

## PUB Support Staffing Model Options

### April 18<sup>th</sup>, 2019

The Portland Utility Board launched with support staff of a full time Principal Financial Analyst, plus the analytical capacity of assigned CBO budget analysts and general management support from CBO. CBO heard from both the PUB and the former PUB analyst that the administrative workload required some level of dedicated administrative staff support. CBO has collected information from a variety of stakeholders on the potential workload and support needs for the PUB and poses the below three options for consideration by the PUB as we move towards recruiting for permanent positions.

The three options all divide the administrative responsibility and the high-level analytical responsibility between two positions, varying from a total of 1.0 FTE to a total of 1.5 FTE. The costs of these options range from an estimated \$230,000/year to \$325,000/year. The former model of a full time Principal Analyst would cost \$240,000/year. These costs will be split evenly between Water and BES.

We will discuss these options at the PUB meeting on Thursday, April 18<sup>th</sup> with the goal of making a decision to enable the permanent recruitment process to begin in a timely manner.

#### Option 1: Half-time PUB Analyst + Half-time PUB Administrative Assistant

Estimated total cost = approx. \$230,000

##### Half-time PUB Analyst Role:

- Provides approx. 16 hrs/month analytical support as directed by the PUB
  - Aligns with PUB Work Plan needs
  - Leverages budget analysis by assigned CBO analysts
- Facilitates basic level of collaboration among PUB and bureau staff on topic setting and information sharing
- Drafts official PUB communications for Council and the public
- Leads trainings and onboarding for new members
- Facilitates understanding and compliance with Board bylaws, budget processes and rules

##### Half-time PUB Administrative Assistant Role:

- Provides all administrative and logistical support for the Board
- Manages and updates the PUB website

0.5 FTE PUB Administrator		0.5 FTE PUB Analyst	
Administrative Support			
<b>12 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Agenda setting and public noticing, and attendance and quorum confirmation;</li> <li>• Materials collection and distribution;</li> <li>• Room reservations, set up and catering;</li> <li>• Meeting minutes;</li> </ul>	<b>2 hr/wk</b>	<ul style="list-style-type: none"> <li>• Manage/oversee Board recruitment and appointment process;</li> <li>• Coordinate and facilitate special meetings;</li> </ul>

	<ul style="list-style-type: none"> <li>• Coordinate and facilitate special meetings;</li> <li>• Manage purchasing and procurement needs</li> <li>• Implement administrative details of Board recruitment and appointment process;</li> </ul>		
<b>Communications Support &amp; Management</b>			
<b>3 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Manage and update website content;</li> <li>• Staff public hearings on the budget.</li> </ul>	<b>5 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Direct, prepare and present objective analysis and reports to PUB, bureau management, electeds, and the public;</li> <li>• Draft and finalize official PUB documents</li> <li>• Provide project and process status updates to elected officials, bureau leadership and the public.</li> </ul>
<b>Board Coordination &amp; Management</b>			
<b>2 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Meet regularly with PUB chairs, Board members, and bureau staff to coordinate and focus agenda topics and information dissemination;</li> <li>• Implement administrative details of Board recruitment and appointment process;</li> </ul>	<b>6 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Meet regularly with PUB chairs, Board members, and bureau staff to coordinate and focus agenda topics and information dissemination;</li> <li>• Advise in the construction and deployment of the Board work plan;</li> <li>• Create and deliver trainings for new members;</li> <li>• Monitor and advise on Board bylaws and rules;</li> </ul>
<b>Analytical Support</b>			
		<b>4 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Conduct research and analyze complex budget, policy, and operational issues to inform Board work plan and agenda discussions;</li> <li>• Develop recommendations for Board and Council.</li> </ul>
<b>Budget and City Process Support</b>			
		<b>2 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Consult and advise Board and stakeholders on City budget process, procedures and Budget Law;</li> <li>• Facilitate alignment between Board work and CBO processes and projects;</li> <li>• Connect Board members to budget and other City resources and information;</li> </ul>
<b>Other Duties</b>			
<b>1 hrs/wk</b>	Other duties as assigned or necessary	<b>1 hr/wk</b>	Other duties as assigned or necessary

Option 2: Half-time PUB Analyst + Full-time PUB Coordinator

Estimated total cost = approx. \$290,000

Half-time PUB Analyst Role:

- Provides approx. 28 hrs/month analytical support as directed by the PUB
  - Aligns with PUB Work Plan needs
  - Leverages budget analysis by CBO analysts
- Leads development of strategic planning and communication efforts
  - Advises on goal setting, work plan topics, and deliverables
  - Formulates communications plan
  - Delegates and oversees plan implementation by Coordinator

Full-time PUB Coordinator Role:

- Provides all administrative and logistical support for the Board
- Manages and updates the PUB website
- Facilitates the focused and timely delivery of materials for PUB agenda topics\*
- Manages new member recruitment, appointment, and onboarding/training\*
- Manages all day-to-day PUB coordination and work plan implementation needs, with general guidance from the PUB Analyst\*
- Establishes agreed-upon performance management system for evaluating Board accomplishment of goals; tracks progress and provides updates to the Board and stakeholders\*
- Under guidance from the PUB Analyst, implements communications plan and drafts all Board communications\*
- Facilitate alignment between Board work and CBO processes and projects\*

\*Duties that would pertain to a Coordinator classification. Should the position be an Administrative Assistant, these duties would require doing by the Analyst or not be completed.

**Detailed Job Duties Matrix**

1.0 FTE PUB Coordinator		0.5 FTE PUB Analyst	
<b>Administrative Support</b>			
<b>12 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Agenda setting and public noticing, and attendance and quorum confirmation;</li> <li>• Materials collection and distribution;</li> <li>• Room reservations, set up and catering;</li> <li>• Meeting minutes;</li> <li>• Coordinate and facilitate special meetings;</li> <li>• Manage purchasing and procurement needs</li> </ul>		
<b>Communications Support &amp; Management</b>			

<p><b>5 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Manage and update website content;</li> <li>• Draft Board communications with guidance from PUB chairs and analyst;</li> <li>• Provide written and oral project and process status updates;</li> <li>• Oversee communications plan implementation;</li> <li>• Staff public hearings on the budget.</li> </ul>	<p><b>5 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Direct, prepare and present objective analysis and reports to PUB, bureau management, electeds, and the public;</li> <li>• Provide guidance and oversight of communications drafted by PUB Coordinator;</li> <li>• Develop and monitor communications plan;</li> <li>• Provide project and process status updates to elected officials, bureau leadership and the public.</li> </ul>
<b>Board Coordination &amp; Management</b>			
<p><b>18 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Meet regularly with PUB chairs, Board members, and bureau staff to coordinate and focus agenda topics and information dissemination;</li> <li>• Coordinate and focus agenda topics and materials development;</li> <li>• Manage Board recruitment and appointment process;</li> <li>• Create and deliver trainings for new members;</li> <li>• Monitor and advise on Board bylaws and rules;</li> <li>• Develop and track Board goal achievement: generate agreed-upon performance metrics and track progress.</li> </ul>	<p><b>5 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Meet regularly with PUB chairs, Board members, and bureau staff to coordinate and focus agenda topics and information dissemination;</li> <li>• Assist in Board strategic planning and goal setting;</li> <li>• Advise in the construction and deployment of the Board work plan;</li> <li>• Support the PUB coordinator's performance management efforts.</li> </ul>
<b>Analytical Support</b>			
		<p><b>7 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Conduct research and analyze complex budget, policy, and operational issues to inform Board work plan and agenda discussions;</li> <li>• Develop recommendations for Board and Council.</li> </ul>
<b>Budget and City Process Support</b>			
<p><b>3 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Consult and advise Board and stakeholders on City budget process, procedures and Budget Law;</li> <li>• Facilitate alignment between Board work and CBO processes and projects;</li> <li>• Connect Board members to budget and other City resources and information;</li> </ul>	<p><b>2 hrs/wk</b></p>	<ul style="list-style-type: none"> <li>• Consult and advise Board and stakeholders on City budget process, procedures and Budget Law;</li> <li>• Provide management support of PUB coordinator</li> </ul>
<b>Other Duties</b>			
<p><b>2 hrs/wk</b></p>	<p>Other duties as assigned or necessary</p>	<p><b>1 hr/wk</b></p>	<p>Other duties as assigned or necessary</p>

Option 3: Full-time PUB Analyst + Half-time PUB Administrative Assistant

Estimated total cost = approx. \$325,000

Full-time PUB Analyst Role:

- Provides approx. 40 hrs/month analytical support as directed by the PUB
  - Aligns with PUB Work Plan needs
  - Leverages budget analysis by CBO analysts
- Leads development and implements strategic planning and communication efforts
  - Advises on goal setting, work plan topics, and deliverables to maximize Board value and impact
  - Formulates and implements communications plan
  - Facilitates collaboration and alignment among PUB and bureau staff on topic setting and information sharing
- Establishes agreed-upon performance management system for evaluating Board accomplishment of goals; tracks progress and provides updates to the Board and stakeholders
- Drafts official PUB communications for Council and the public
- Leads trainings and onboarding for new members
- Facilitates understanding and compliance with Board bylaws, budget processes and rules

Half-time PUB Administrative Assistant Role:

- Provides all administrative and logistical support for the Board
- Manages and updates the PUB website

*\*Note: there may be an option 3b. whereby we seek to job-share administrative support with another bureau staff member doing similar administrative support work. This could slightly decrease total cost.*

0.5 FTE PUB Administrator		1.0 FTE PUB Analyst	
<b>Administrative Support</b>			
<b>12 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Agenda setting and public noticing, and attendance and quorum confirmation;</li> <li>• Materials collection and distribution;</li> <li>• Room reservations, set up and catering;</li> <li>• Meeting minutes;</li> <li>• Coordinate and facilitate special meetings;</li> <li>• Manage purchasing and procurement needs</li> <li>• Implement administrative details of Board recruitment and appointment process;</li> </ul>	<b>2 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Manage/oversee Board recruitment and appointment process;</li> <li>• Coordinate and facilitate special meetings;</li> </ul>
<b>Communications Support &amp; Management</b>			
<b>3 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Manage and update website content;</li> <li>• Staff public hearings on the budget.</li> </ul>	<b>10 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Direct, prepare and present objective analysis and reports to PUB, bureau management, electeds, and the public;</li> </ul>

			<ul style="list-style-type: none"> <li>• Draft and finalize official PUB documents</li> <li>• Provide project and process status updates to elected officials, bureau leadership and the public.</li> <li>• Develop and implement communications plan;</li> <li>• Ensure information exchange between bureaus and PUB is timely, concise and accurate to maximize value</li> </ul>
<b>Board Coordination, Management, &amp; Development</b>			
<b>2 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Meet regularly with PUB chairs, Board members, and bureau staff to coordinate and focus agenda topics and information dissemination;</li> <li>• Implement administrative details of Board recruitment and appointment process;</li> </ul>	<b>12 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Meet regularly with PUB chairs, Board members, and bureau staff to coordinate and focus agenda topics and information dissemination;</li> <li>• Advise in the construction and deployment of the Board work plan;</li> <li>• Create and deliver trainings/onboarding for new members;</li> <li>• Monitor and advise on Board bylaws and rules;</li> <li>• Organize and deploy board development and/or trainings</li> <li>• Develop and track Board goal achievement: generate agreed-upon performance metrics and track progress.</li> </ul>
<b>Analytical Support</b>			
		<b>10 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Conduct research and analyze complex budget, policy, and operational issues to inform Board work plan and agenda discussions;</li> <li>• Develop recommendations for Board and Council.</li> </ul>
<b>Budget and City Process Support</b>			
		<b>4 hrs/wk</b>	<ul style="list-style-type: none"> <li>• Consult and advise Board and stakeholders on City budget process, procedures and Budget Law;</li> <li>• Facilitate alignment between Board work and CBO processes and projects;</li> <li>• Connect Board members to budget and other City resources and information;</li> </ul>
<b>Other Duties</b>			
<b>1 hrs/wk</b>	Other duties as assigned or necessary	<b>2 hr/wk</b>	Other duties as assigned or necessary