment team. Given the declining recruitment demands, combined with efficiencies we have introduced to the recruitment process, we expect these impacts to be manageable.

### Highlighted Significant Changes from FY25 Budget

Aside from the reductions noted in the section above, there are no other significant changes to the HR budget.

### Any Other Overall Impacts that Require Council Direction and/or Attention

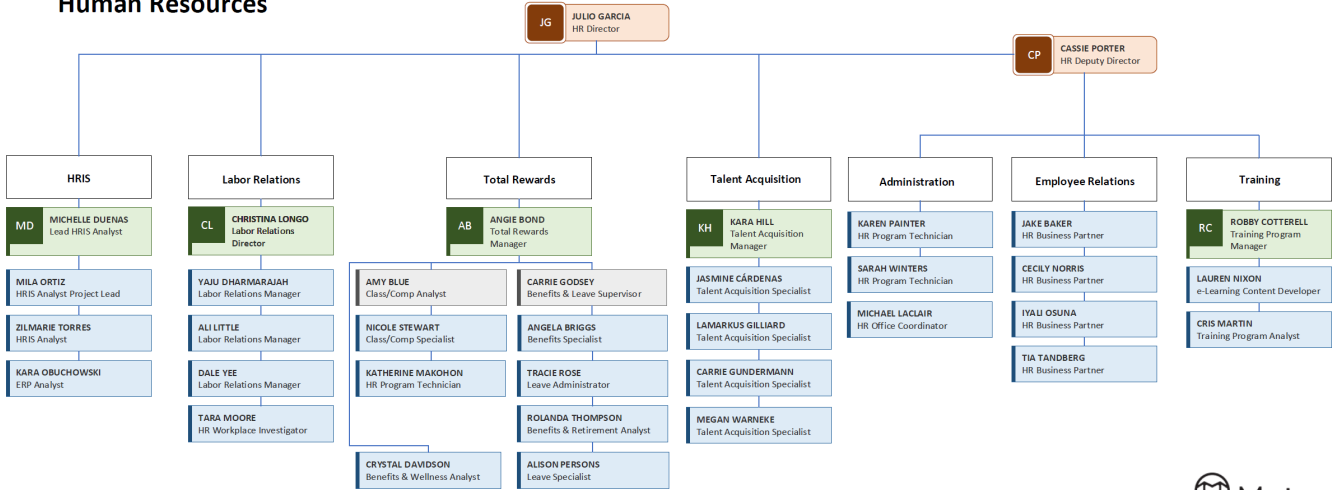
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### Attachments:

Org Chart



## Human Resources



01/29/2025



# Proposed Budget - Department Overview

## FY 2025-26



Information Technology, March 17, 2025

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### Summary of Department Budget for FY26 Proposed Budget

The Information Technology and Records Management (IT) Department provides critical services across Metro. IT is responsible for managing and supporting all technology-related and records management functions. The department provides dependable, secure, and innovative technology solutions that enhance the efficiency and effectiveness of our operations. Key responsibilities include infrastructure management, desktop support, application management, web development, project management, records management, and cybersecurity. All IT programs are supposed by the general fund.

Over the last year, IT has made significant progress strengthening Metro's cybersecurity profile. The department adopted a cybersecurity framework, is including more applications that use single sign on and Metro's multi-factor authentication, rolled out endpoint security on all laptops and servers, advanced the zero-trust project, added enhanced protection to five websites and drafted new and updated security policies.

Accomplishments in fiscal year 2024-25 also include the launch of the artificial intelligence and data governance projects, the launch of IT's strategic planning project, the beginning of the website update project for Metro and the Oregon Convention Center, update of the Exposition Center's website, completion of the move of Metro's email offsite, completion of variable hour employee onboarding, implementation of new software at the transfer stations, rollout of new tools for P'5 to create business efficiencies and completion of video systems in the Council chambers.

For fiscal year 2205-26, total appropriations for IT are \$13.9 million. The majority of the budget, \$11.4 million, is within the General Fund and covers personnel services and materials and services for operations. Information Technology and Records Management has 41.0 staff members. IT also has a \$2.5 million budget within the General Asset Management Fund, which is used to account for renewal and replacement projects. These projects are identified on the 5-year CIP.

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

The Information Technology and Records Management department budget does not include any reductions from the prior year. New, proposed changes include an investment in tools for enhanced endpoint security, giving IT greater ability to manage remote worker's laptops. It also includes tools and services to address the Department of Justice accessibility standards for all externally facing digital content, IT advisory services, and creates a software standard for grantmaking software.

### Highlighted Significant Changes from FY25 Budget

IT is continuing to strengthen Metro's security posture, increase accessibility of Metro's websites and improve management and transparency in Metro's grantmaking process.

# Proposed Budget - Department Overview

## FY 2025-26



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Information Technology, March 17, 2025

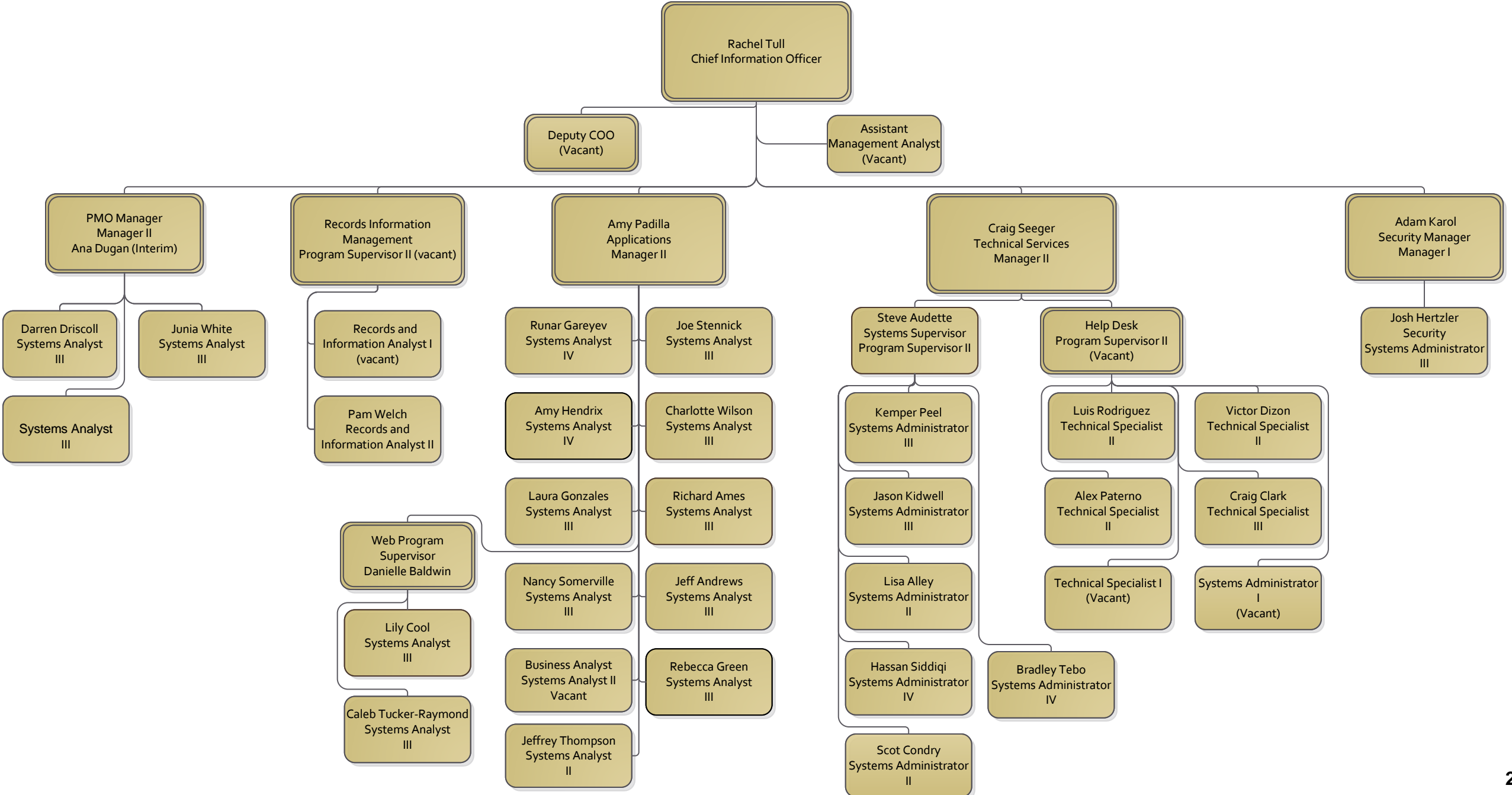
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### **Any Other Overall Impacts that Require Council Direction and/or Attention**

The proposed budget for Information Technology does not include items that require Council direction. However, Council should be aware of the department's attention to accessibility of all outwardly facing digital content as well as improvements in overall cyber security.

### **Attachments:**

Org Chart





Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
oregonmetro.gov

Agenda #: 12:00

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**File #:** 25-6258

**Agenda Date:** 5/13/2025

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**Office of Metro Attorney Budget Presentation**

Carrie MacLaren, Metro Attorney

# Proposed Budget - Department Overview

## FY 2025-26

Office of Metro Attorney



### Summary of Department Budget for FY26 Proposed Budget

- OMA provides legal advice and services to Metro and its elected officials, commissions, and employees in court and in administrative and quasi-judicial proceedings. Attorneys in OMA draft and review local legislation, contracts, real estate leases, intergovernmental agreements, and other documents and legal instruments, and advocate and negotiate on behalf of Metro. OMA also advises on policy development and program implementation. Attorneys in OMA provide legal advice and training to elected officials, the Office of the COO, and Metro departments on a broad spectrum of legal topics, including land use planning, real estate, construction, litigation, employment and labor, constitutional law, public finance, records and public meetings, contracts, administrative law, elections, and municipal finance. OMA also contracts with and manages outside legal counsel.
- Total Costs: \$4.6 million for Personnel Services (98%) and Materials & Services (2%)
- 17.0 FTE: consists of 11.0 attorneys and 6.0 support professionals

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

In FY 2025-26, Office of Metro Attorney was not requested to make budget reductions. And OMA did not request any new additions or increases. The changes in the personnel services budget reflect the standard increases that are applied to all Metro departments for wage changes (step and cost of living) as well as expected agency-wide PERS and Health and Welfare benefits increases.

### Highlighted Significant Changes from FY25 Budget

There are no significant service level changes proposed for FY 2025-26. The proposed budget maintains the same materials and services budget from prior year without additional increases.

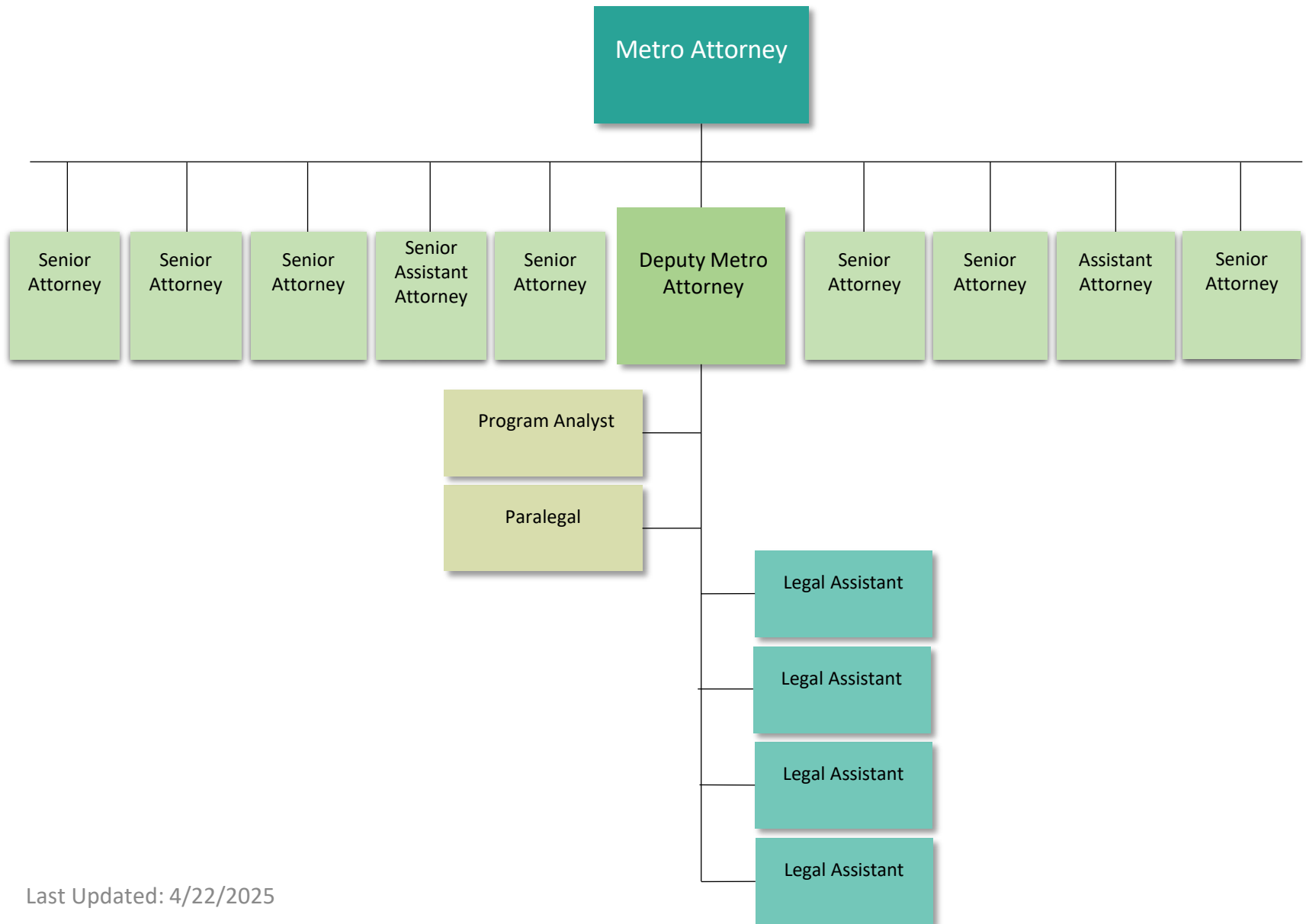
### Any Other Overall Impacts that Require Council Direction and/or Attention

None for FY 2025-26

### Attachments:

Org Chart

# Office of Metro Attorney Org Chart



Last Updated: 4/22/2025



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
oregonmetro.gov

Agenda #: 1:15

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**File #:** 25-6257

**Agenda Date:** 5/13/2025

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**Council Office/Office of the Chief Operating Officer/Government Affairs & Policy  
Development Budget Presentation**

Andrew Scott, Deputy Chief Operating Officer



# Proposed Budget - Department Overview

## FY 2025-26

Council Office, Office of the COO, Government Affairs and  
Policy Development, May 12, 2025



### Summary of Department Budget for FY26 Proposed Budget

Budgets for all three Council divisions, the Council Office, Office of the Chief Operating Officer and Government Affairs and Policy Development are funded through the General Fund.

- **Council Office**

The Metro Council provides regional governance and leadership by fulfilling Metro's mission of crossing city limits and county lines on issues of metropolitan concern. As the governing body of Metro, the Council develops long range plans for existing and future Metro activities and assures the financial integrity of the agency.

- **Total cost (appropriations budget): \$3.6 million**
- **FTE:** The Metro Council is supported by 13.0 FTE and 3 interns organized into three cross-functional teams: legislative advisors, district advisors and policy advisors.

- **Office of the Chief Operating Officer (COO)**

- The COO, Deputy COOs (DCOOs) and General Manager of Visitor Venues (GMVV) enforce Metro policies, provide day-to-day management of Metro's resources, programs, enterprise businesses, facilities and workforce, and prepare the proposed budget for Council consideration. The office also manages a variety of strategic, complex projects and programs.

- **Total cost (appropriations budget): \$7.8 million**
- **FTE:** 17.0 FTE currently report into the Office of the COO on the administrative team, executive team, employee communications team or as project managers.

- **Government Affairs and Policy Development (GAPD)**

GAPD represents Metro's interests before local, state and federal governments, manages Metro's growing Tribal Affairs program, and coordinates with the Metro Council and agency staff to develop policy concepts, initiatives, strategies and partnerships.

- **Total cost (appropriations budget): \$2.9 million**
- **FTE:** 9.0 FTE currently report into GAPD supporting regional, state, federal or tribal affairs programs.

### Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

As with most General Fund departments in the upcoming fiscal year, the proposed budgets for the Council Office, Office of the COO and GAPD contain cuts to both M&S and personnel costs. The Office of the COO leads departments across the agency in implementing the Council's policy directives, goals and objectives, offering strategic direction and oversight. In addition to overseeing the day-to-day operations of all departments, venues and facilities within Metro, the office also manages a variety of strategic, interdepartmental projects and programs including: employee communications, Supportive Housing Services reform processes, the Expo Future project, the Willamette Cove project, planning and project managing an agency wide Enterprise Resource Planning system replacement and work with the DEI department on Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion (SPAREDI).

# Proposed Budget - Department Overview

## FY 2025-26



Council Office, Office of the COO, Government Affairs and  
Policy Development, May 12, 2025

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In fiscal year 2025-26, the Office of the COO will let one limited-duration FTE expire at the end of FY25, reduce project management by 1.0 FTE and revise 1.0 FTE classification downward to reflect the downsizing and reprioritization of the Office of the COO's project management capacity.

1.0 limited duration FTE will be added to the Office of the COO to coordinate and implement recommendations from the Risk and Safety Assessment completed in Spring of 2025. The Office of the COO will also be allocating \$250,000 for work with DEI on the SPAREDI.

2.0 FTE will transfer from Council Office to Office of the COO as part of an administrative reorganization intended to integrate administrative operations and optimize administrative efficiency across the three divisions.

1.0 FTE will be added to GAPD to lead development of long- and mid-term funding strategies, with a particular focus on upcoming ballot initiatives.

The Council Office will also reduce discretionary materials and services funding by over \$500,000 to allow for more flexibility within the general fund. These changes respond to the short- and mid-term need for a reduction in general fund spending, while focusing on the long-term operational efficiency of this department.

### Highlighted Significant Changes from FY25 Budget

Incorporated into the proposed budget is a strategic administrative reorganization to help better leverage the reduced capacity across all three teams and more efficiently distribute resources. This reorganization will centralize administrative capacity in the Office of the COO and create efficiencies by standardizing and centralizing administrative resources for more efficient distribution.

The Office of the COO will also be adding one position to coordinate the implementation of recommendations from the Risk and Safety Assessment completed in Spring of 2025.

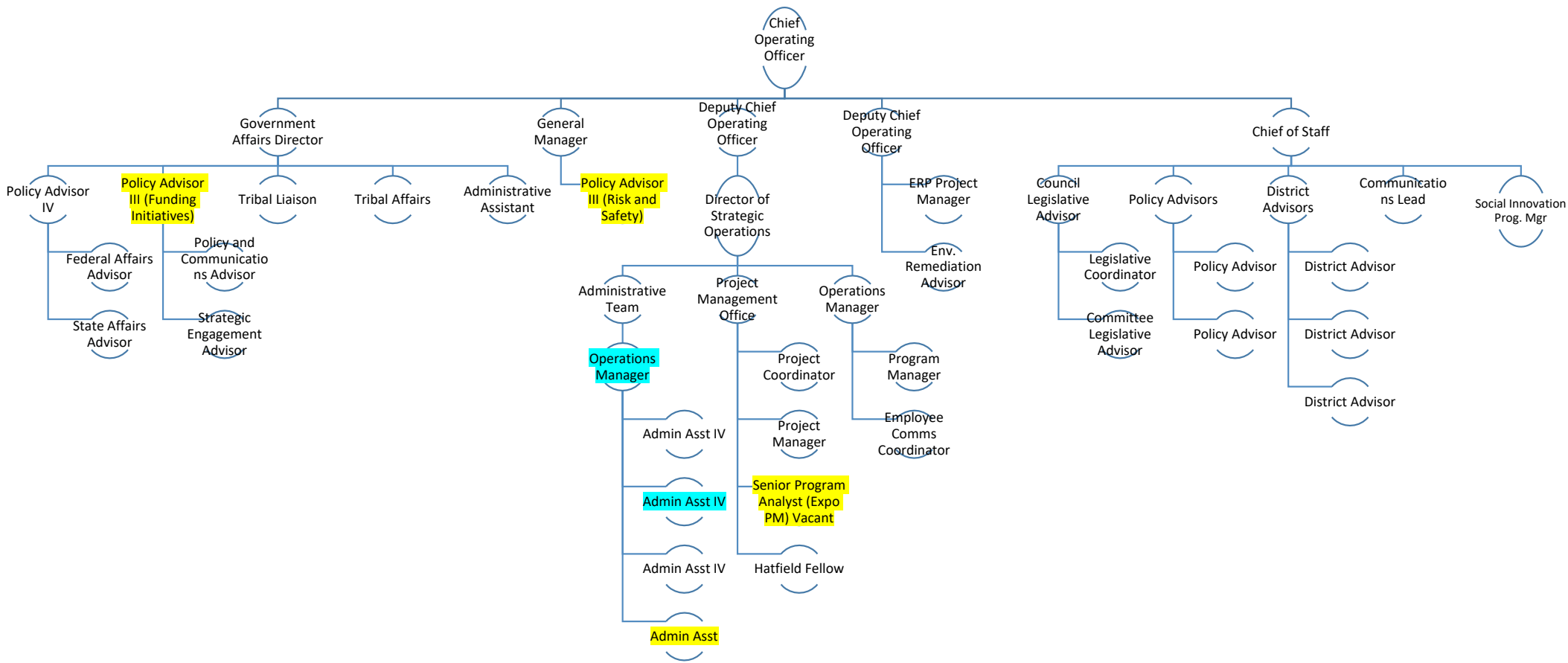
GAPD is also adding 1.0 FTE to lead a significant emerging body of work to help identify additional funding strategies, including ballot initiatives, and free up capacity in the department to manage existing critical bodies of work that have been deprioritized.

### Any Other Overall Impacts that Require Council Direction and/or Attention

2.0 FTE will be transferring from the Council Office to the Office of the COO as part of an administrative reorganization designed to centralize and streamline administrative resources across the three divisions.

1.0 Limited Duration FTE will be added to the Office of the COO to manage the implementation of the recommendations made in the Risk and Safety Assessment and coordinate the integration of the Risk, Emergency Management and Security programs across the agency.

**Attachments:** Org Chart



- Transferred positions
- Vacant positions

Materials following this page were distributed at the meeting.



# **Council Department FY 2025-26 Proposed Budget**

May 13, 2025

# Presentation Agenda

FY 2024-25 Department Investment Progress

FY 2025-26 Budget Overview

Budget Modifications

Budget Performance Measures

Council Discussion

## FY 2024-25 Department Investment Progress

- SHS reform
- Partnership and Community Investment Program
- Risk and safety assessment
- Council Office re-organization
- Enterprise Resource Planning system replacement decision
- Expo Future phase II

# FY 2025-26 Budget Overview

- Base budget
  - 45.0 FTE
  - \$11.4M appropriation
  - Government Affairs, Council Office and Office of the Chief Operating Officer
- Budget reduction impacts
  - \$500,000 reduction in M&S
  - Net 1 FTE reduced
  - Administrative reorganization



# FY 2025-26 Budget Overview

- Council Office
- Office of the COO
- GAPD

General Fund Funding: \$14,286,113			
Division	Materials & Services	Personnel Services	FTE
Council Leadership	\$ 319,820	\$ 3,238,241	18.00
COO/DCOO	943,419	4,405,400	17.50
<i>Expo Future Project</i>	2,450,000	-	-
GAPD	559,050	2,370,183	10.00

# Budget Modifications

- Office of the COO
  - +2 FTE
    - Public Safety Coordinator
    - General admin and ERP support
  - Targeted Universalism training funding
- Council Office
  - 2 FTE moving
    - Administrative and management capacity moved to COO Office
- GAPD
  - +1 FTE
    - Funding strategy lead

# ERP Project (Office of the DCOO)

- What's in the base budget?
  - \$1.5 million included to support 4.0 FTE and professional services carried forward from prior year.
- Additional Investments and Modification for FY26
  - \$1.1 million including 4.75 FTE and professional services related to change management and pre-project work.
- Vendor Selection slated for late summer/early fall 2025.  
Contracted Implementation costs to come forward in November 2025 Amendment.

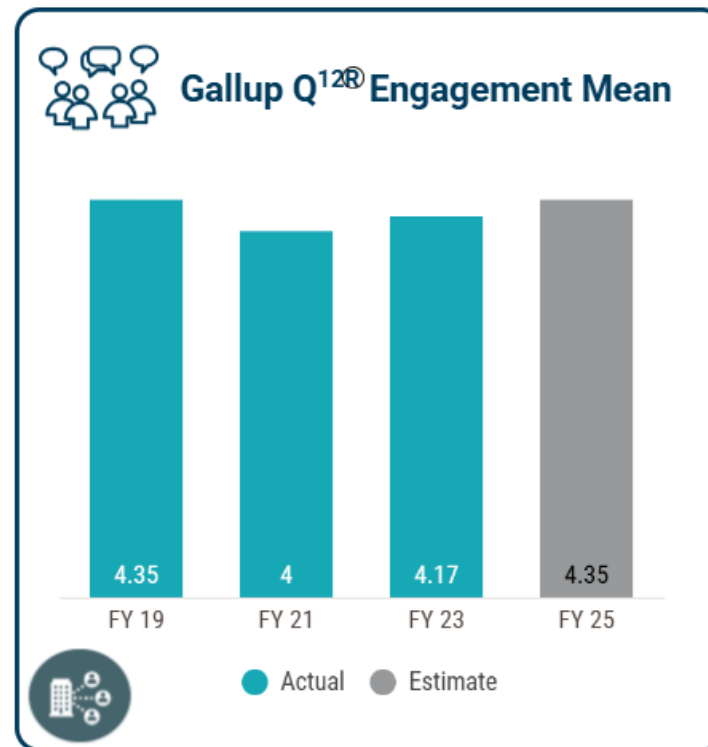
# Expo Future Project (Office of the COO)

- Metro's Current Investment through FY25
  - \$738K used for feasibility studies, community engagement and cultural resource assessments
- Additional Investments and Modifications for FY26
  - \$2.45M to support pivot to sports-centric tourism venue
    - \$2.0M for one-time only capital funds to invest in initial equipment and infrastructure
    - \$450K to support M&S

# Budget Performance Measures

- Agency wide budget performance measure tracking
  - Strategic Target Area: Support and Logistics
  - Measure Type: Overall percentage of department performance measures trending positively
- Employee Engagement
  - Strategic Target Area: Support and Logistics
  - Measure Type: Employee engagement score from Gallup Q12r Survey

# Budget Performance Measures



**oregonmetro.gov**





**May 13, 2025**

# **Central Services**

Holly Calhoun

Andrew Scott





# Agenda

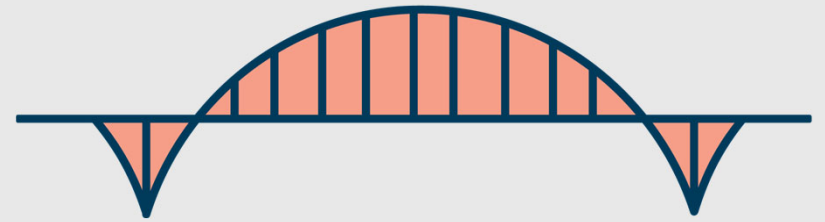
Overview

Performance Update

Department Budgets

- Human Resources
- Capital Asset Management
- Central Communications
- Finance and Regulatory Services
- Diversity, Equity and Inclusion
- Information Technology

Council questions, discussion





## Overview

- Central Services constraint exercise
- Stabilize and preserve core services
- Strategic one-time investments



# Metro Visioning Frameworks & Performance Update



# Metro's Six Desired Outcomes

Adopted in 2008 to help anchor future urban planning to shared regional values & measurable goals



People live, work and play in vibrant communities where their everyday needs are easily accessible.



Current and future residents benefit from the region's sustained economic competitiveness and prosperity.



People have safe and reliable transportation choices that enhance their quality of life.



The region is a leader on climate change, on minimizing contributions to global warming.



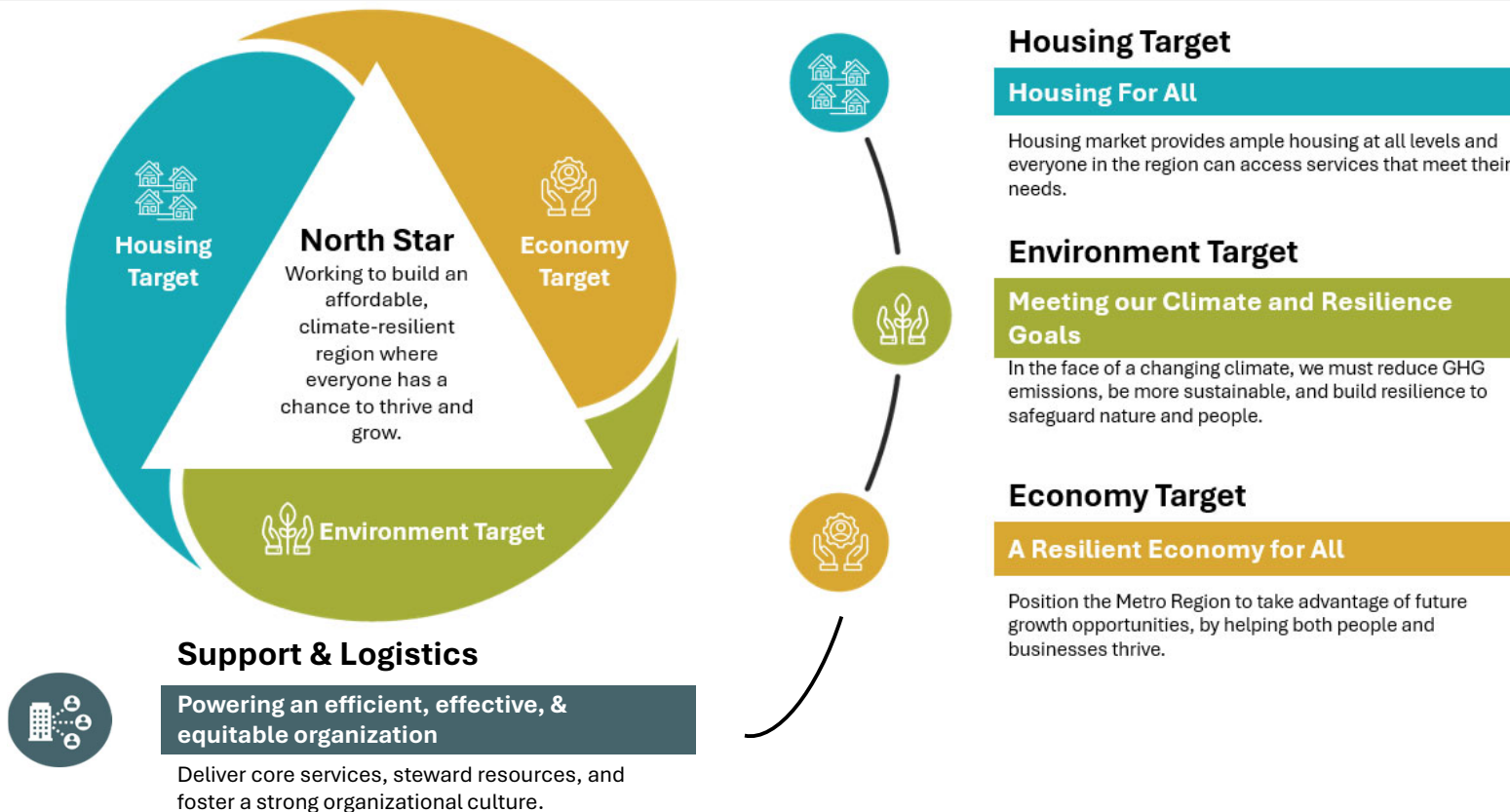
Current and future generations enjoy clean air, clean water and healthy ecosystems.



Equity exists relative to the benefits and burdens of growth and change to the region's communities.

# Strategic Targets

Adopted by Council in December 2023



# Performance Framework

Working to build an affordable, climate-resilient region where everyone has a chance to thrive and grow



## Performance Management System

How we set goals, monitor progress, and evaluate results

**Goals** are specific, measurable, achievable, relevant, and timely (SMART) and help define the desired outcomes for our work.

**Departments provide performance data** as part of the budget process, including submissions in January, presentations to Council in April, and the Adopted Budget Book and Performance Dashboard in June.

**Analysis and reporting** helps to convert performance data into actionable insights to help inform decision-making. This will happen as part of the budget process and in case studies throughout the year.



Metro

# Human Resources Department

FY 2025-26 Proposed Budget

# FY 2024-25 Department Investment Progress

- Successful interim & successor bargaining
- Conducted 122 investigations, 96 ADA accommodations
- Oregon Equal Pay Act implementation
- Recruitment & selection process enhancements
- Timekeeping system migration, ERP discovery sessions
- Redesigned employee performance process
- Revamped Employee Service Recognition program
- Offered 365+ in-person & online training courses – 19,338 hours staff training





# FY 2024-25 Budget Modifications

## – FTE Requests:

- An HR Business Analyst to support the ERP project
- A Labor Relations Manager to have fully dedicated and onsite at the Zoo

## – M&S Requests:

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

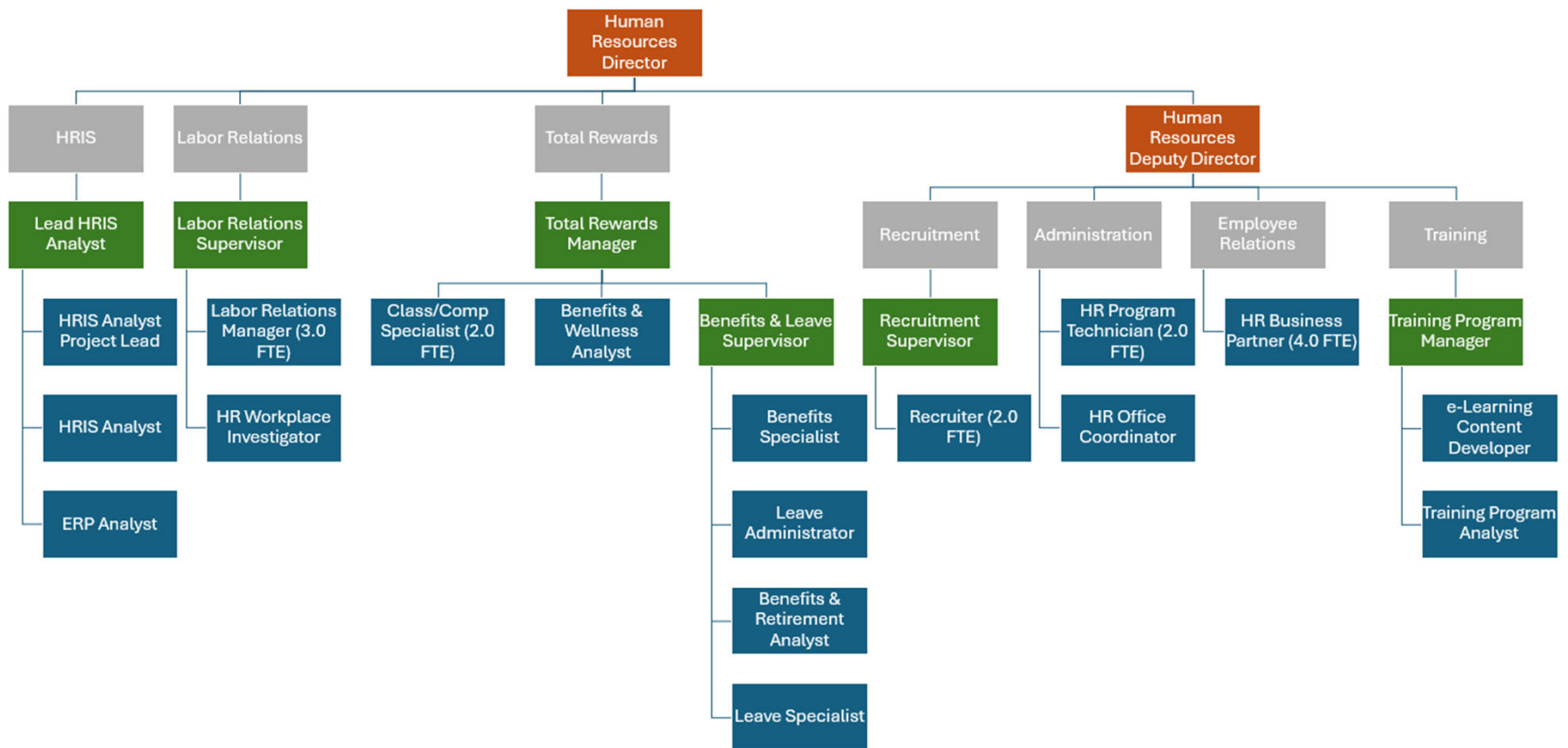
# FY 2025-26 Budget Overview

General Fund Funding: \$7,377,341		
Materials & Services	Personnel Services	FTE
\$667,640	\$6,709,701	32.0

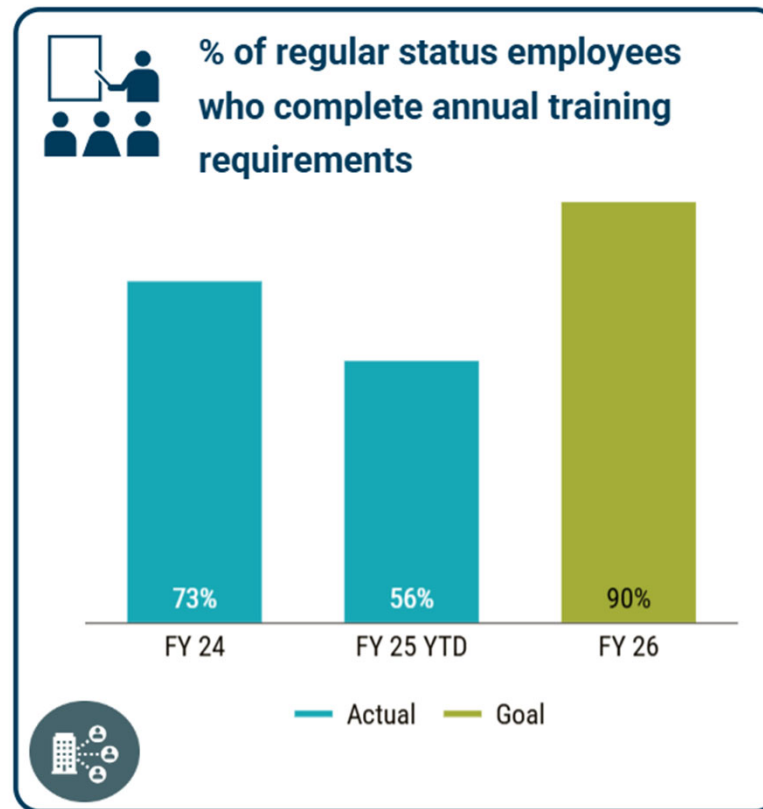
## Budget reduction impacts and considerations

- Drop in turnover
- Proposed reduction in recruitment staffing
- Classification & Compensation restructure

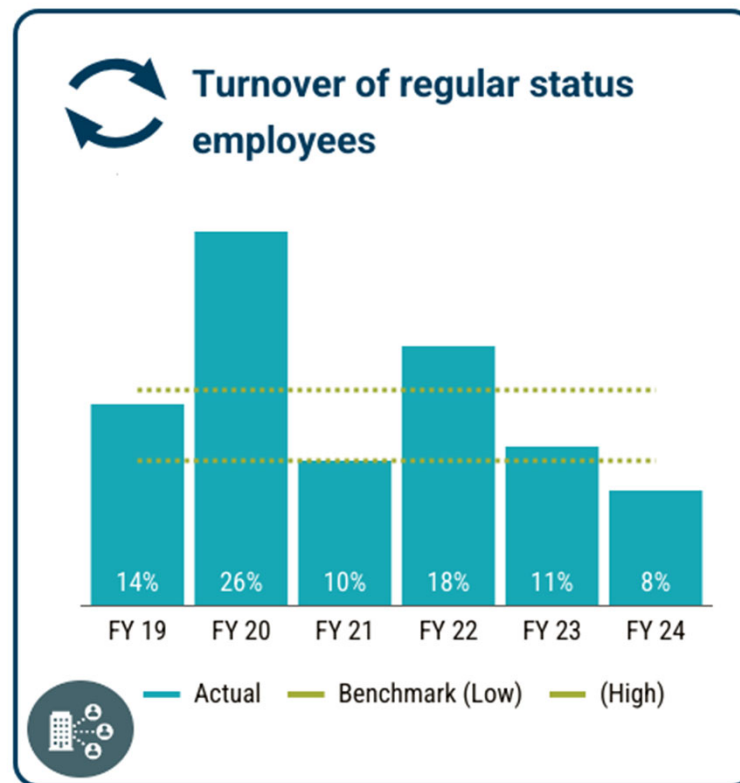
# HR Organizational Chart



# Budget Performance Measures

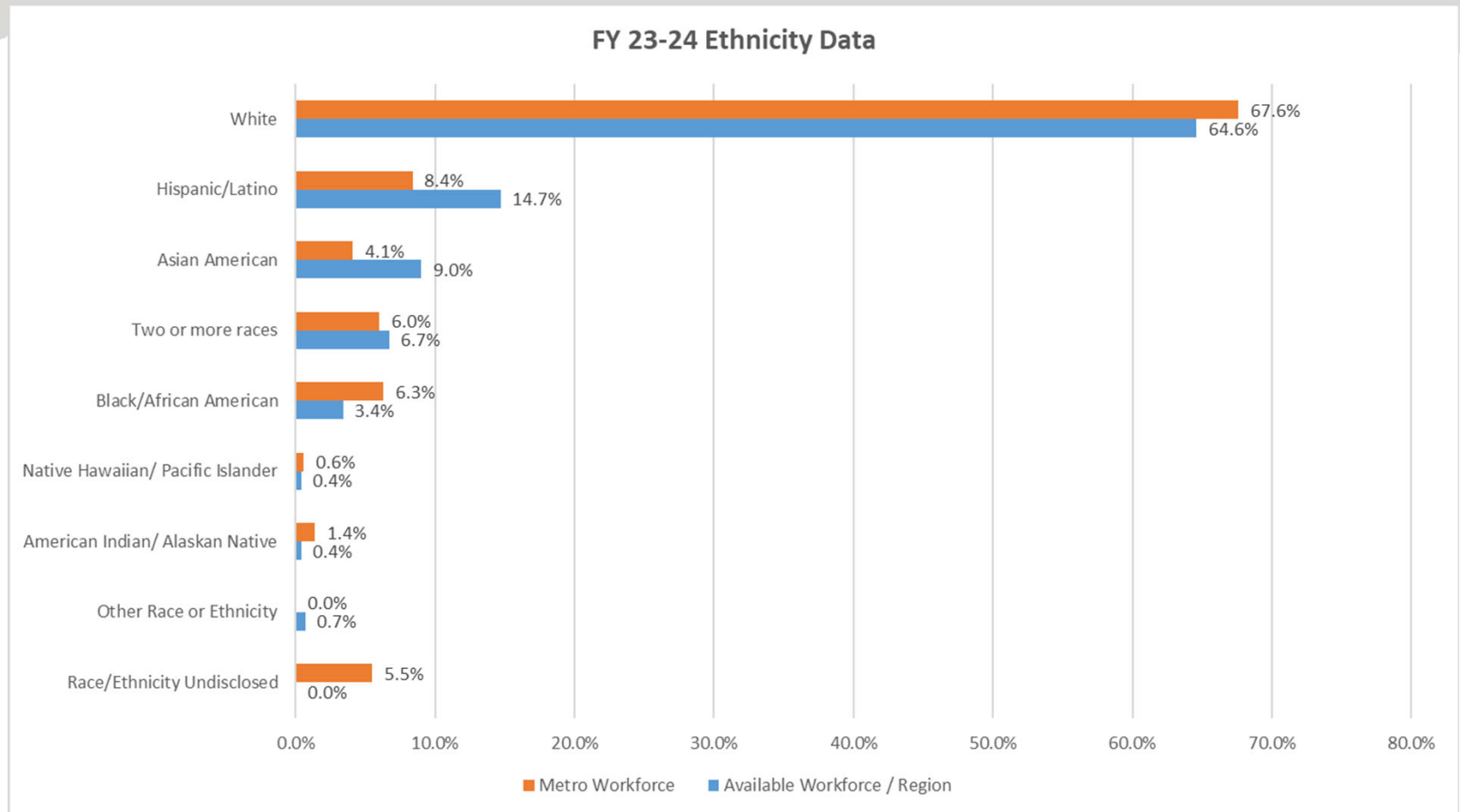


# Budget Performance Measures



# Equity Metric:

## Demographic Representation of Metro Workforce vs Available Workforce





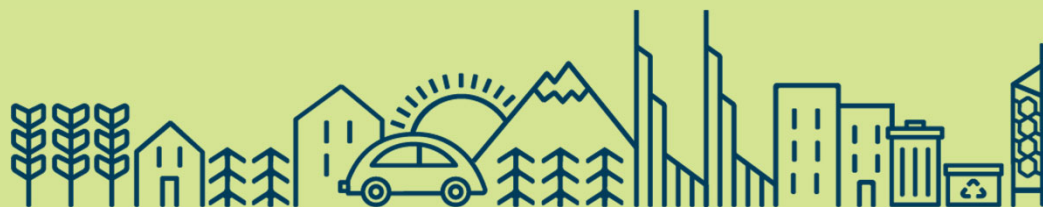
Metro

# Capital Asset Management Department

FY 2025-26 Proposed Budget

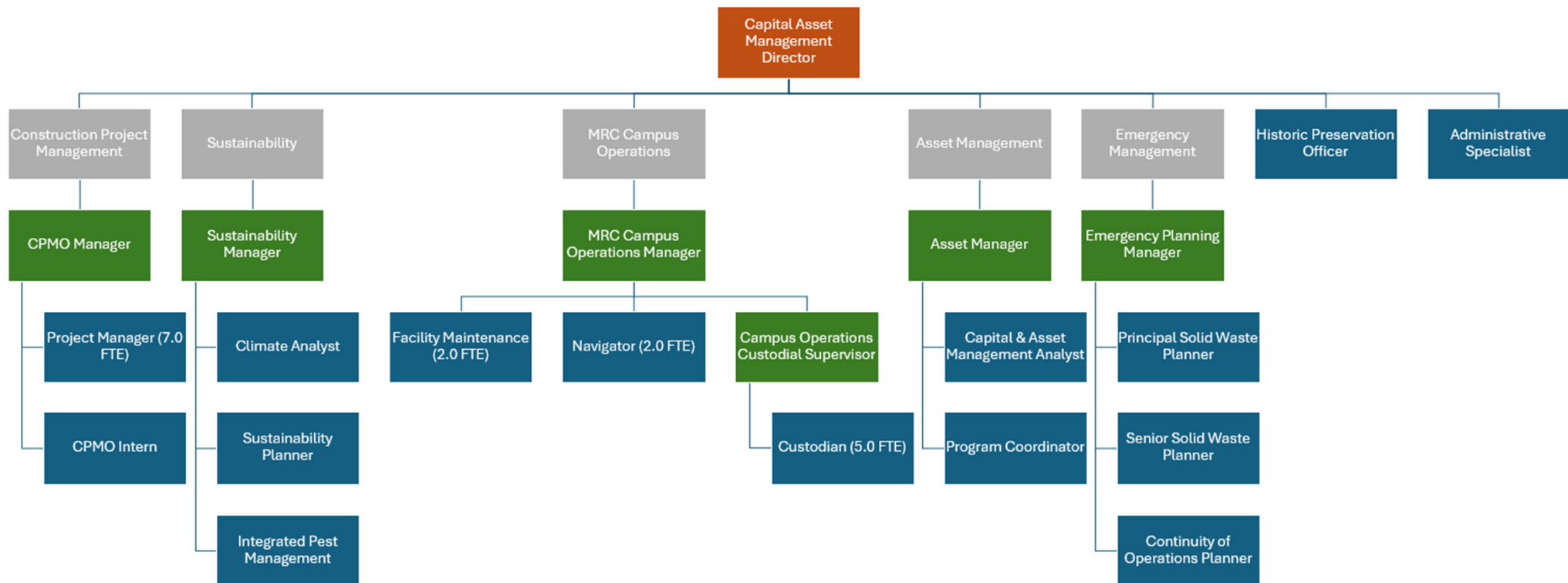
# FY 2024-25 Department Investment Progress

- Supported implementation of a \$244M Capital Improvement Plan with 180 projects.
- Implemented the Sustainable Building and Sites Policy.
- Conducted comprehensive facility condition assessments at multiple Metro properties.
- Installed EV infrastructure at multiple sites, procured electric vehicles, and initiated chemical inventory improvements for safer, reduced-toxics workplaces.
- Launched the Incident Management Team Responders Program.





# CAM Organizational Chart



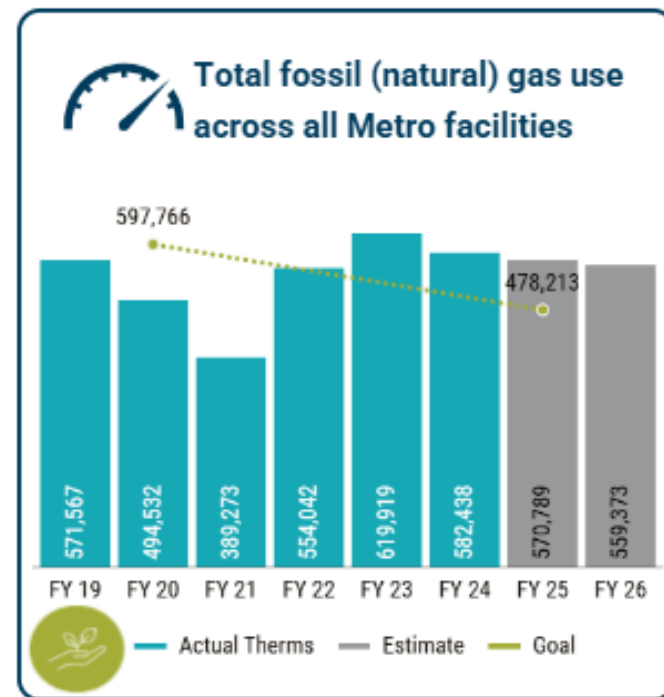
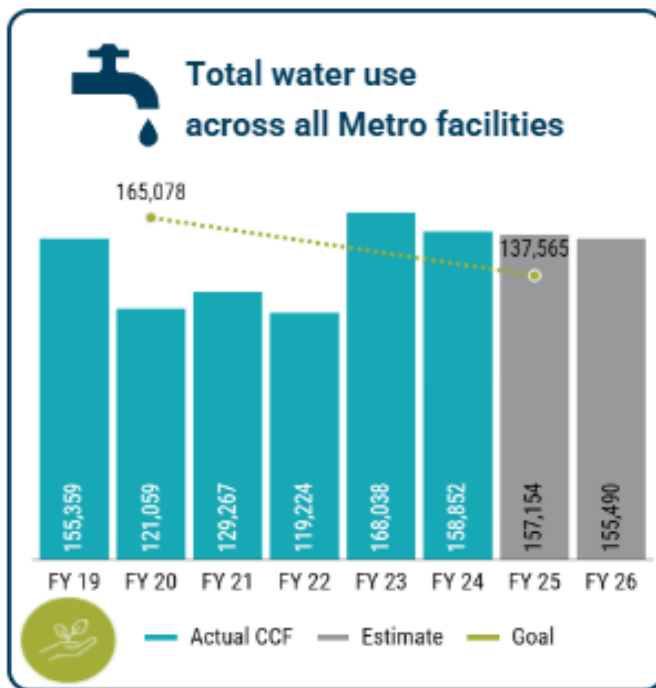
# FY 2025-26 Budget Overview

General Fund Funding: \$7,493,594		
Materials & Services	Personnel Services	FTE
\$1,422,219	\$6,051,375	32.4

## Budget reduction impacts and considerations

- Decrease after-hours security at the MRC
- Fewer resources to address unplanned maintenance needs

# CAM Budget Performance Measures: Environment





Metro

# Central Communications Department

FY 2025-26 Proposed Budget

# FY 2024-25 Department Investment Progress

- Coordinated marketing
- Brand refresh
- Website upgrades
- Language access
- Digital accessibility



# FY 2025-26 Budget Overview

General Fund Funding: \$2,635,760		
Materials & Services	Personnel Services	FTE
\$328,790	\$2,306,970	11.6

## Budget reduction impacts and considerations

- Distribution of communications expertise across agency
- Vacancies
- Span-of-control optimization
- M&S reductions

# FY 2025-26

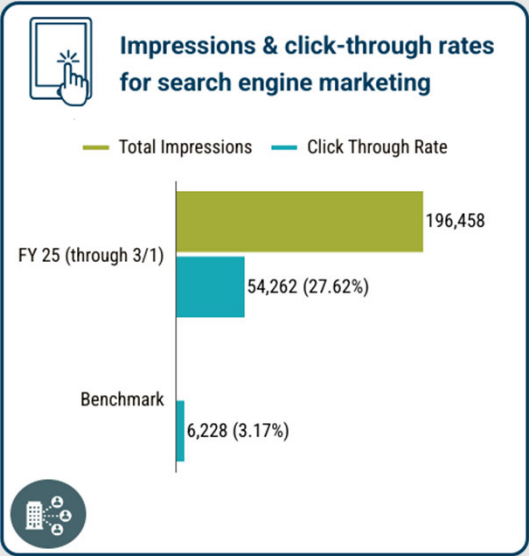
## Org Structure

- Media relations and crisis communications
- Public engagement
- Brand management
- Marketing and events
- Public opinion research
- Web and social media

Reductions: 3.6 FTE  
and \$85,000 M&S



# Budget performance measures







Metro

# Finance and Regulatory Services Department

FY 2025-26 Proposed Budget

# FY 2024-25 Department Investment Progress

- Successful \$200 million bond issuance for Parks and Nature and Oregon Zoo, including reaffirming Metro's AAA bond rating
- Significant technical support for Metro's housing reform project
- Received GFOA certificates of excellence for Annual Comprehensive Financial Report, Popular Annual Financial Report and Adopted Budget
- New Contract Management position is in place and working on improving contract management practices across the agency
- Revenue and Analytics Division is supporting economic analysis, forecasting and research across Metro



# FY 2025-26 Budget Overview

## What's in the base budget?

- Reduction of 3 FTE
- Base budget supports core operations and services
- Maintains ability to support ERP project through the next several fiscal years

Total Funding: \$21.7 million

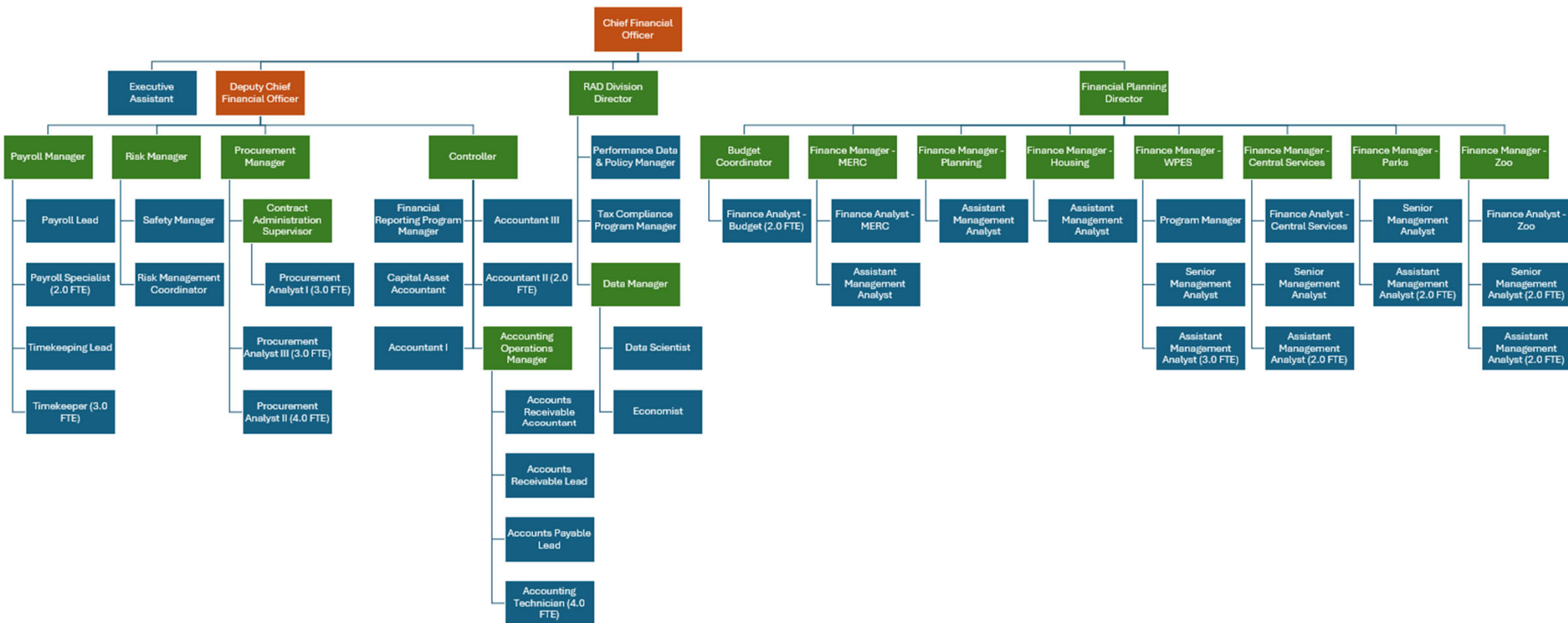
- General Fund
- General Asset Management Fund
- Risk Management Fund

Materials & Services	Personnel Services	FTE
\$7,032,560	\$14,985,316	79.80

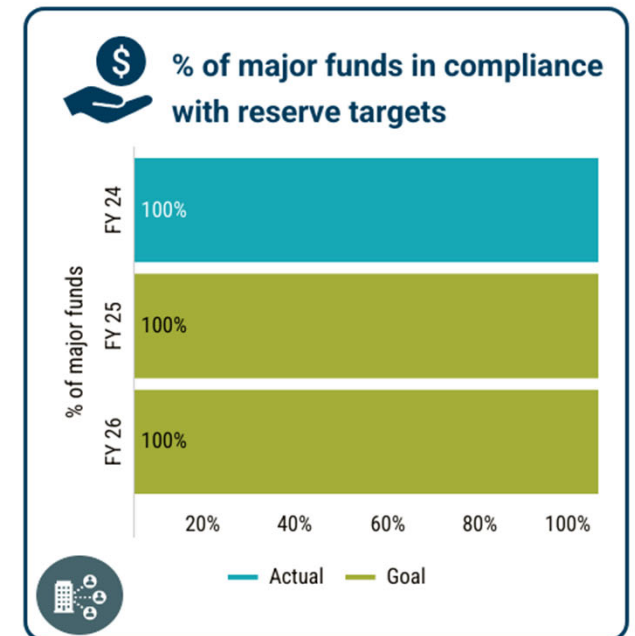
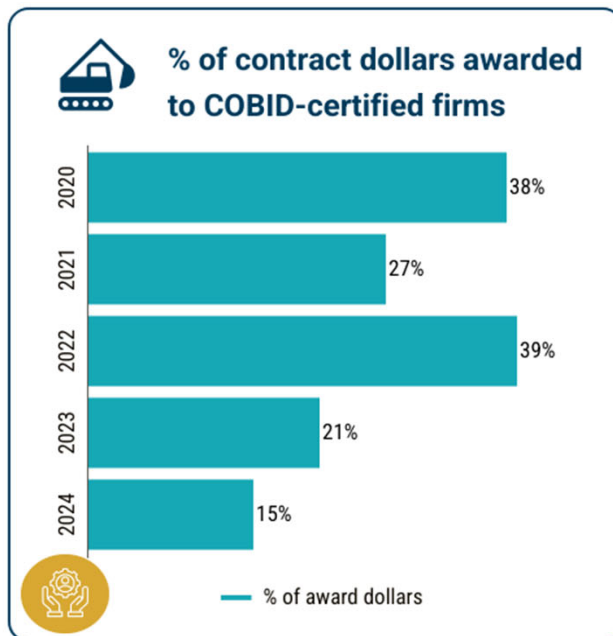
# FY 2025-26 Budget Overview

- What's in the base budget?
  - 79.8 FTE, \$15m General Fund budget
- Major program areas:
  - Accounting
  - Financial Planning
  - Payroll
  - Procurement
  - Revenue and Analytics
  - Risk Management
- 3 FTE reduction diminishes department capacity for financial analysis

# FY 2025-26 Budget Overview



# Budget Performance Measures





Metro

# Diversity Equity and Inclusion Department

FY 2025-26 Proposed Budget

## FY 2024-25 Department Investment Progress

- Completed Metro's first SPAREDI Impact Report.
- CORE & CODI: uplifting community voice & advisory role.
- Preparation for Cycle 2 Civic Engagement Capacity Building Grants.
- Implementation of first DEI & Accessibility Policies.
- Fostering collaboration and alignment with embedded equity leaders.





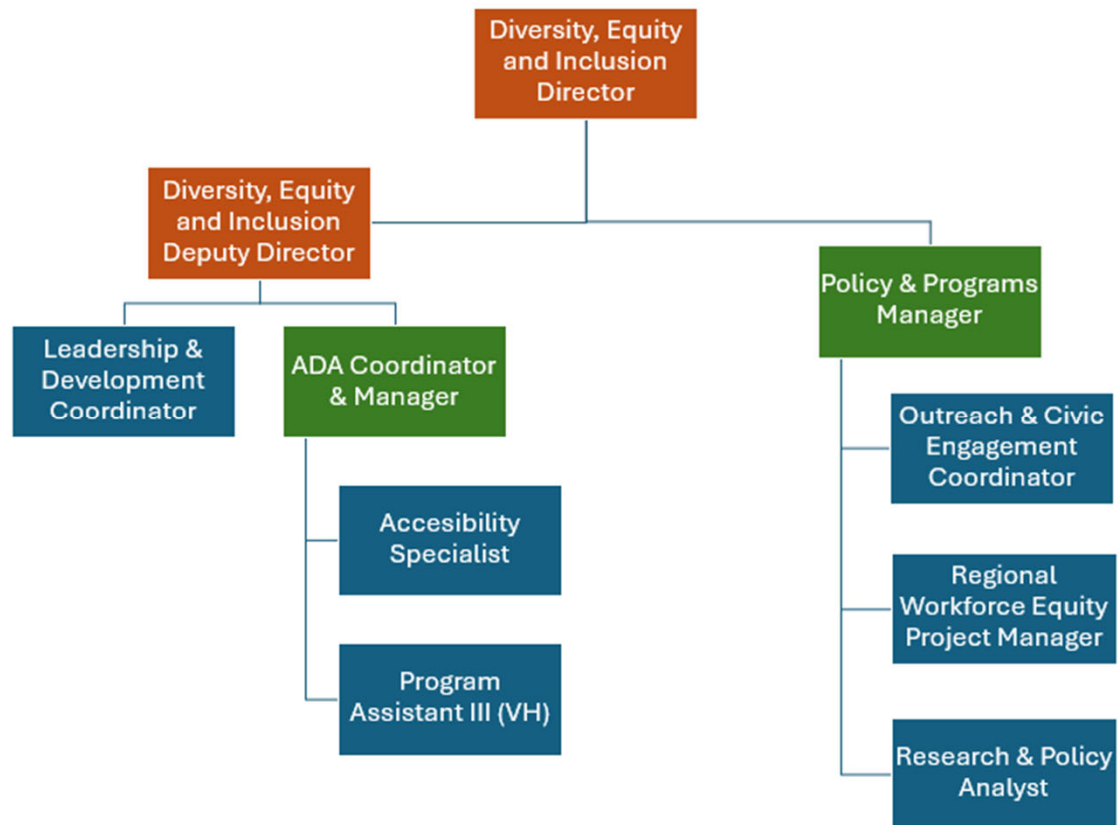
# FY 2025-26 Budget Overview

General Fund Funding: \$2,878,220			
Materials & Services	Civic Engagement Grants	Personnel Services	FTE
\$455,491	\$425,000	\$1,997,729	9.6

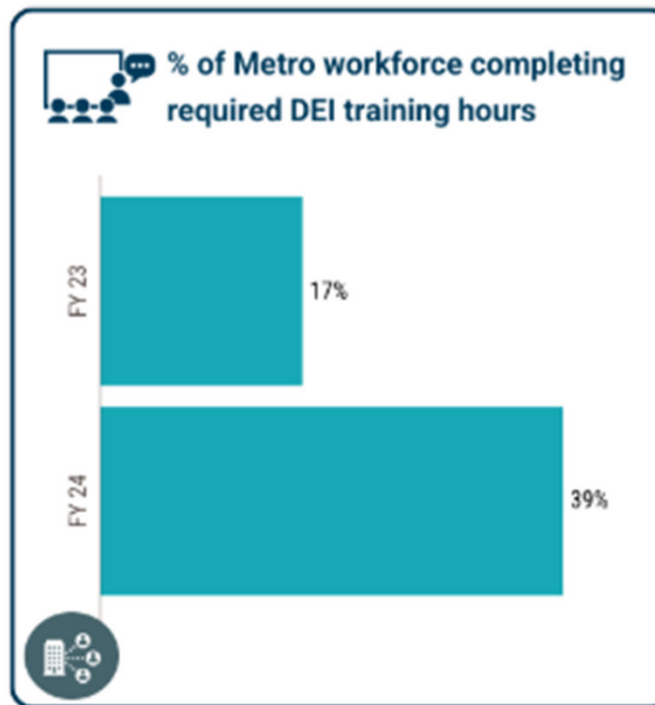
## Budget reduction impacts and considerations

- Council priorities
- Community impact
- Distribution of DEI expertise across the agency
- Structural efficiencies

# FY 2025-26 Org Chart



# Budget Performance Measures



# Helping people and businesses thrive

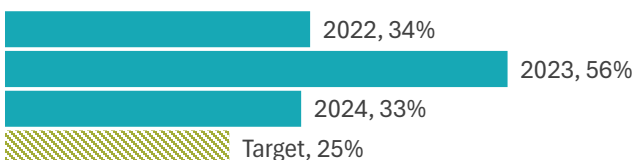


## Workforce Utilization of Metro Construction Contracts

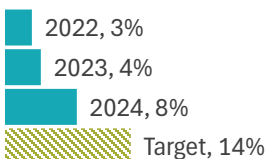
### Hours completed by State-Registered Apprentices



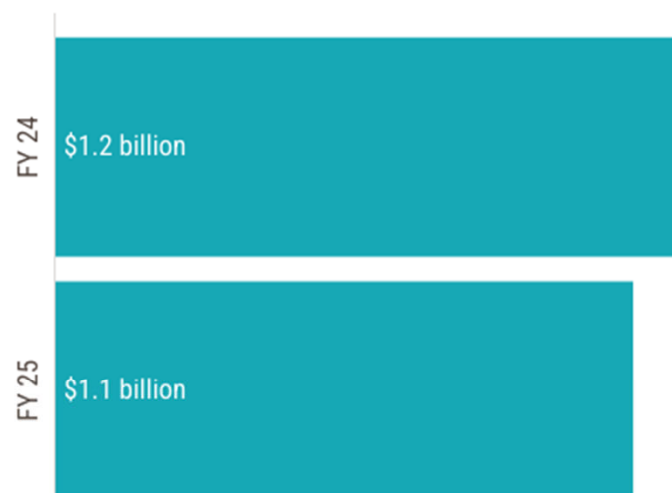
### Hours completed by People of Color



### Hours completed by Women



## Regional value of capital projects covered by Construction Career Pathways





Metro

# Information Technology Department

FY 2025-26 Proposed Budget

# FY 2024-25 Department Investment Progress

- Website upgrades and ADA compliance
- Build out of offsite data center
- Transfer Station system implementation
- Zero trust WAN



# FY 2024-25 Budget Modifications

## Personnel Requests

- 1 FTE to address hardware renewal and replacement
- 1 FTE for Deputy Director
- 1 FTE for after-hours support

## M&S Requests

- Phase I of server, laptop and switch security project to enhance endpoint security
- CIP funding to address budget shortfall for renewal and replacement
- Website upgrade for [Oregonmetro.gov](https://oregonmetro.gov)

# FY 2025-26 Budget Overview

Focus on advancing technology  
and security

Support for ERP change

Variable hour employee support

Key department programs:

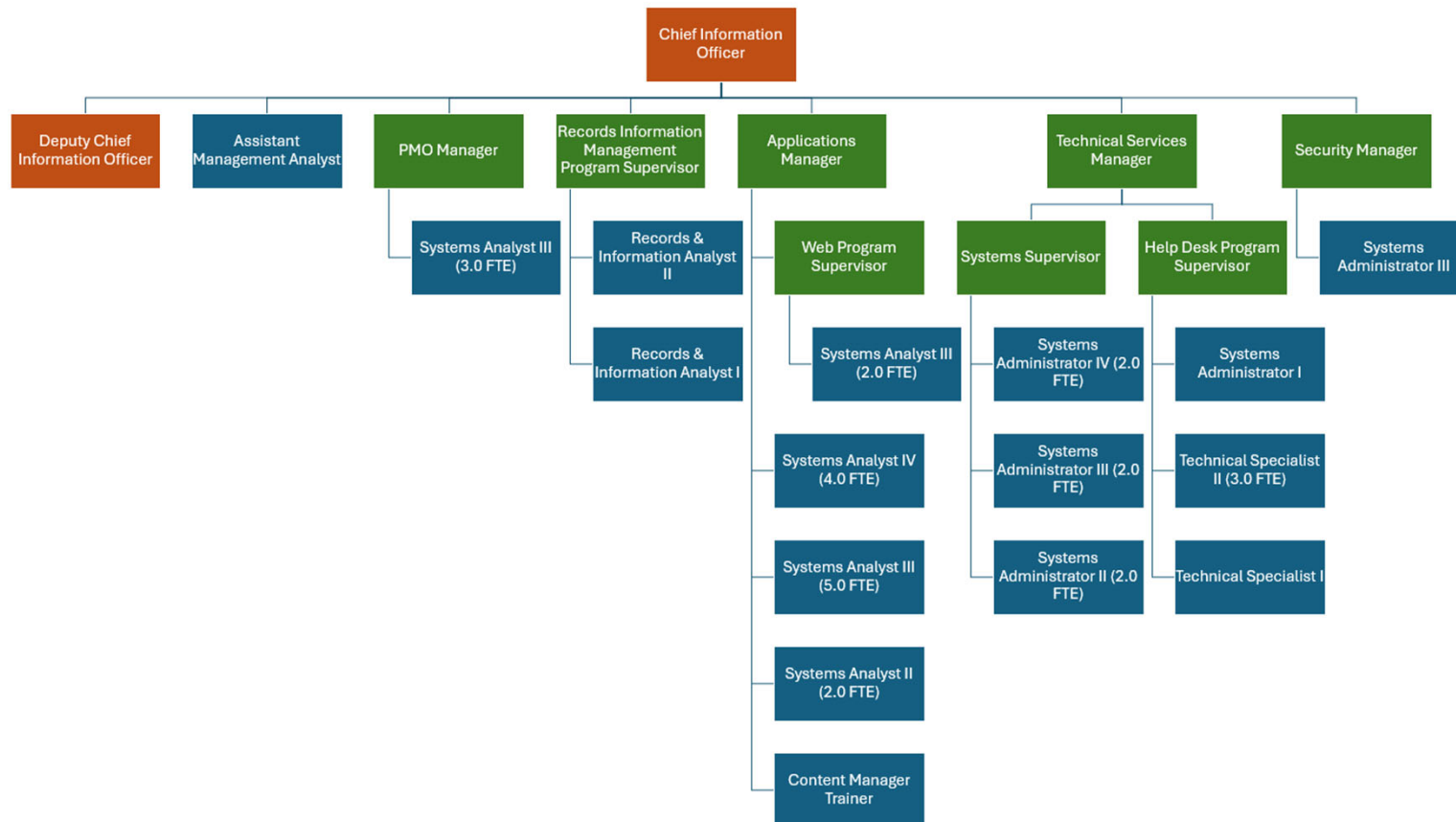
- Help Desk
- Network
- Applications
- Project management
- Records management

General Fund Funding: \$11,477,744		
Materials & Services	Personnel Services	FTE
\$3,301,185	\$8,176,559	41.0

Capital Projects Funding	
IT R&R Fund	\$1.6 million in CIP projects identified



# FY 2025-26 Org Chart

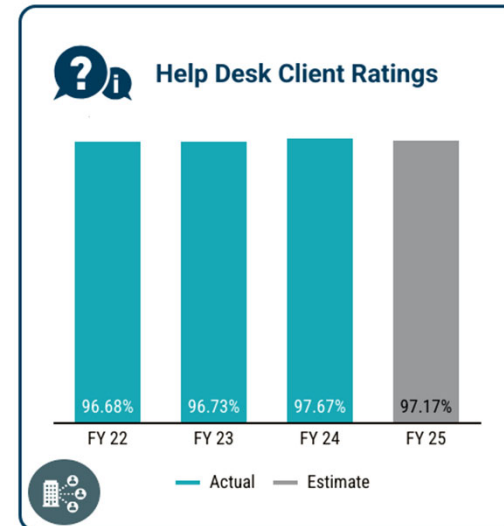
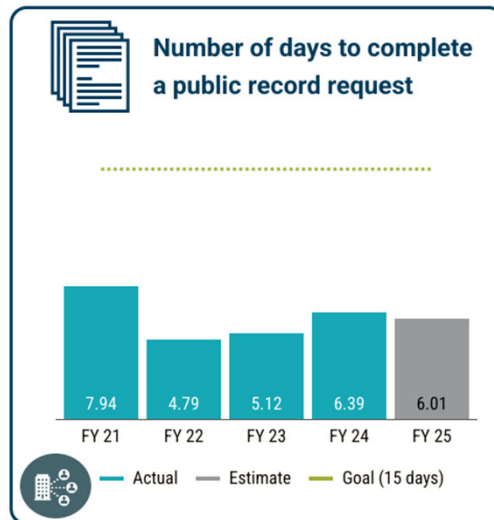


# Budget Modifications

Briefly discuss the budget modifications

- No new FTE proposed for FY 26
- Phase II of endpoint security project
- ADA compliance for websites and social media
- Consolidated Grants Management software
- Professional advisory services

# Budget Performance Measures





## Council questions and discussion



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# **Office of Metro Attorney**

## **FY 2025-26 Proposed Budget**

May 13, 2025

# FY 2025-26 Budget Overview

- The Office of Metro Attorney is responsible for all legal affairs for Metro.
- 11 attorneys and 6 support professionals.
- No service level changes proposed. M&S remains the same as prior year.



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