

Analysis of FTE Requests in the FY 2018-19
Budget Submission of the
Bureau of Environmental Services

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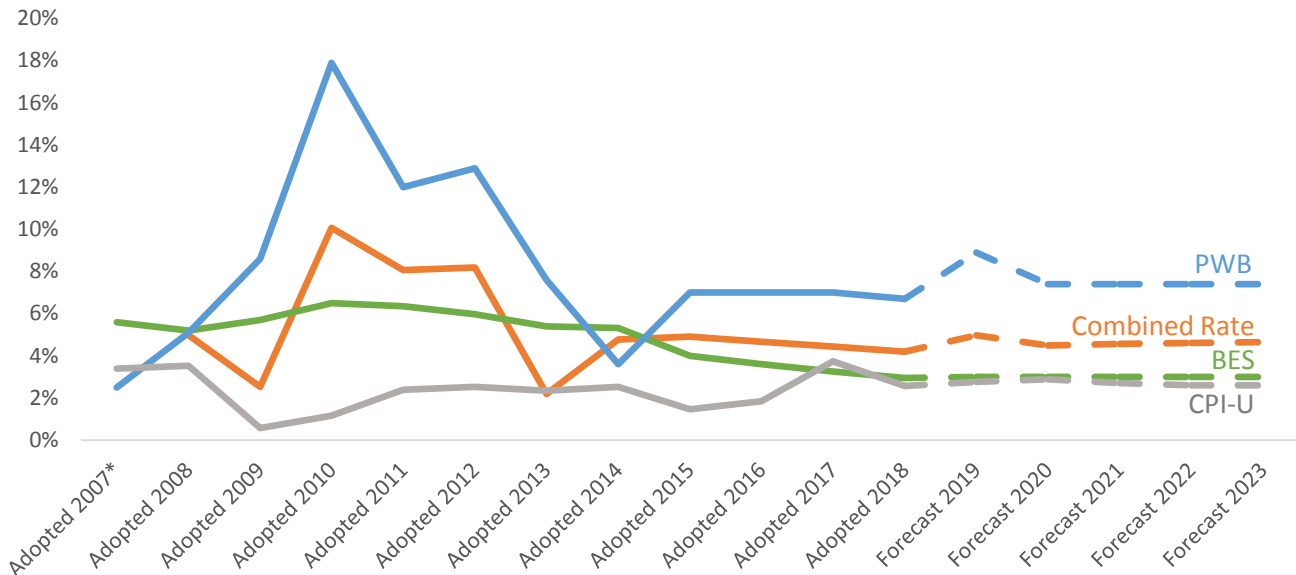
Request Overview

The Bureau of Environmental Service’s (BES) FY 2018-19 budget request includes \$156.9 in operating expenses, \$133.4 million for capital projects in the next year, and an additional 22 FTE. If City Council were to approve all of the decision packages included in the request, the bureau’s operating costs would increase by \$4.4 million. The decision packages would add \$737,000 in capital costs. The decision packages would require a 1.3% increase in retail rates for the typical single-family household. The bureau notes this increase is less when smoothed over the forecast.

Rate Impact for the Typical Single-Family Household

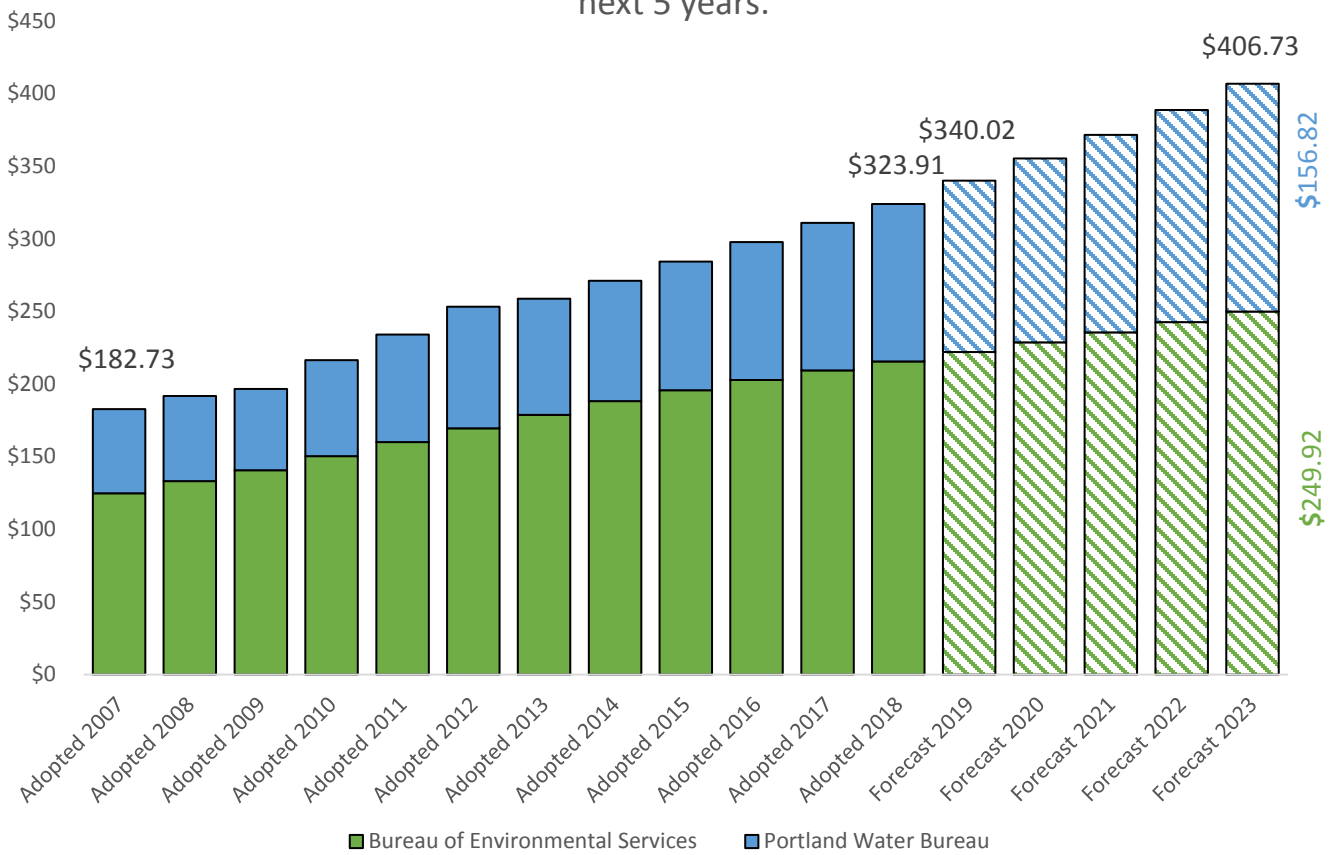
The total rate of increase for the typical single-family household to support the bureau’s requested budget would be 3.0%. Combined with the proposed rate of increase for the Portland Water Bureau, the combined monthly increase be 4.97%.

Recent and forecasted rates are much *less volatile* than ten years ago but the combined rate of increase continues to be about *three times the rate of inflation*.



A small portion of customers (12%) have opted for monthly statements. Most customers received quarterly bills.

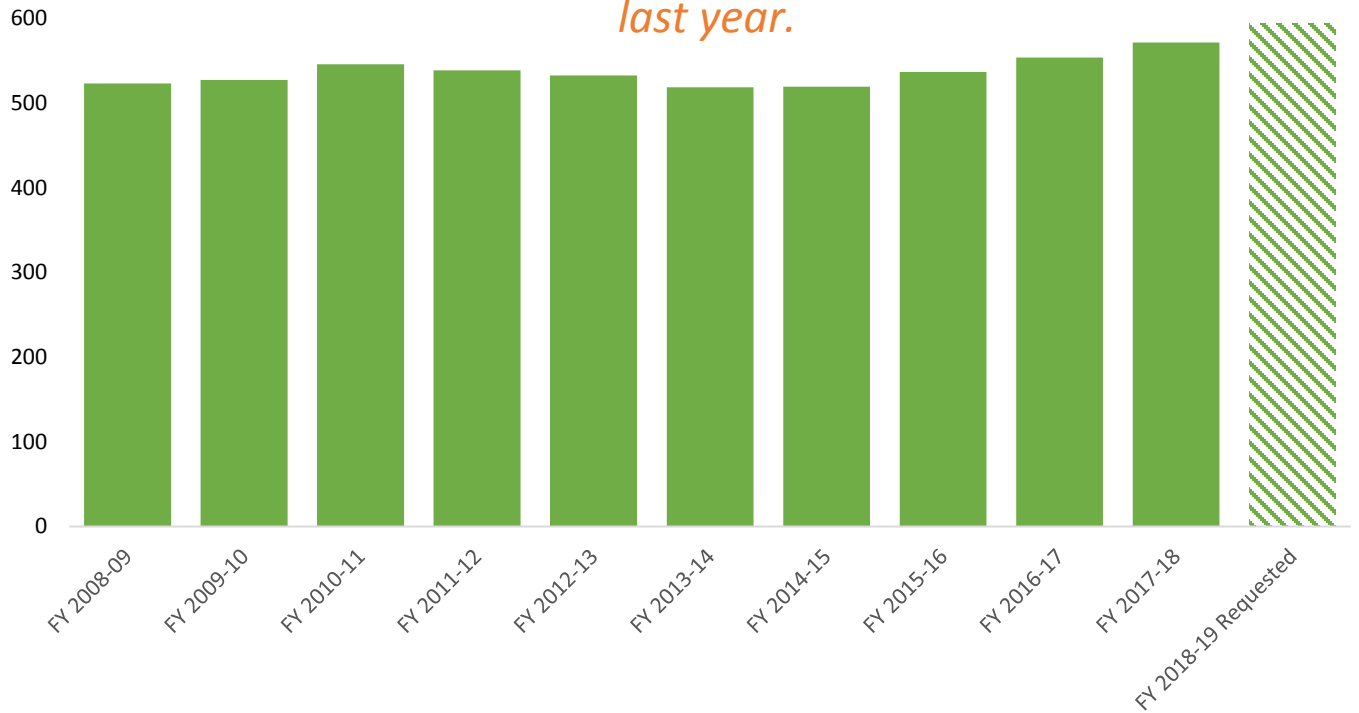
Compared to FY 2017-18, the quarterly typical single-family household bill for water, wastewater, and stormwater services *would increase almost 5%* to \$340 in FY 2018-19 and to \$407 over the next 5 years.



The monthly equivalent increases would be \$113.34 in FY 2018-19 and \$135.58 in FY 2023.

Historical FTE and Vacancies

Total FTE for BES remained *fairly stable* between FY 2008-09 and FY 2013-14. Between FY 2014-15 and FY 2017-18, BES has added 52 staff. The FY 2018-19 request is 22 FTE, *a 4% increase from last year.*



Recent FTE Authorizations and Current Vacancies in PWB

Below is a presentation of the positions that were authorized by City Council in FY 2017-18 and the hiring status of each position. Also presented is snapshot information about the vacancies in the bureau as of early February. The PUB has requested hiring and vacancy data as a component of consideration related to realignment and potential reprioritization of existing resources to meet emerging needs.

BES received authorization for 11 FTE during the FY 2017-18 annual budget process and 4 FTE during the Fall BMP. As of February 5, four of those positions were not filled.

Process	Position	Status
FY 2017-18 Annual Budget	Engineering Tech III	Hired
	Sr. Public Works Inspector	Hired
	Electrical Inspector	Hired
	Sr. Admin Specialist	Hired
	Environmental Tech I	Hired
	Environmental Tech I	Hired
	Engineering Tech II	Hired
	Senior Management Analyst	Hired
	Principal Management Analyst	Hired
	Engineering Tech I	Hired
	Electronic Systems Tech	vacant (posted)
FY 2017-18 BMP	Business Systems Analyst	Hired
	Engineering Tech II (Heron)	vacant (reviewing applications)
	Engineering Tech II (assessment)	vacant (with HR)
	Engineering Tech II (conversion)	vacant (with HR)

Vacancy information for the bureaus changes daily. According to data from the city-wide system on February 5, 2018 and verified with BES, there were 38 regular position vacancies. These vacancies include 6 positions that have been filled (but don't show yet in the city-wide system) and 12 positions have been vacant for less than 100 days. Twenty positions have been vacant for more than 100 days:

- 2 FTE are in **Business Services Group**. One is being help open until June 2018 and one needs action from the hiring manager before recruitment can begin.
- 7 FTE are in the **Engineering Group**. One is filled temporarily, one is in the interview stage, one is scheduled for posting in February, one is waiting to be reclassified by BHR, one is with BHR for announcement, and two have not yet started the process.
- 7 FTE are in the **Wastewater Group**. One offer has been made, two are in the interview process, one is in active recruitment, one is scheduled for posting in February, and two have not yet started the process.
- 3 FTE are in the **Pollution Prevention Group**. One is filled temporarily, one is posted, and one is with BHR for announcement.
- 1 FTE is in the **Watershed Group**. One has not yet started the process and needs action from the hiring manager before recruitment can begin.

Requested Positions by Group

Group	Current FTE	Requested Positions	% Growth if Positions are Authorized	Current Vacancies > 100 days
Administration and Support	73	2	2.70%	2
Engineering	212	8	3.80%	7
Wastewater	135	3	2.20%	7
Pollution Prevention	92	7	7.60%	3
Watershed	61	2	3.30%	1

BES grouped its requests according to the six goals areas identified in its new Strategic Plan and focus on capital work. The following categories include requests for new FTE:

- Service Delivery
- CIP Planning and Delivery Improvements
- Workforce Development
- Responsive Systems and Decision Making

The summary and analysis that follows focuses on the FTE requested in the FY 2018-19 budget. It doesn't address other additions or changes to the bureau's budget. General information is provided about:

- Work that would be provided by the requested position,
- General goals of the program or group,
- Expected outcomes,
- Alternatives included in the budget request,
- Consequences of the position not being authorized by City Council, and
- Priority of the request as determined by the bureau.

In addition, there is a section for questions that PUB could consider as they weigh the requests and tradeoffs that PUB has raised in other budget discussions. The questions sections will likely evolve as PUB deliberates over the next month.

Recommendation Options

Below is a discussion of individual decision packages put forward by the bureau. The PUB has requested staff to summarize requests and to identify issues and connections to the values identified by the PUB listed below.

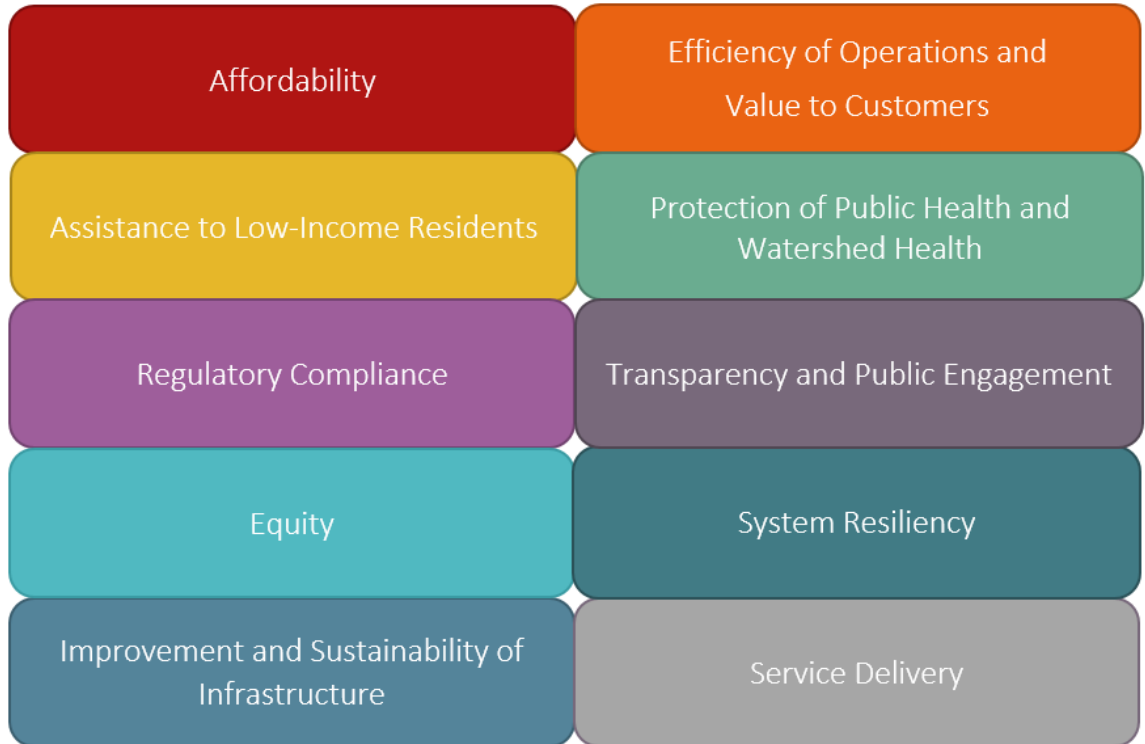
As the PUB considers these requests, its recommendations to City Council could take a number of forms. One structure to consider would be:

1. Recommend the FTE as requested.
2. Recommend the activity but suggest alternate staffing options for the request.
3. Make other program or policy recommendations for City Council to consider.
4. Do not recommend requested positions or activity.

PUB Values

In January 2018, PUB identified 10 values that it would consider as it evaluated the budget requests from PWB and BES. Each FTE section below includes a value component identifying the values most directly related to each request. The connection to individual values is subjective in nature and may differ by matters of degree. For example, as BES is an asset heavy bureau and one who’s primary mission is service delivery, one could make a case that almost all requests tie to those categories. The discussion below highlights those values most directly tied to the requests but others may be highlighted during the course of PUB deliberation.

PUB VALUES



ES_01 Service Delivery

Total Decision Package Costs: \$1,262,896 Operating Costs and \$0 Capital Costs

Total FTE Requested: 8

Priority of the Bureau: #1

Request Summary

BES is requesting 8 FTE (1 Environmental Technician I, 3 Environmental Technician II, 1 Engineering Technician II, 1 Laboratory Specialist, 1 Environmental Program Coordinator, 1 Wastewater Operator II) for current needs related to service delivery. BES' strategic plan defines service delivery as a desire to "optimize service delivery and resource protection and recovery." This decision package was listed as the bureau's highest priority. The positions requested ranged from high to low on the position summary provided to PUB.

The position requests below are presented by group and listed by decreasing priority as identified by BES.

Pollution Prevention Group

2 FTE for Plan Review

BES is requesting two Environmental Technician IIs for its Plan Review team. Plan Review is part of the city-wide development process.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This group performs plan reviews, early assistance, land use, and inspections to ensure planned development meets bureau requirements. They serve as subject matter experts for industrial and commercial facilities. The service delivery goal is to process 90% of permit folders within set timelines. Several factors have resulted in more than 40% of reviews not meeting city or state mandated time goals. The falling service level is a combination of increased regulation, changes in administrative review processes, and the development boom the city is currently experiencing.

These positions are being requested to address a current work load issue. BES estimates that the requested staff could improve response time by 20 percent. If the positions aren't approved, BES expects delays in processing will continue. Process changes, combined with the plan to hire casual employees and potentially Limited Term positions in Fall 2018 should help address the backlog. While the regulatory and administrative review drivers that contributed

to the backlog are unlikely to decrease, the increase of plan reviews due to the citywide development will likely not continue at the pace of the past few years.

BES listed one FTE for Plan Review high and the other FTE low on the bureau's position summary provided to PUB.

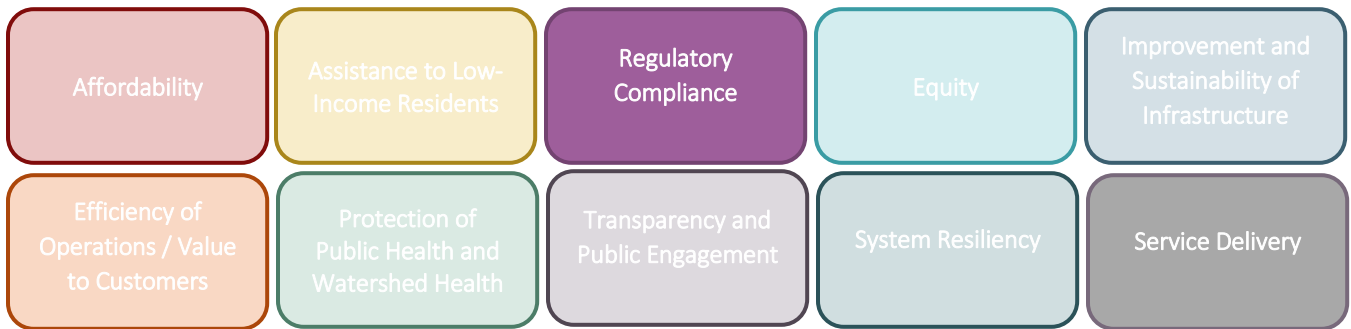
Current Staffing

The Plan Review team has 1 Program Manager, 5 FTE, and an intern. BES requested and City Council approved an Environmental Technician I in the FY 2017-18 budget process. That position was filled in September 2017. BES will be use existing resources to hire casual employees this year to help address the backlog but envisions needing the 2 requested FTE plus 2 additional Limited Term FTE in the FY 2018-19 Fall BMP. In addition to increasing staff resource, BES has implemented process improvements to address the backlog. Some of the process improvements were implemented as recently as December 2017.

Questions

- What changes can be made to City or bureau policy to address the rapid increase in the number of administrative reviews that have significantly affected work load? Could process or code changes that trigger those reviews help alleviate the backlog without additional staff?
- As the pace of development in the city is not expected to continue, could the position authorized last year, the temporary positions anticipated this year, and the process changes adequately address the backlog issues if given enough time to see the impact?
- BES has the authority to created Limited-Term positions without authorization. If BES finds later in the year that it needs the limited-term positions it suggests it may create as part of the Fall BMP, can it realign existing resources and use underspending rather than new resources?

Related PUB Values



This request is related to 2 stated PUB values: Regulatory Compliance and Service Delivery.

1 FTE for Industrial Stormwater

BES is requesting 1 Environmental Technician II for the Industrial Stormwater program.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This program monitors and controls pollutants in stormwater runoff from industrial facilities.

This work is required as part of the City's stormwater permit and the group administers a state stormwater permit for the Department of Environmental Quality (DEQ). The purpose of the permit is to monitor industrial facilities to control and prevent pollutants from entering the stormwater system

This position is being requested to address a current work load issue. The program currently administers more than 200 permits and 200 certifications. The bureau anticipates at least 20 more permits in 2018 and additional certificates related to Portland Harbor Superfund Site and the Columbia Slough. The expected increase in permits is about half the workload of a current Environmental Technician II. This position would add staff resources to cover that expected increase and provide the needed resources to begin assessing the 100+ known unpermitted sites that require 8 to 20 hours per site to assess. Providing less oversight is not an option by the bureau as annual inspections are required by the MS4 permit and identifying new facilities and completing annual reports are required by the DEQ agreement. Current staff resources are insufficient to meet demand and risk non-compliance with BES' stormwater permit.

BES listed this FTE high on the bureau's position summary provided to PUB.

Current Staffing

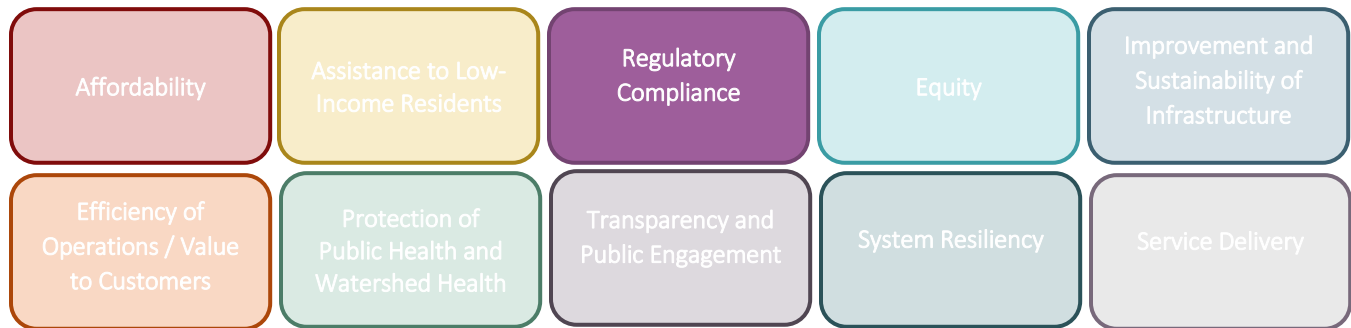
The Industrial Stormwater and Maintenance Inspection section in the Pollution Prevention Group has a total of nine staff: 1 Environmental Program Manager, 1 Environmental Specialist,

6 Environmental Technician IIs, and 1 Environmental Technician I. Two of the FTE in the group focus on the Maintenance Inspection work of the team and the rest work on the Industrial Stormwater permits and assessments.

Questions

- Are there data or process improvements that can be made to decrease the time it takes to do initial assessments to more quickly work through the backlog with this position?

Related PUB Values



This request is related to 1 stated PUB values: Regulatory Compliance

1 FTE for Spill Protection and Citizen Response

BES is requesting 1 Environmental Program Coordinator for the Spill Protection and Citizen Response program (SPCR).

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

The SPCR group responds to sanitary sewer overflows, investigates potential violations, and imposes enforcement actions. This position would be dedicated to enforcement actions that have been a lower priority for the group than responses to overflows.

This position is being requested to address a current work load issue. It currently takes 3 to 4 months from discovery of violation to issuance of an enforcement action. The bureau estimates that the number of enforcement actions has roughly doubled in the past three years. A backlog of investigations as well as an increasing complexity of cases has added about 1 month to the average turnaround time during the same period. BES estimates that time would be reduced to 2 to 4 weeks with a coordinator.

Current staff resources are insufficient to meet demand. If the position is not approved, the team would continue to miss turnaround deadlines and lose the potential recovery of damages. BES hasn't provided an estimate of the potential revenue that could be generated from this position but stated that the primary objective is compliance and avoidance of risk.

BES listed this FTE in the middle on the bureau's position summary provided to PUB.

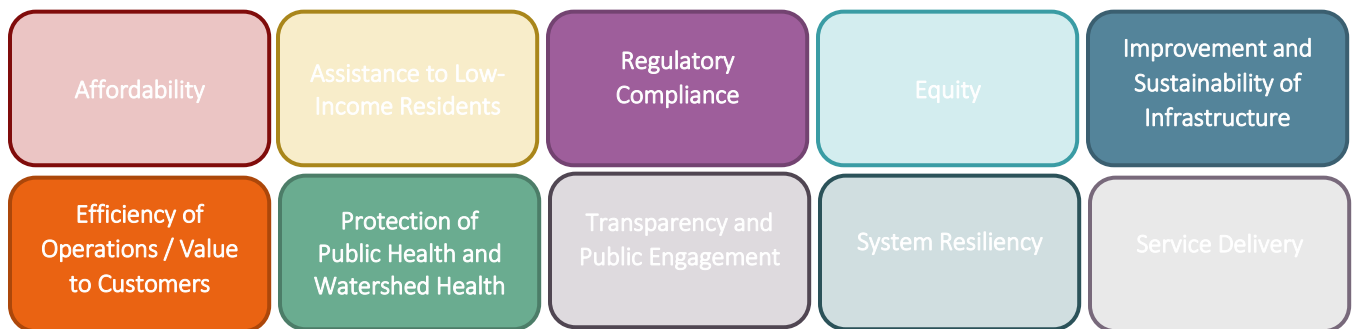
Current Staffing

The program currently has one Program Manager, four Environmental Technicians, and 13 duty officers. BES requested and City Council authorized the addition of one Environmental Technician for this team in the FY 2017-18 budget process. That position has been filled and has improved response time to incidents, data tracking and quality, and records retention.

Questions

- Does BES intend to track performance of this position: the decrease in time to complete enforcement actions, increase in recovery of damages, and whether they can show enforcement actions deter violations and improve watershed health? Should it be encouraged to do so?

Related PUB Values



This request is related to 4 stated PUB values: Regulatory Compliance, Improvement and Sustainability of Infrastructure, Efficiency of Operations and Value to Customers, and Protection of Public Health and Watershed Health.

1 FTE for the Water Pollution Control Lab

BES is requesting 1 Analytical Specialist to do analysis and reporting in the nutrients section of the Water Pollution Control Lab.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

The Water Pollution Control Lab is a full service environmental laboratory that provides analysis of organics, metals, microbiology, nutrients, and general chemistry.

This position is being requested to address a current work load issue. BES expects that adding a specialist in the nutrients area would result in an increase in consistency of testing, improvements in equipment maintenance and operation, and a decrease in costs to send nutrients analysis to contracts lab. BES expects the work of this section will increase with work in the Portland Harbor Superfund site and the Columbia Slough. If this position is approved, the lab expects to see performance benefits across the lab as it will no longer need to reassign other staff to fill this need. If the position isn't approved, BES will continue to reassign staff as available and use of contract services as necessary.

BES listed this FTE low on the bureau's position summary provided to PUB.

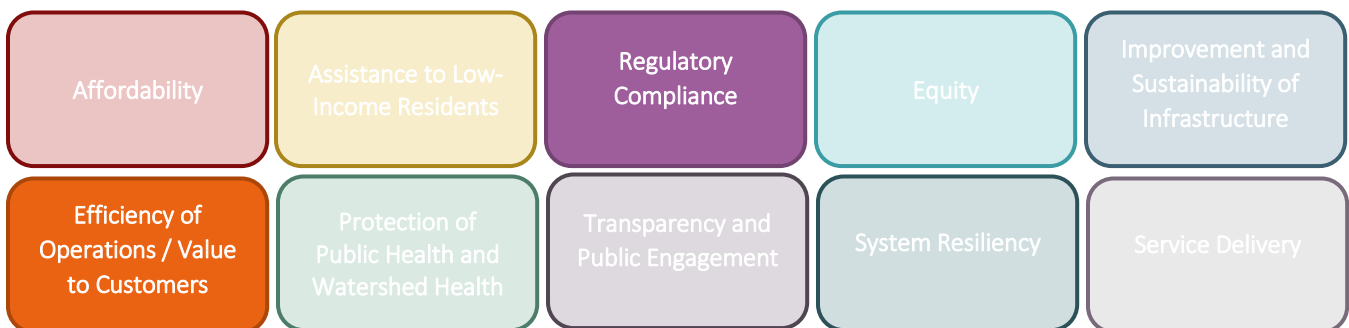
Current Staffing

The lab has a Manager, three Coordinators, five Analytical Specialists, six Analysts. The nutrients section of the lab doesn't have a dedicated specialist. When this type of work is required, other specialists in the lab with this expertise are reprioritized.

Questions

- N/A

Related PUB Values



This request is related to 2 stated PUB values: Regulatory Compliance and Efficiency of Operations/Value to Customers.

1 FTE for the Maintenance Inspection Program

BES is requesting 1 Environmental Technician I to augment the Maintenance Inspection Program for stormwater management facilities on private property.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

The Maintenance Inspection Program inspects stormwater management facilities on private property. This work is a requirement under the City's stormwater permit (MS4). The current inventory of facilities is almost 13,000. The type of facility and frequency of inspections vary between one and seven years, but the current staff capacity results in a 15-year cycle. If this position isn't approved, the bureau would be taking on an increased risk that uninspected facilities may fail and could result in pollution or higher than expected flow in the collection system. This is a current work load issue that is not expected to decrease and will likely increase as the regulatory permits are renewed.

This position request was low on the bureau's position summary provided to PUB.

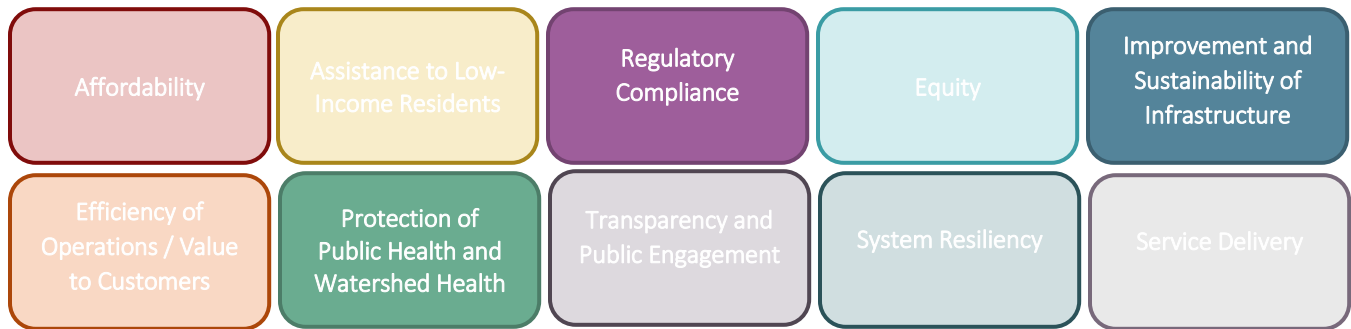
Current Staffing

The Maintenance Inspection team currently has 2 inspectors. This level has remained the same for the past 5 years. In its most productive year, an inspector inspected about 1,100 facilities. An additional inspector would significantly increase the number of facilities inspected each year. The impact on the percent of facilities would depend on how many new facilities are added each year. There are currently no vacancies in this group and there are no Environmental Technician I positions vacant in the bureau.

Questions

- Are there any data or process improvements that can be made to streamline the inspection process? Even with this position, the bureau is still likely to be behind in the inspections cycle. Can this position be combined with efficiencies so additional staff won't be needed if the observed increase in facilities continues?

Related PUB Values



This request is related to 3 stated PUB values: Regulatory Compliance, Improvement and Sustainability of Infrastructure, and Protection of Public Health and Watershed Health.

Wastewater Group

1 FTE for Facilities Management

BES is requesting 1 Engineering Technician II for the facilities management team in the Wastewater Group.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

The facilities management team addresses an inventory of deferred work at the treatment plants, pump stations, and other bureau properties, in addition to other responsibilities. Maintaining facilities and preventative work extends the life of assets in a cost-effective manner. This position is being requested to address a current work load issue and the one FTE currently assigned is insufficient to meet demand. The maintenance work that is currently being done is unplanned and reactive to the needs of the moment. This position would coordinate facility-related maintenance work with internal staff, other bureaus and contractors, oversee small repair projects, maintain and repair roofs, windows, gutters, fencing and fire alarms, and daily facility complaints and needs.

If the position is not approved, facilities work will remain reactive and a growing number of failures will result requiring more expensive work and potential increase safety risks. Some of the planned significant capital work at both plants will address a small portion of the deferred needs.

BES listed this FTE in the middle of the bureau's position summary provided to PUB.

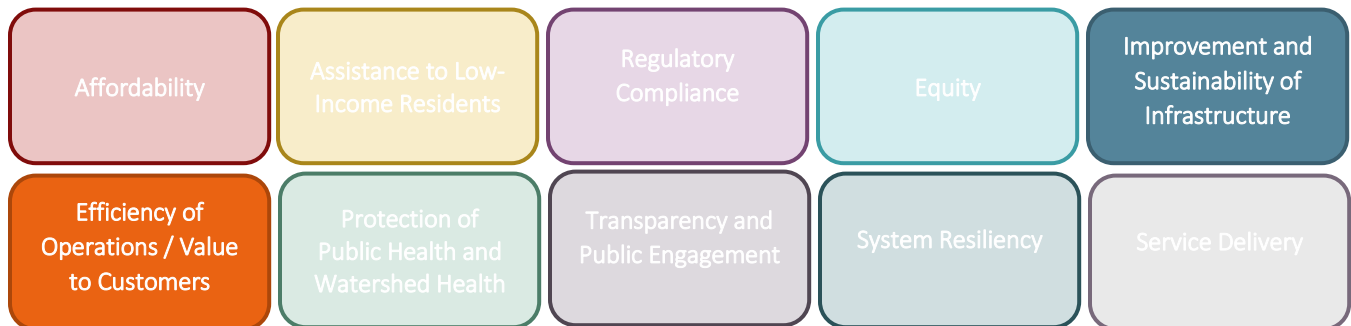
Current Staffing

The Wastewater group currently has a Facilities Management Manager who is reactive to daily needs, in addition to coordinating the logistics of construction onsite and addressing damage to property from unauthorized camping. There are no resources to address maintenance backlogs or complete proactive work.

Questions

- N/A

Related PUB Values



This request is related to 2 stated PUB values: Improvement and Sustainability of Infrastructure, and Efficiency of Operations and Value to Customers.

1 FTE for Wastewater Operator

BES is requesting 1 Wastewater Operator II for the biosolids work in the Wastewater Group.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This is part of the treatment process where byproduct is temporarily stored in the lagoon onsite until transferred for land application in Eastern Oregon. It is a method of disposing of waste in a productive manner as fertilizer.

BES listed this FTE in the middle of the bureau's position summary provided to PUB.

Current Staffing

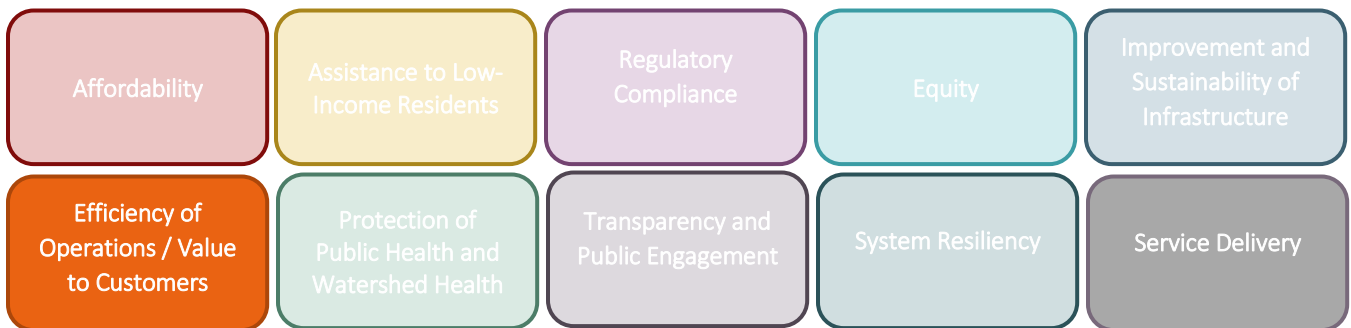
There are currently no operators for this activity as it had been suspended while the lagoon was renovated. In the past, BES had two operators for this work prior to the lagoon reconstruction project beginning in FY 2016-17. Both operators were reassigned at that time. One has been doing preventative operations and will return to the lagoon. The other was reassigned to maintenance work and the continuation of that work is a higher priority for the bureau.

While vacancy information for the bureaus changes daily, as of early February there were 2 wastewater operator positions at Columbia Boulevard that were vacant; one for more than 6 months and one for more than 9 months.

Questions

- Could the bureau identify efficiencies in the hauling schedule to reduce the need for two operators, allowing one to continue to work on maintenance projects?

Related PUB Values



This request is related to 2 stated PUB values: Efficiency of Operations and Value to Customers, and Service Delivery.

ES_02 CIP Planning and Delivery Improvements

Total Decision Package Costs: \$948,934 Operating Costs and \$737,310 Capital Costs

Total FTE Requested: 10

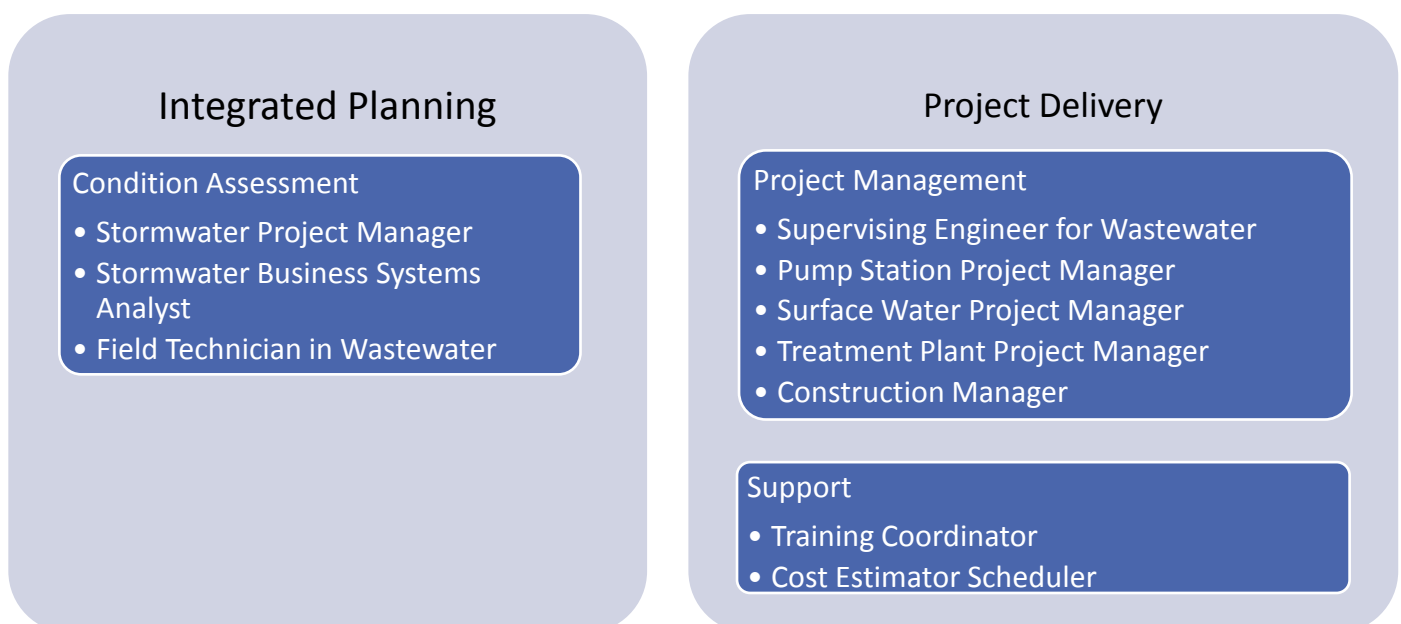
Priority of the Bureau: #2

Request Summary

BES is requesting ten FTE (1 Supervising Engineer, 1 Senior Engineer, 3 Engineers, 1 Senior Engineering Associate, 1 Engineering Associate, 1 Principal Management Analyst, 1 Business Systems Analyst, and 1 Industrial Maintenance Millwright) for capital planning and delivery improvements. This category is not an explicit goal of the strategic plan but capital improvements have been identified as critical components of the bureau's overall long-term success and the success of the strategic plan. This decision package was listed as the bureau's second highest priority. The positions requested ranged from highest to lowest on the list of prioritized positions provided to PUB.

As a result of the Capital Improvement Planning Process Review and Enhancement Project (CIP PREP), BES will be implementing bureau-wide organizational changes and restructuring which is planned for completion by Fall 2018. Emphasis on integrated planning and project management will be major components of these changes.

BES provided information that connects the requested positions in this package to its organizational restructuring.



The positions requests below are presented accordingly by group and listed by decreasing priority as identified by BES.

Integrated Planning – Condition Assessment

2 FTE for Condition Assessment for the Stormwater System Plan in the Watershed Group
BES is requesting 1 Program Manager and 1 Business Systems Analyst to create a new team in the Watershed Group.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This team would evaluate data needs for the Stormwater System Plan and, with existing staff and contracted services, develop an inventory of assets and assessment of the condition of those assets. Currently, BES estimates that the condition of about 70% of the city's stormwater assets is unknown.

This request is related to a contract increase in the budget for a Wetland Inventory. While the request this year is for \$76,000, the project contract is expected to cost \$3.65 million over the next five years

BES listed the Program Manager FTE the highest on the bureau's position summary provided to PUB and the Business Systems Analyst also high on that summary.

Current Staffing

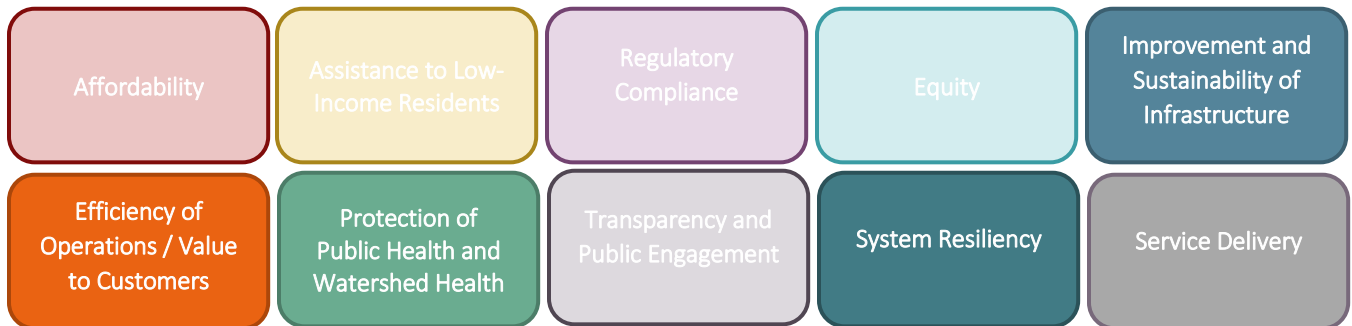
The Watershed Group has Stormwater System Division with four groups including Stormwater Planning group with 5 FTE, 1 contractor, and an intern. The current work of the group has been creating a GIS-based risk assessment to identify the areas of the city facing the greatest stormwater risks.

There is currently one vacancy in the Stormwater Division of Watershed that has been vacant for more than three months. Recruitment has not yet begun for this position.

Questions

- Can staff currently working on the risk assessment be realigned to support the inventory and condition assessment?

Related PUB Values



This request is related to 5 stated PUB values: Improvement and Sustainability of Infrastructure, Efficiency of Operations and Value to Customers, Protection of Public Health and Watershed Health, System Resiliency, and Service Delivery

1 FTE for Condition Assessment in the Wastewater Group

BES is requesting 1 Industrial Maintenance Millwright for the Mechanical Maintenance program at the Columbia Boulevard Wastewater Treatment Plant.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This position would be part of the Condition Assessment program at the plant that began in FY 2016. The purpose is to assess the condition of the wastewater assets and use the information to schedule maintenance work or capital projects if required.

BES listed this FTE very high on the bureau's position summary provided to PUB.

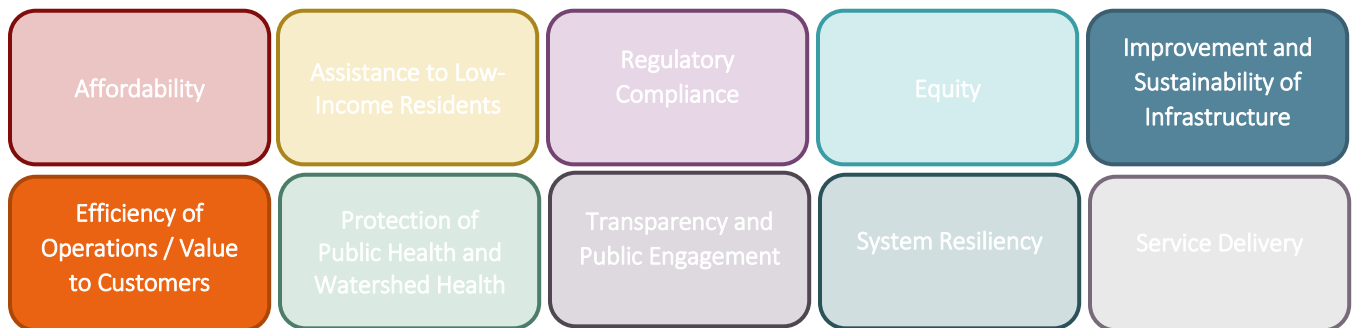
Current Staffing

The program includes a Program Manager, a Maintenance Planner, and an Engineering Technician II. BES received authorization for the Engineering Tech II in the Fall BMP and while vacancy information for the bureau changes daily, as of early February that position was vacant. The program plan as designed would include three additional field technicians, one of which is the requested position. Overtime was authorized in the FY 2017-18 budget to begin the assessment with existing staff but was delayed until the program staff authorized in prior years were hired.

Questions

- This program is two years old. Had BES reassessed its staffing needs since hiring the Program Manager and Maintenance Planner? Could it make sufficient progress on the condition assessment with the existing authorized positions and this request or will it still be requesting two additional positions in future years?
- What information would PUB request in future years for demonstrated success of the program?

Related PUB Values



This request is related to two stated PUB values: Improvement and Sustainability of Infrastructure, and Efficiency of Operations and Value to Customers.

Project Delivery – Project Management

1 FTE for a Supervising Engineer for Wastewater projects in the Engineering Group
BES is requesting 1 Supervising Engineer for wastewater projects in the Engineering Group.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This position would oversee the major capital projects at Columbia Boulevard and Tryon Creek Wastewater Treatment Plants. The addition of a Supervising Engineer for the group could be a foundational component to the organizational changes of the capital program if projects at the plant are used for the first projects to move to the new approach. This Supervising Engineer position would address two issues. First, it would increase the ability of this engineering group to move to more of a project management approach for wastewater projects during a period

of significant work at the plants. As envisioned by the CIP PREP recommendations, that approach should increase quality and timeliness of the projects.

BES listed this FTE high on the bureau’s position summary provided to PUB.

Current Staffing

The current supervising engineer has 7 direct reports with 15 additional FTE and 6 contractors. While plant projects tend to be more complex and a planning to commission approach would require more time, the standard supervisor to staff ratio in the Engineering Group is between 1:5 to 1:11 with teams ranging from 6 to 14.

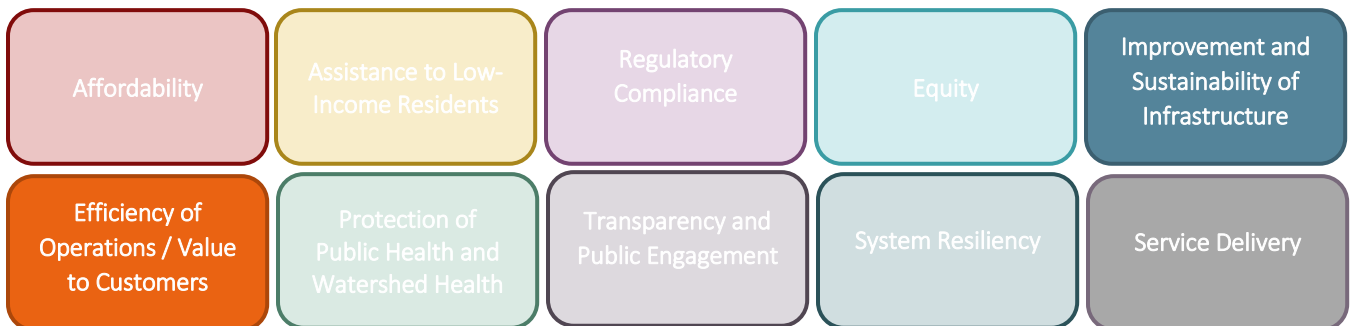
While vacancy information for the bureau changes daily, as of early February there was one Engineering position in the Wastewater group that has been vacant for more than a year and BES is considering reclassifying that position to a Supervising Engineer as well.

Adding two additional Supervisory Engineers would result in a 1:2 or 1:3 direct report ratio and teams of 9 with existing staff. The bureau’s request envisions adding additional staff to this group also will affect staffing ratios.

Questions

- If the bureau is already considering realigning an existing vacant position for this use, does it need an additional one this year? What are the benefits of adding two Supervising Engineers to this group at once? Could it reclass one this year and consider the ongoing need next year?

Related PUB Values



This request is related to 3 stated PUB values: Improvement and Sustainability of Infrastructure, Efficiency of Operations and Value to Customers, and Service Delivery.

1 FTE for Project Management of Pump Stations in the Engineering Group

BES is requesting a position in the Engineering Group for the Pump Station Improvement Program and the Repair, Rehabilitation, and Modification Program.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

Both of these programs are relatively small, each budgeted at \$4 million per year. The programs are specifically geared to maintaining the pump station assets and smaller rehab projects to extend the life of existing facilities. Both of these programs have existing capital projects that have been approved in the CIP but either have no staff assigned to the work or have staff assigned who aren't making progress because of workload. A contributing factor is that staff for these programs have been reassigned to the major capital projects underway at the Columbia Boulevard Wastewater Treatment Plant.

If this position is not authorized, BES has considered completing this work with contracted staff in the short term until the major CBWTP work is complete. Alternatively, BES could delay this work until that time. This work is a relatively small component of ongoing annual CIP work – about \$8 million each year though there is an accumulating backlog. The CBWTP work is expected to take seven years. Deferring the work would increase the existing backlog of program work.

BES listed this FTE high on the bureau's position summary provided to PUB.

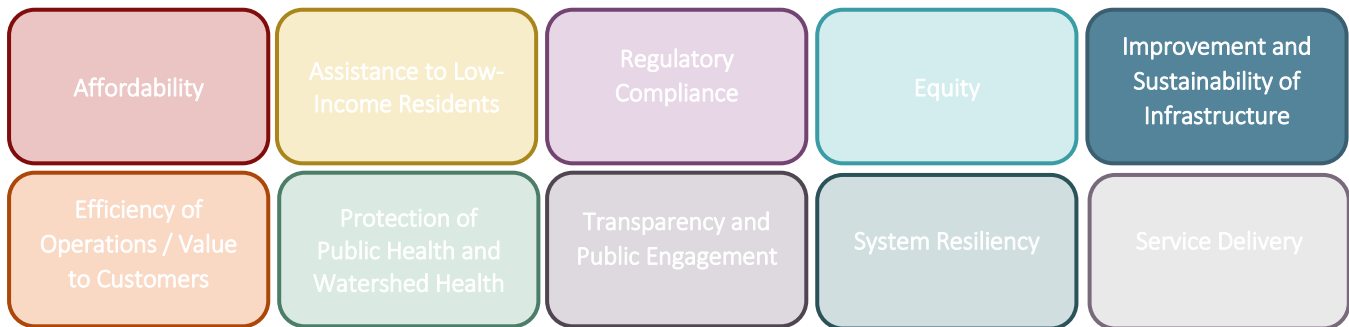
Current Staffing

Before being reassigned, there were 4 engineers on these projects. Higher priority work needs have resulted in realignment of staff resources.

Questions

- BES has proposed contracting this work or delaying it. What is the trade-off? As work at the plant is expected to subside in a relatively short-period of time, should the bureau increase in overall staff size for this work?

Related PUB Values



This request is related to 1 stated PUB values: Improvement and Sustainability of Infrastructure.

1 FTE for Project Management for Surface Water Projects in the Engineering Group
BES is requesting a position in the Engineering Group for stormwater projects.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This would be an additional Engineering position for Surface Water projects. BES reports that more than \$10 million of projects in the current CIP for this category have no staff assigned and it's likely no work will be done in the current year. Challenges getting these projects from conception in the Watershed Group to completion in the Engineering group has been noted in several of the past budget processes. Last year BES requested and City Council approve \$100,000 contract services for project scoping and concept design of watershed projects. Of note, BES FY 2018-19 budget includes a request to increase those contract services by \$200,000 annually.

If the position isn't authorized, BES has said an alternative is reducing surface water projects in the annual CIP to align with staff capacity.

BES listed this FTE high of the bureau's position summary provided to PUB.

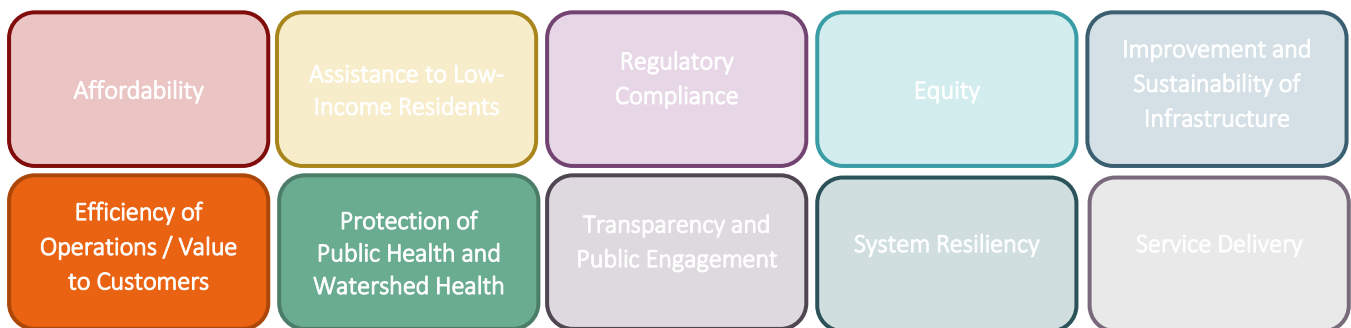
Current Staffing

The Engineering Group has a Surface Water Engineering Team 15 staff FTE, one contract engineer, and two interns. Vacancy data changes daily but in early February two senior engineering positions and Engineering Tech II positions were vacant.

Questions

- If the currently vacant positions were to be filled, would that address the backlog issues? What would the tradeoff be of waiting to reassess need?
- The budget request and position description reflect a general engineer and don't emphasize the expected organizational change to project management. Will this position benefit the new organization structure?

Related PUB Values



This request is related to 2 stated PUB values: Efficiency of Operations and Value to Customers and Protection of Public Health and Watershed Health

1 FTE Construction Manager in the Engineering Group

BES is requesting 1 Engineer for the Construction Services Division within Engineering.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

Construction managers typically manage a slate of projects totaling \$10 million to \$15 million in contract value, and are responsible for contract management, stakeholder coordination, quality and risk management, safety and communication with the public during capital project construction. This position request was accelerated from FY 2020-21 due to the number of projects anticipated for CBWTP. BES provided additional information on the workload of the existing staff including those who are managing higher and lower dollar workloads of contracts than is industry standard.

If the position isn't authorized, BES has proposed using contract staff to manage the CBWTP projects for the next several years to get through the major investment projects at CBWTP.

BES listed this FTE in the middle of the bureau’s position summary provided to PUB.

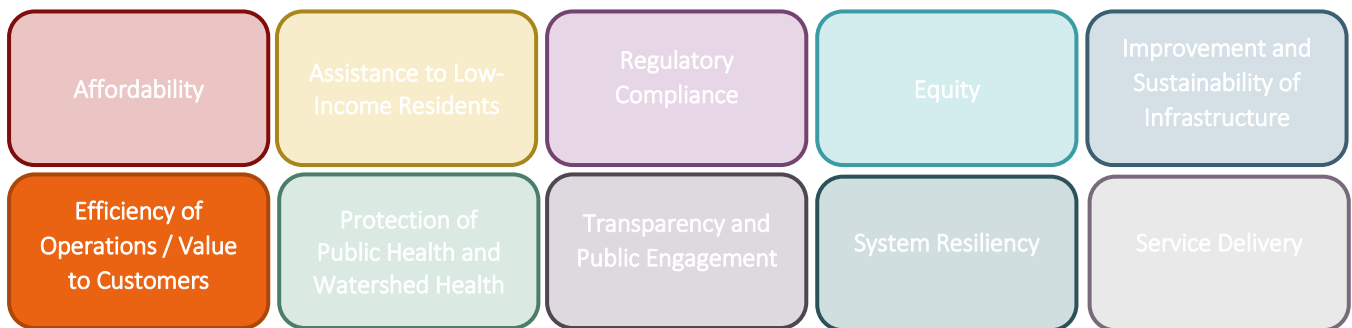
Current Staffing

The Construction Services Division in the Engineering Group has 1 principal engineer that oversees two Construction Management teams and the construction inspectors group. The two construction management teams include 2 supervising engineers, 19 FTE, and 2 contract staff. Vacancy data changes daily but in early February there was one senior level vacancy in these teams. Recruitment has not yet begun for this vacancy.

Questions

- Construction Managers is one area could be affected by the move to project management structure. That change is still expected to include construction managers but the shift could alleviate some of the current workload issues. What is the tradeoff of holding this request until after the reorganization and meeting the need with contract staff until BES can reassess its long-term needs?

Related PUB Values



This request is related to 1 stated PUB value: Efficiency of Operations and Value to Customers

1 FTE for Project Management at the Treatment Plants in the Engineering Group
BES is requesting 1 Senior Engineering Associate for significant projects at the Columbia Boulevard Tryon Creek Wastewater Treatment Plants.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This position would be added to the same group as the Supervising Engineer for Wastewater requested above. The position is described as a component of the new project management approach for capital projects. It’s expected that this FTE would manager 3 projects. CIP PREP

identified the need to focus on project management to ensure a greater degree of accountability through the life of a project from initiation through construction closeout.

BES listed this FTE in the middle of the bureau’s position summary provided to PUB.

Current Staffing

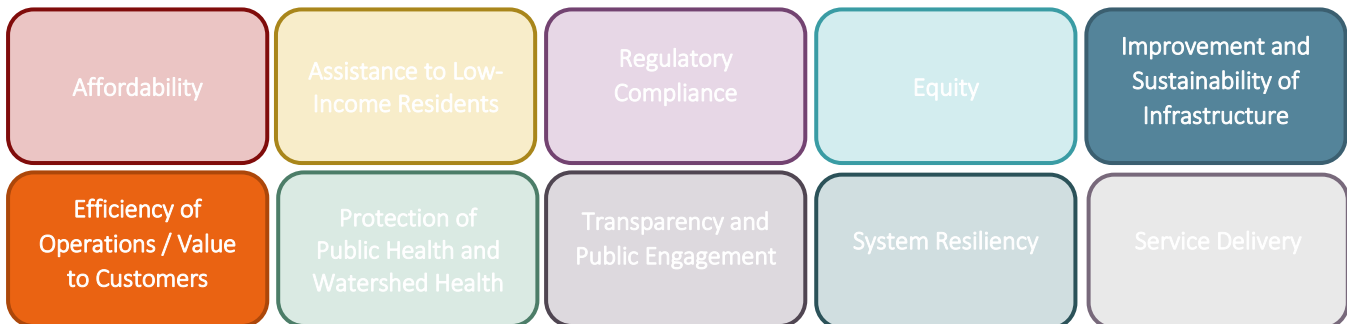
This group currently includes 1 supervising engineer, 22 FTE and 6 contractors.

As stated above, while vacancy information for the bureaus changes daily, as of early February there was one Engineering position in the Wastewater group that has been vacant for more than a year and BES is considering reclassifying that position to a Supervising Engineer.

Questions

- N/A

Related PUB Values



This request is related to 2 stated PUB values: Improvement and Sustainability of Infrastructure and Efficiency of Operations and Value to Customers.

Project Delivery – Support

1 FTE for Project Modeling in the Engineering Group

BES is requesting 1 Engineering Associate in the Asset Systems Management Division within the Engineering Group.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This position would support capital project modeling and the Combined and Sanitary System Plan Update. That plan update will take 3 years and include internal and contracted services. BES' intent is to incorporate ongoing modeling once complete to reduce the ongoing need for contract services every few years to do updates. This work is expected to improve project level modeling and planning that will lead to more efficient capital investments.

This position would support the organization change goal of improved identification and delivery of capital investments.

BES listed this FTE low on the bureau's position summary provided to PUB.

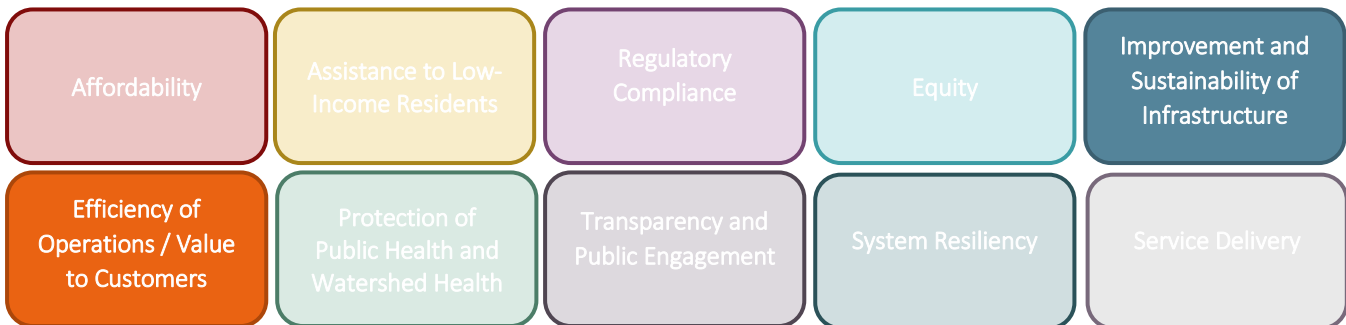
Current Staffing

The Asset Systems Management Division has a modeling group with a supervising engineer and 6 FTE, 2 contract engineers, and an intern. While vacancy information for the bureau changes daily, as of early February there was 1 position in this group that has been vacant for more than six months. The opening is expected to be posted in February for applicants.

Questions

- N/A

Related PUB Values



This request is related to 2 stated PUB values: Improvement and Sustainability of Infrastructure and Efficiency of Operations and Value to Customers.

1 FTE for Project Cost Estimating in the Engineering Group

BES is requesting 1 Principal Management Analyst in Program Management and Controls within Engineering.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This position would provide expertise and assistance to project managers in creating accurate budgets and schedules for complex projects. This is not currently provided as a centralized service of the capital program and the accuracy and confidence of estimates varies over the life of a project and from project to project.

Accuracy of estimates and monitoring of project budget was raised as a significant concern of the CIP PREP assessment. It was noted as an immediate need and BES is requesting FTE to address the long-term need and contract support for the short term.

BES listed this FTE last on the bureau’s position summary provided to PUB.

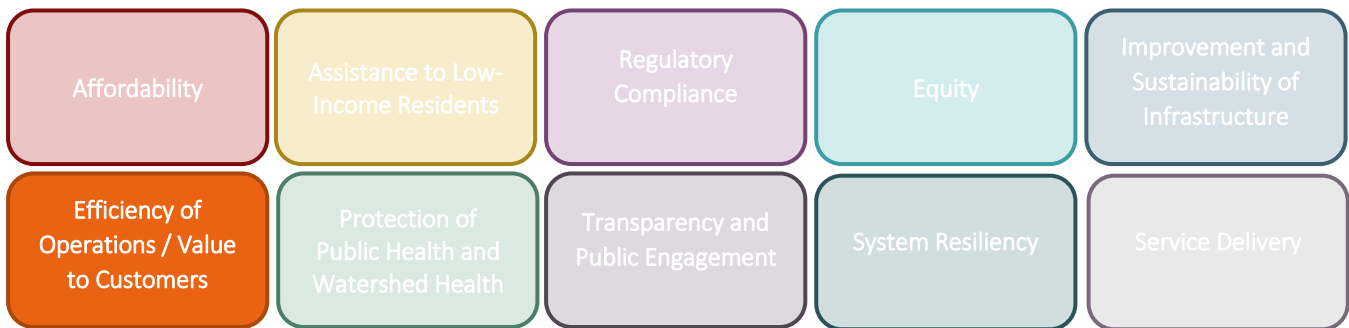
Current Staffing

While vacancy information for the bureaus changes daily, as of early February there were 1 vacancy within this group for an Engineer Technician II that was approved in the Fall BMP. Recruitment for this position has completed and the hiring manager is reviewing applications.

Questions

- N/A

Related PUB Values



This request is related to 1 stated PUB value: Efficiency of Operations and Value to Customers.

ES_03 Workforce

Total Decision Package Costs: \$311,096 Operating Costs and \$0 Capital Costs

Total FTE Requested: 1

Priority of the Bureau: #3

Request Summary

BES is requesting one limited term FTE (Training and Development Analyst) for workforce defined in BES' strategic plan as a desire to "build and support a diverse, high-performing workforce." This decision package was listed as the bureau's third highest priority but the position was ranked low on the position summary provided to PUB.

1 FTE (limited term) for Training Coordinator

BES is requesting a Training and Development Analyst to create a comprehensive approach for professional development of the engineering, construction, and technical staff within BES.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

As BES increases its focus on project management and tracking, using a somewhat new software platform (Heron), it has identified a clear but short term need within the Engineering Group for the initial development and roll out of a training program.

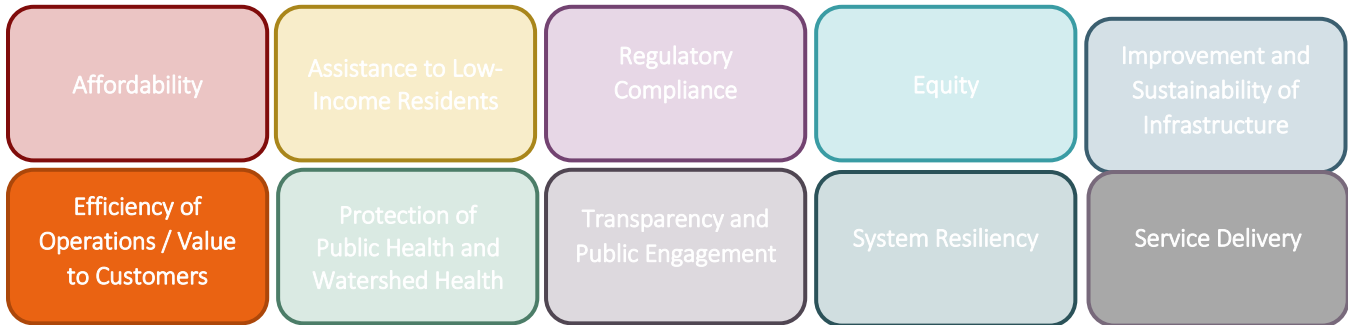
BES' expected output is a program that identifies core competencies within the Engineering Group, creates learning plans, and connects those to performance evaluations, career ladders, and succession planning. The anticipated outcome is two-fold. First, the position is requested as a temporary resource and expects the program will be developed to be sustainable with existing staff and education budget. Second, the lack of a systematic approach to development has been identified by staff as negatively impacting employee retention and career advancement and the desired outcome is a training program that would address those needs, lead to increased employee satisfaction, lower turnover, and ultimately more efficient delivery of capital projects.

BES listed this FTE low on the bureau's position summary provided to PUB.

Questions

- N/A

Related PUB Values



This request is related to 2 stated PUB values: Efficiency of Operations and Value to Customers, and Service Delivery

ES_05 Responsive Business Systems and Decision Making

Total Decision Package Costs: \$383,288 Operating Costs and \$0 Capital Costs

Total FTE Requested: 3

Priority of the Bureau: #5

Request Summary

BES is requesting three FTE (1 Business Systems Analyst, 1 Financial Analyst, and 1 Management Analyst) for Responsive Business Systems defined in BES' strategic plan as a desire to "integrate administrative, technical, and financial systems that support responsive and adaptable decision-making and service delivery." This decision package was listed as the bureau's fifth highest priority and the positions were listed in the middle of position summary provided to PUB.

The position requests below are presented by group and listed by decreasing priority as identified by BES within the groups.

Business Services

1 FTE for Budget Analysis

BES is requesting 1 Financial Analyst in the Financial Planning Division to assist with budget development, budget monitoring, responses to finance related inquiries, and the fiscal components of bureau-wide initiatives.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

The Financial Planning Division is responsible for developing financial forecasts, rates and fees, and the budget, and responding to inquiries. This office doesn't currently conduct bureau-wide budget monitoring; those tasks are decentralized and program staff throughout the bureau monitor their own resources. With this position, the division would develop a consistent, centralized method for year-round budget monitoring. The expected outcome is to support improved budget transparency, including identification of underspending that could be reallocated to higher priorities, response to inquiries from oversight bodies like PUB, and better information for BES leadership, City Council, and the public.

This position would support more efficient budget monitoring of resources.

BES listed this FTE in the middle of the bureau's position summary provided to PUB.

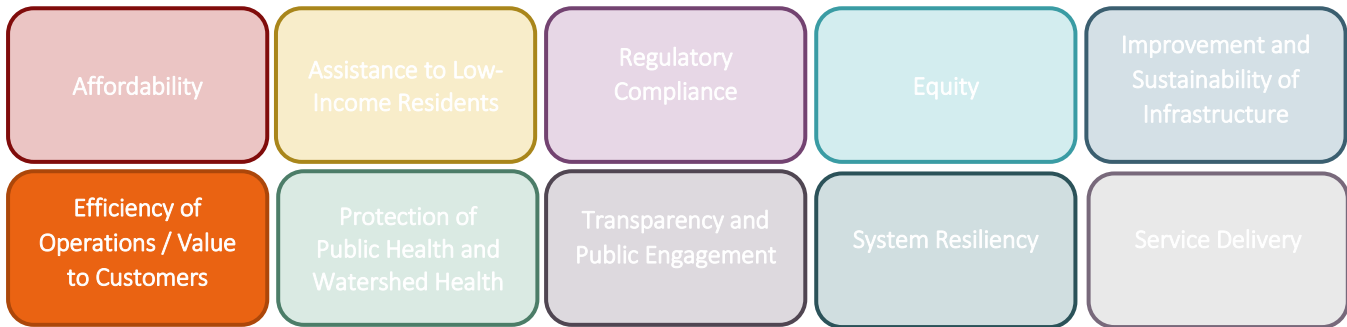
Current Staffing

The Financial Planning Division has three FTE. While vacancy information for the bureaus changes daily, as of early February, there were no vacant position within this division.

Questions

- No questions. This position would complement the PUB's stated values in the Fall BMP process of the bureau using management techniques and realigning resources throughout the year.

Related PUB Values



This request is related to 1 stated PUB value: Efficiency of Operations and Value to Customers.

1 FTE for Procurement Coordination

BES is requesting 1 Management Analyst in Business Services.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

This position is requested to streamline bureau work related to contract services. It is envisioned to be single point of contact for BES staff who manage goods, non-professional, and professional construction services. Long procurement processes and contract negotiations were identified as a reason for delayed capital projects.

BES listed this FTE in the middle of the bureau's position summary provided to PUB.

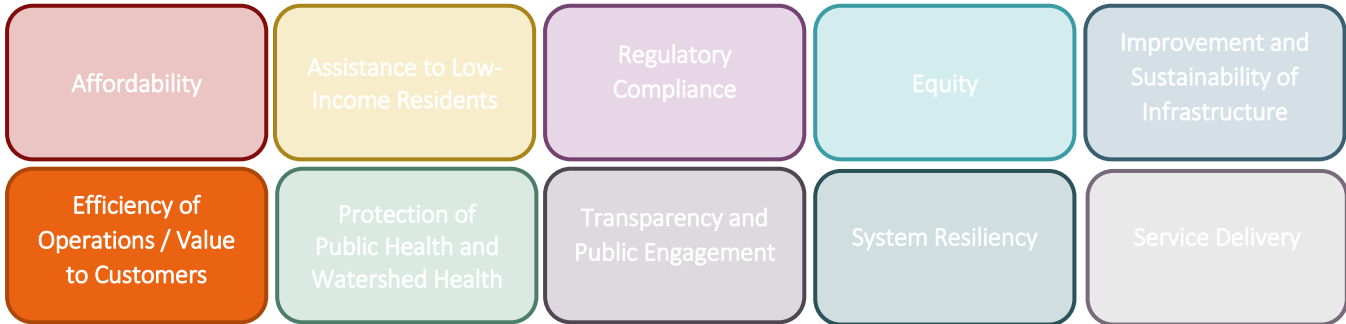
Current Staffing

The Contract Management team within Business Services has one administrator, one program coordinator, and one management analyst.

Questions

- Where is the balance between augmenting the service that comes from OMF and recreating that capacity within the bureau?
- Improving procurement services is a key priority of OMF. Will this be a long-term need or could a limited term position address the immediate needs and the bureau reassess whether it needs to permanently increase capacity in this area once central service improvements are implemented?

Related PUB Values



This request is related to 1 stated PUB value: Efficiency of Operations and Value to Customers.

Pollution Prevention

1 FTE for the Investigations Division

BES is requesting 1 Business Systems Analyst for the Environmental Investigations Division (EID) in Pollution Prevention.

Program Goals, Expected Outcomes, and Consequences of Not Receiving the Positions

The goal of the Environmental Investigations Division is to provide timely and accurate analytical, flow, and environmental data to decision-makers within every group in BES, as well as in other City agencies. This position is being requested to focus on data deficiencies within EID. Currently, BES has insufficient data management structures and processes which make it difficult to recognize and capitalize on opportunities to use data long-term for needs beyond their original purpose. As a result, costs are incurred to collect new data even though existing data may have been sufficient. Expected outcomes include cost savings by increasing efficiency of data use. If the position is not approved, underutilization of existing data will continue.

BES listed this FTE in the middle of the bureau's position summary provided to PUB.

Current Staffing

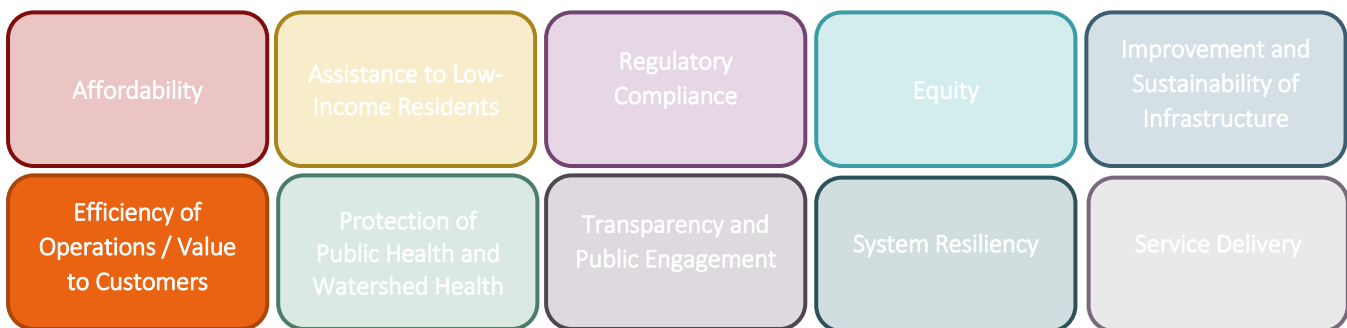
The EID includes Manager over 15 staff in the Water Pollution Control Lab, 5 FTE in Coordinated Site Analysis, 7 FTE in Data Acquisition and Management, 10 FTE in Field Operations, 4 FTE in Investigations and Monitoring, and 1 FTE in Facilities. While vacancy

information for the bureaus changes daily, as of early February, there were two vacant positions in the Data Acquisition and Management subdivision. One has been vacant for more than 100 days and has been posted for application and one has been open for more than 200 days and is with HR for an announcement.

Questions

- While this position would support long-term data improvements identified in the strategic plan and improve efficient use of data, is that investment critical now as the bureau is working through organizational change? Is this an immediate need? What are the tradeoffs to waiting or reallocating resources?

Related PUB Values



This request is related to 1 stated PUB value: Efficiency of Operations and Value to Customers.