

BEFORE THE COUNCIL OF THE
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF ADDING ONE)	RESOLUTION NO. 87-824
SECRETARY AND ONE .5 FTE OFFICE)	
ASSISTANT TO THE SOLID WASTE)	Introduced by
DEPARTMENT)	Executive Officer

WHEREAS, Resolution No. 87-744 adopted the FY 1987-88 Budget; and

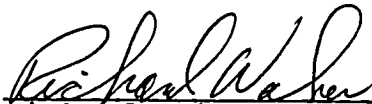
WHEREAS, The need has been established to add one FTE Secretary and .5 FTE Office Assistant for the Support Services section of the Solid Waste Department; and

WHEREAS, Under the Metropolitan Service District Code Section 2.02.125, the Council of the Metropolitan Service District must authorize new positions; now, therefore,

BE IT RESOLVED,

That the Council of the Metropolitan Service District authorizes establishment of new positions of one FTE Secretary and .5 FTE Office Assistant in the Solid Waste Department effective immediately.

ADOPTED by the Council of the Metropolitan Service District this 12th day of November, 1987.


Richard Waker, Presiding Officer

JM/sm
8451C/525
11/16/87

Analyst 3 position not approved by the Council

STAFF REPORT

Agenda Item No. 10.6

Meeting Date Nov. 12, 1987

CONSIDERATION OF RESOLUTION NO. 87-824 FOR THE
PURPOSE OF ADDING 1 ANALYST III, 1 SECRETARY AND .5
FTE OFFICE ASSISTANT TO THE SOLID WASTE DEPARTMENT.

Date: November 12, 1987

Presented by: Rich Owings

FACTUAL BACKGROUND AND ANALYSIS

The Solid Waste Department has identified a need for staff increases in Waste Reduction and Support Services in order to carry out an increased work program in the Department. A total staff increase of 2.5 FTE is requested, based upon the following justification and program needs.

STAFF NEEDS

1. Hazardous Waste Position

As a result of legislative acts approved in the 1987 session, Metro has been designated more responsibility for hazardous waste reduction and management than it has previously had. An increasing public awareness of hazardous waste issues as well as changes in federal laws have also led to the need for Metro to have more involvement in hazardous waste management planning and implementation.

It is timely for Metro to assume a more active role in hazardous waste material management as the safe handling and disposal of such materials have taken on serious dimensions nationwide. There is a critical need for Metro to provide a regional perspective in this area. Metro can develop an effective hazardous waste materials management program at relatively low cost, utilizing the region's public and private resources. These resources must be identified and linked so that planning, collection, transportation, and disposal occur in a concerted, coordinated manner rather than fragmentally. Metro should incrementally expand upon the role identified during the last legislative session, to become an actor in the large-scale efforts to protect the region from hazardous emergencies which result from improper handling and disposal of hazardous waste materials. Coordination of such efforts must eventually be assumed by Metro; at a minimum, Metro should have a significant role in response planning and response

training and provide such services which can most effectively be done on a regional level. In order minimally to meet the legislative mandates presently charged to Metro, and other identified needs, the following work program must be implemented:

- a. Development of a management plan for hazardous waste to establish facilities and services for exempt small quantity generators of hazardous waste; to include:
 - a joint effort of Metro and the DEQ in disseminating information regarding changes in waste disposal regulations which affect exempt small quantity generators.
 - joint development of a training and assistance program by the DEQ and Metro for exempt small quantity generators to provide instruction in the proper handling and disposal of wastes they generate.
 - working jointly with the DEQ to educate members of the hazardous materials industry to ensure that handling and proper disposal methods are communicated and that techniques are shared and available to affected parties.
- b. Development and provision of materials for regional distribution regarding collection and alternatives to landfill disposal of all household hazardous and special waste.
- c. Implementing and managing a program for training Metro staff and contract employees for hazardous waste materials handling and disposal.
- d. Providing coordination of and assistance to other agencies and actors in the region to develop disposal and waste reduction programs for hazardous waste.
- e. Development and management of a twice yearly region-wide household hazardous waste collection program.
- f. Coordination and development of response training and a response plan for the region.

A portion of a staff position was budgeted in the 1987-88 budget to coordinate a single household hazardous waste collection event. The major percentage of this work, however, was not planned for at the time of budget adoption and has occurred largely as a result of legislative actions affecting Metro and the DEQ, with whom Metro must coordinate program implementation. To do the work, an additional Analyst III will be needed on an ongoing basis, increasing the solid waste office staff to 27 positions. Support services, additionally, will be impacted by this staff addition.

2. Clerical/Support Staff

During the 1987-88 budget process, solid waste staff increased by 6.5 FTE positions, an addition of six full-time professional positions. Support services staff was only increased by the addition of a half-time secretary to full-time position.

At the time the budget was prepared, the impact upon support services of six new positions was not fully assessed. The existing ratio of staff to support services prior to budget increases was as follows¹:

3.5 FTE support services positions
to
20.0 FTE professional positions

or

1.0 FTE support services positions
to
5.7 FTE professional positions

The increase in six analyst positions and .5 FTE for support services equates to the following:

4.0 FTE support services positions (+ .5 FTE)
to
26.0 FTE professional positions (+ 6 FTE)

or

1.0 FTE support services positions
to
6.5 FTE professional positions

The differential in previous staff requirements versus new staff requirements equates to an increase in clerical staff needs of .8 FTE.

The above calculations relate to normal working hours of 40 hours per week for staff. The professional staff rarely work only 40 hours per week, however. In fact, most work in excess of 45 hours per week. This impacts the work requirements of support services staff exponentially, since a ratio must be applied. It must be noted that support services staff were not under utilized prior to budget personnel increases. At this time, support services staff cannot adequately handle the work load generated by professional staff without additional help.

¹does not include landfill and transfer station personnel.

Additionally, the Council has taken actions since adoption of the fiscal year 1987-88 budget which affect at least two program areas substantially. In addition, the 1987 legislative session produced acts which have generated further work for the Solid Waste Department, irrespective of known needs at the time of budget adoption. Finally, needs for support services by solid waste staff, unanticipated in the development of the 1987-88 budget, have surfaced. This affects staff work requirements in the following areas:

A. Council Actions

1. Solid Waste Functional Planning

The work time frame has been reduced from a proposed 24-month to an approved 18-month time frame.

This means that additional consulting work has been required, and at the same time, since the contract calls for support services to be provided by agency personnel, the projected work program has been adjusted to produce more work in a shorter time period. And, in order to meet timelines, more subcommittees have been formed, which further increases support staff needs.

No new positions in support services, however, are available, and it has been necessary to hire temporary personnel to assist clerical staff in producing the required work. A portion of the cost was absorbed via unfilled positions budgeted elsewhere in personal services which provided internal savings; however, nearly all of these positions are now filled, and it is not anticipated that such savings can continue at a level required to accommodate additional unbudgeted staff.

In order to accommodate increased demands for support services work, personnel from the gatehouse staff have been recruited for assistance. This has meant revising scheduled shifts of employees in order to cover hours during which the gatehouse staff member is recording meetings and composing meeting summaries. This has created some strain on existing staff resources at CTRC and is not recommended as a permanent solution for the solid waste management planning project.

An estimated .5 FTE in support services is required to accomplish the work generated by this project within the projected time frame.

2. Resource Recovery

At the time of budget adoption, the department anticipated memorandum of understanding negotiations to proceed with a maximum of two vendors beginning in July. Subsequent to approval of the budget, a decision was made by Council to embark on preliminary negotiations with four vendors for resource recovery, anticipated to extend through 60 days. The additional work required additional support services work, as well as technical engineering positions which were hired on a temporary basis. Personnel savings were available to cover this elsewhere in the personal services budget on an interim basis due to unfilled approved new positions.

In addition to the unexpected level of support services required for resource recovery, a Health Impacts committee has been initiated by Council action to render an independent finding regarding health impacts of an incinerator facility. This committee, which is charged with generating a report for the Executive Officer's and Council's consideration by late January, will also require support services to complete its work.

An estimated five to ten hours per week will be required of the Solid Waste Department to provide additional staff work for this committee throughout its existence. An estimated .1 FTE support services increase is required through January to assist in this effort.

B. Legislative Action

1. During the 1987 legislative session, the assembly enacted into law several bills affecting hazardous waste management and reduction. These actions have a direct impact on the Metro solid waste program and are expected to affect the support services staff work load by the equivalent of approximately .1 FTE.

C. Unanticipated Support Services Needs

With the inception of a system network for data management, it has become apparent that a reference library will be needed to house documents and reports for referral purposes. In order to adequately manage and store this material, a reference library is needed, and one is planned for installation when the Solid Waste Department quarters are renovated.

Currently, such documents are stored in various divisions of the department, and access is not systematically maintained; therefore, it is difficult at best to ascertain what is available for needed cross references.

Such materials must be systematically managed, which requires ongoing maintenance. Support services staff is required to do this, and with the existing limited staff resources, it is not presently possible. In order to adequately meet this requirement, .1 FTE is required in additional support services, for an average of four to five hours of work per week.

Needed Support Services Increase

The three areas for which increases in support services have been identified equate to the following additions in staff:

A. Planning

.5 FTE

Resource Recovery

.1 FTE

B. Hazardous Waste

.1 FTE

C. Unforeseen Needs

.1 FTE

.8 Total

As noted previously, this work has been done internally by hiring temporary staff through cost savings in the Personal Services category (vacancies and unfilled new positions). We do not, however, anticipate these savings to continue, as most positions are currently filled and we expect to have all positions filled by December 1, including these requested new positions.

Adding the identified shortfall of .8 FTE with the previously stated .8 FTE differential in new staff requirements approved in the 1987-88 budget, equates to approximately 1.5 FTE in additional support services needed by the Solid Waste Department in order to meet the specified work program. (Note: .1 FTE for Resource Recovery is anticipated to be needed only through January, thus 1.5 FTE will be needed for total program needs.)

We are requesting these positions to be established on a permanent basis, in order to provide the resources necessary to carry out the work of the department in a timely manner and to reduce the ongoing requirement of overtime work by staff. While we recognize that the

planning program, which requires .5 FTE, is for an 18-month period, the work level is expected to continue uninterrupted after the plan is adopted, in order to implement the provisions of the plan. These work programs are examples of ongoing unplanned needs for support services work which we anticipate will continue, therefore, permanent status is requested.

A report of recommendations by the Personnel Division, as well as a position description for the Analyst III Hazardous Waste Management position, are attached as Exhibits A and B. Job classifications for the positions have been designated by the Personnel Department as follows:

1	FTE	Analyst III Salary Range No. 10.0	-	Hazardous Waste Management Waste Reduction Program
1	FTE	Secretary Salary Range No. 5.0	-	Support Services
.5	FTE	Office Assistant Salary Range No. 2.5	-	Support Services

Assuming a start date of December 1, 1987 for each position, the fiscal year 1987-88 budget impact will be as follows:

1	FTE	Analyst III, 7 months	\$20,043 (incl. fringe @ 31%)
1	FTE	Secretary, 7 months	12,293 (incl. fringe @ 31%)
.5	FTE	Office Assistant, 7 months	<u>4,087</u> (incl. fringe @ 10%)
Total Budget Impact			\$36,423

Funds for the positions will be transferred from the Solid Waste Contractual Services to the Solid Waste Administration and Waste Reduction Personal Services budgets. The projected fiscal year 1988-89 costs for 2.5 FTE in the above classifications is \$53,250.

Executive Officer's Recommendation

The Executive Officer recommends adoption of Resolution No. 87-824 authorizing creation of 2.5 FTE new positions in the Solid Waste Department. The budget action necessary to implement this recommendation is proposed as a transfer of funds from the Contractual Services category in the Facilities Development program to the Personal Services category in Solid Waste Administration and Waste Reduction. Savings in Contractual Services have occurred as a result of work done in-house. System cost analysis for resource recovery and landfill facilities and a significant portion of the engineering for a new landfill and Request for Bids have been done in-house by Solid Waste staff. It is estimated

that \$40,000 budgeted for technical, legal and financial analysis in the Facilities Development Fund has been saved by doing cost analysis work in-house. Additional savings in funds budgeted in the Capital Fund for engineering services for the new landfill have also been derived through staff doing the work in preparation of the Request for Bids for a waste disposal site.

Analyst III
Hazardous Waste Management

Mission Statement

To develop policies and procedures for agency participation in hazardous waste materials management and disposal. To identify and implement Metro's role in hazardous waste materials planning, collection, transportation, and facility siting. To develop and implement regularly scheduled collection events region-wide and public education/information programs on an ongoing basis.

Distinguishing Characteristics

The position of Hazardous Waste Management Analyst is responsible for assisting Waste Reduction staff and the Solid Waste Department Administration in developing and maintaining a plan for hazardous waste materials management and disposal.

Principal Functions:

1. System Planning

- Develop policies and procedures for the agency in hazardous waste materials management and disposal.
- Develop a long range plan for the region's handling of household generated wastes and conditionally exempt and special waste generators.
- Develop agency criteria for facility siting as a component of the Solid Waste Management Plan.

2. Coordination and Management

- Coordinate and manage semiannual household hazardous waste collection events.
- Coordinate with the industry and other responsible agencies region-wide for the planning, collection, and transportation of hazardous waste materials.
- Ensure compliance with state mandated charge to Metro for involvement in hazardous waste materials planning and management.
- Analyze and maintain statistical reports and subject data pertinent to hazardous waste materials movement and disposal.

- Compile annual report on activities of the agency in the area of hazardous waste materials management and planning.
- Assist and serve as staff to advisory committees charged with developing reports and recommendations related to hazardous waste materials.

3. Training and Education

- Develop program for instruction of agency staff:
 - Train Recycling Information Center staff regarding referral, exchange, and reduction of hazardous waste.
 - Instruct Solid Waste Department staff in proper handling and disposal methods for hazardous waste materials.
- Develop training materials and public dissemination program related to hazardous waste materials.
 - Coordinate training programs with members of the industry and other public agencies.
 - Conduct periodic public seminars and workshop instruction in hazardous waste materials handling.

Required Knowledge and Skills

Knowledge of:

- program/project and budget management
- government and private enterprise practices
- hazardous waste practices and laws

Substantial Skill to:

- manage staff and effectively coordinate input of multiple agencies and affected interests
- develop long and short range plans and gain input and/or consensus from all affected interests

Minimum Educational and Employment Qualifications:

- four-year college degree, one year experience
- work with public or private agency in hazardous waste or comparable experience



METRO

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Memorandum

EXHIBIT B

Date: November 3, 1987

To: Rich Owings, Solid Waste Director

From: *RB* Randy Boose, Personnel Officer

Subject: Classification of the proposed Hazardous Waste
Position in Solid Waste

I have reviewed your memo of October 27, 1987 and the proposed job duty list you have prepared for the proposed Hazardous Waste position. Clearly the duties you describe for this position are consistent with the Class Specifications for an Analyst 3. The Analyst 3, as described in the class specification, is "recognized as the technical specialist in a specific program or functional area" and is "involved in policy formulation." This is the type of position that you describe as developing and managing a region-wide hazardous waste program. Typically, the Analyst 3 is in charge of a particular departmental program or project. Additionally, the technical training and work experience qualifications that you describe are consistent with those of an Analyst 3. The Analyst 3 position is at the 10.0 salary range (\$26,042 to \$32,573). Because additional funding is need to cover the addition of this position and the one-and-a half support positions you plan to add to your staff, Council approval is required. Addition of new positions requires Council approval.

RB/sk

cc: Jennifer Sims
Ray Phelps

Vote: A vote on the motion resulted in:
Ayes: Councilors Bonner, Cooper, DeJardin, Gardner, Hansen, Knowles, Van Bergen and Waker
Nays: Councilors Collier, Kelley and Ragsdale
Absent: Councilor Kirkpatrick

The motion carried and Resolution No. 87-821 was adopted as amended.

10.6 Consideration of Resolution No. 87-824, for the Purpose of Adding One Analyst 3, One Secretary and .5 FTE Office Assistant to the Solid Waste Department

Rich Owings, Solid Waste Director, reviewed staff's written report, explaining the proposed Analyst position would be used for the hazardous waste program.

Councilor Gardner, Chair of the Council Solid Waste Committee, reported the majority of the Committee (3 to 2 vote) had voted to recommend adoption of the resolution. Ray Barker's November 12 memo to the Council summarized the Committee's recommendation and discussion. The minority expressed concern that the Solid Waste Department had shifted a program position to an administrative position -- an Analyst 3 position previously designated for the waste reduction program had been administratively redefined as the Assistant to the Director. The minority felt the hazardous waste work requested by the Solid Waste Director could be accomplished by filling a vacant analyst position in the functional planning program with a qualified individual and reassigning the Assistant to the Director position to a specific program area to work on the functional planning effort. This would accomplish the hazardous waste work program without the appropriation of additional funds for Personal Services.

Councilor Hansen added that all five Committee members agreed the additional clerical positions were necessary. He agreed with the majority of the committee that the new Analyst position was justified due to changing priorities in the Solid Waste Department.

A discussion followed on the need for the Analyst 3 position. Councilor Knowles recalled that six new positions had been added to the Solid Waste Department during the FY 1987-88 budget process. He was concerned the department had not clearly stated their needs at that time had reassigned responsibilities as described above.

In an unrelated matter, Councilor Van Bergen reported he had received a letter from Executive Officer Cusma regarding the status of the Bacona Road landfill siting process. He did not consider the letter

responsive to the questions raised by Councilors at the October 22 Council meeting. He requested staff contact him regarding Metro's liability, as provided by Oregon Statute, for siting expenses incurred by the Department of Environmental Quality.

Main Motion: Councilor Hansen moved, seconded by Councilor Kelley, to adopt Resolution No. 87-824.

Councilor Ragsdale asked if staff had considered alternative ways to resolve staffing problems. Mr. Owings explained the Assistant to the Director position was necessary for relieving the Director of clerical and administrative responsibilities as well as staffing the North Portland Enhancement Committee. There were no other positions available to pick up that important work. A vacant Analyst 3 position had been filled to perform functional planning work which was a top priority, fast-track project at this time, he said.

Motion to Amend: Councilor Gardner moved, seconded by Councilor Bonner, to delete the Analyst 3 position from the resolution.

Councilor Kelley was concerned about placing the Solid Waste Department in a position of playing "shell games" with personnel. She suggested a performance audit be performed to evaluate staffing. Both hazardous waste and functional planning programs were important priorities and deserved appropriate staffing, she explained.

Councilor Hansen noted that by approving the Analyst 3 position the Council was actually voting on whether it wanted to develop an effective hazardous waste program. He urged the Council to accept the majority recommendation of the Solid Waste Committee and to not endanger staff morale and program continuity. He agreed a performance audit should be conducted at some future time.

Councilor Collier explained it was important Councilors be able to trust the budget process. She thought mid-year staffing requests should be discouraged.

Councilor DeJardin thought the major concern of the Council should be to get important work accomplished which sometimes would require mid-year staff adjustments. He concurred a performance audit was desirable.

Vote on the Motion to Amend: A vote on the motion to delete the Analyst 3 position from the resolution resulted in:

Ayes: Councilors Bonner, Collier, Gardner, Knowles, Van Bergen and Waker

Nays: Councilors Cooper, DeJardin, Hansen, Kelley and Ragsdale

Absent: Councilor Kirkpatrick

The motion to amend the resolution carried.

Vote on the Main Motion: A vote on the motion to adopt the resolution resulted in:

Ayes: Councilors Cooper, DeJardin, Gardner, Hansen, Kelley, Knowles, Ragsdale and Waker

Nays: Councilors Bonner, Collier and Van Bergen

Absent: Councilor Kirkpatrick

The motion carried and Resolution No. 87-824 was adopted as amended.

Councilor Bonner said he had voted against adoption of the resolution because he thought additional staffing requests should only be made as part of the annual budget progress.

Councilor Gardner requested Council staff's analysis of the Solid Waste Department's request, which was sent to Solid Waste Committee members, be made available to all Councilors.

10.7 Consideration of Resolution No. 87-815, for the Purpose of Adopting Affirmative Action Goals and Objectives for FY 1987-88

Motion: Councilor Ragsdale moved, seconded by Councilor Kelley, to adopt the resolution.

There was a consensus among Councilors that staff should investigate a different system for measuring affirmative action process which could be implemented for FY 1988-89. Ray Phelps suggested alternatives could be discussed as part of the upcoming budget process.

Vote: A vote on the motion resulted in all ten Councilors present voting aye. Councilors Kirkpatrick and Knowles were absent.

The motion carried and Resolution No. 87-815 was adopted.

11. COMMITTEE REPORTS

Metropolitan Exposition-Recreation Commission (MERC) Nomination Process. Councilor Ragsdale announced that at the November 24 Council meeting, the Executive Officer would present her recommenda-