

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 01

Type: Adds

Decision Package: WA_01 - Water Treatment

Program: Treatment

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget		
EXPENDITURES									
Personnel Services	0	916,006	916,006	0	0	0	0	0	0
External Materials and Services	35,000	0	35,000	0	0	0	0	0	0
Capital Outlay	0	(600,318)	(600,318)	0	0	0	0	0	0
TOTAL EXPENDITURES	35,000	315,688	350,688	0	0	0	0	0	0
REVENUES									
Licenses & Permits	0	0	0	0	0	0	0	0	0
Charges for Services	35,000	315,688	350,688	0	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	35,000	315,688	350,688	0	0	0	0	0	0
FTE									
Full-Time Positions	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00

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Description:

Problem Statement:

As a public water system, the bureau's provision of drinking water is federally regulated predominantly under the 1974 Safe Drinking Water Act (SDWA). The bureau also has to comply with the requirements of the Long Term 2 Enhanced Surface Water Treatment (LT2) Rule. This compliance resulted in a comprehensive Watershed compliance program (Bull Run Treatment Variance) and replacement of some of the bureau's largest capital assets, it's five uncovered terminal reservoirs.

The LT2 Rule also requires water systems using surface water as a source to provide treatment to remove or inactivate Cryptosporidium. A provision of the SDWA allows a variance from that treatment under certain circumstances. The City made a request for a treatment variance to the Oregon Health Authority (OHA), and was granted the variance in March 2012 based on data, the legal protections for the Watershed, and the level of Watershed controls provided by the current management agreements and policies.

From January 2017 through March 2017, Cryptosporidium was detected in drinking water from the intake of the Bull Run Watershed in 14 samples. These were the first detections of Cryptosporidium at the intake since the treatment variance went into effect. After the repeated number of detections in early 2017, it became apparent that the concentration of Cryptosporidium would not be below allowable levels, and OHA issued an order to provide treatment.

The Portland City Council has directed the Portland Water Bureau (PWB) to comply with the order by proceeding with planning, design and construction of a filtration treatment facility. The Water Filtration Project will require a significant number of consultant expertise and internal staff for which the current staffing level is insufficient. The additional staff requested in this decision package will help PWB complete the required work and meet the deadlines imposed by OHA.

PWB currently has two water treatment facilities at Headworks and Lusted Hill that treat water from the Bull Run watershed to meet state and federal drinking water regulations. The required increase in treatment with the Water Filtration and Corrosion Control Optimization Projects will require additional staff resources in both the Engineering and Operations groups. There is also a great deal of additional work that will need to be performed to prepare the current system for the Project. Below is a description of each position request and how they will fit into the framework of preparation for and execution of the Water Filtration Project:

- The Principal Engineer is a new position request necessary to manage and oversee the new 10-year filtration project as a program manager. This position will be the lead for all the efforts that will be completed by internal staff and consultants. PWB will be looking for an individual that has experience with treatment systems to fill this position.
- The Engineering Associate positions, one position in Operations and one position in Engineering, are technical project support staff for the filtration project. These positions will support the planning, design, construction and operations phases of the filtration and corrosion control improvements. Further, the Engineering Associate position in Operations would support the Water Supply and Treatment Manager by evaluating optimizations of the treatment plants, preparing standard operating procedures and evaluating impacts of source water quality changes on the treatment processes.
- The Program Coordinator position is a non-technical project support staff member for the filtration project. This position will provide general project support. The bureau will be the lead of all the efforts required to meet treatment requirements. This position will support the Principal Engineer and other team members in keeping the project organized and on schedule.
- The Management Analyst position request is to add another position to the Contract Administration Branch (CAB). The Filtration project will need full-time support from CAB due to the increased number of estimated procurements. Further, there will be an increase in the amount of reporting and invoicing required over the course of the project. This position will enable CAB to continue to support the rest of the organization as well as the Filtration project.
- The Water Treatment Operators will oversee the day to day operations and maintenance of the treatment plants; an integral part of ensuring appropriate treatment to meet the safe drinking water act, handling hazardous chemicals and diverting water to meet clean water act requirements. The two requested positions are needed in the near-term for bench and pilot testing for the filtration facility, as well as working with Engineering on Corrosion Control Optimization while handling the existing duties at Headworks and Lusted Hill. It will take a minimum of three years to train and certify the new operators under the State of Oregon operator certification requirements for time on the job requirements for making operational

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 01

Type: Adds

Decision Package: WA_01 - Water Treatment

Program: Treatment

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

decisions. Hiring the operators now is necessary to ensure that staffing is available to operate the new Corrosion Control facility and to perform additional pilot testing that will be necessary as the Filtration project moves forward.

Alternatives:
This request represents a supplement to the existing staff needed to complete this project.

PWB believes it is in the bureau's best interest to have bureau staff, rather than contractors, assist with the Corrosion Control Optimization and Water Filtration Projects. It allows the opportunity to develop in-house expertise. By growing this expertise in-house, staff members will acquire the knowledge and skills necessary to operate this facility once on-line. The bureau has seen that this approach provides valuable expertise and value in the long-term.

If this package is not approved this year, there will be several outcomes. The engineering and management efforts contemplated for these positions will likely be procured via contract. The internal management of the services to be procured would result in less effort on other capital improvement projects. The treatment operators would be requested again in the future as the treatment facility will require more staff than the current treatment operations. The impact of not hiring the management analyst would yield delays in processing contracts and invoices bureau-wide.

If the bureau uses a consultant for these services, the knowledge of the system is lost when the project ends. This could result in additional long-term costs at the end of the project to hire the consultants back for additional training of staff. In discussions with utilities that have filtration plants such as Tacoma, staffing had to be increased to accommodate the short and long term needs during testing and normal operations once the plant was placed in service.

Decision Package Summary

Bureau: Portland Water Bureau

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Decision Package: WA_01 - Water Treatment

Program: Treatment

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Expected Results:

Impact:

The decision to move forward with the Corrosion Control and Water Filtration Projects ensure that the bureau will be able to provide reliable and safe water to customers in the future. This decision package is an integral part of the larger projects, and the project's success will rely heavily on the due diligence of the organization in preparation for it. Without appropriate staff and staff levels, the bureau risks continued compliance with all drinking water regulations.

This decision package addresses Performance Measures (PM) 0077/[Percentage of city's water supply provided by Bull Run watershed under normal conditions] by providing engineering staff for the planning, design, and construction of the capital project, and by providing the appropriately trained and certified operations personnel necessary to ensure that future processes have the experienced and knowledgeable levels of staffing required.

Further, this request would also provide engineering staff to design and implement the capital improvement project and Operations staff to assist the Water Quality Compliance group within Operations with (PM) 0058/[Number of violations of state and federal drinking water quality regulations].

Equity:

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

Water treatment changes are unrelated to specific goals outlined in the bureau's Racial Equity Plan. However, any increase in staffing represents an opportunity to implement hiring strategies outlined in the Racial Equity Plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

Water treatment changes do not address Citywide equity goals or strategies.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

Changes in water treatment will affect all Portlanders, with specific populations unknown. The bureau does not have data about whether communities of color are affected differently by water quality issues in Portland.

Corrosion control will primarily benefit people living in houses built between 1970 and 1985, which may have lead solder in their plumbing. There is a greater concentration of those houses in East Portland, where there are also more people at risk of marginalization.

Both corrosion control and filtration will make Portland's water safer to drink. Citywide corrosion control is a more equitable solution to reducing lead in water than encouraging property owners to replace lead-containing fixtures or plumbing.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 02

Type: Adds

Decision Package: WA_02 - UniDirectional Flushing

Program: Distribution

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget	
EXPENDITURES								
Personnel Services	0	418,854	418,854	0	0	0	0	0
External Materials and Services	25,000	0	25,000	0	0	0	0	0
TOTAL EXPENDITURES	25,000	418,854	443,854	0	0	0	0	0
REVENUES								
Charges for Services	25,000	418,854	443,854	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0
TOTAL REVENUES	25,000	418,854	443,854	0	0	0	0	0
FTE								
Full-Time Positions	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 02

Type: Adds

Decision Package: WA_02 - UniDirectional Flushing

Program: Distribution

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

Problem Statement:

In 1991, Environmental Protection Agency (EPA) published the Lead and Copper Rule (LCR) to control lead and copper in drinking water. As a result, Portland installed additional treatment at the Lusted Hill Treatment Facility to control corrosion by increasing the pH of the water.

In 1997, the Oregon Health Authority (OHA) approved the Lead Hazard Reduction Program as the optimal corrosion control treatment. This program is comprised of four components:

- Corrosion Control Treatment – Adds sodium hydroxide to increase pH and reduce the presence of lead in tap water;
- Lead in Water Education and Testing – Provides free lead in water testing to all customers in the Bull run service area;
- Education and Outreach for all sources of lead exposure – Raises awareness of all potential sources of lead, focusing on highest risk to children through trainings, workshops, and community events; and
- Lead paint remediation – Provides in-home risk assessments and lead hazard reduction measures through a partnership with the Housing Bureau’s Lead Hazard Control Grant Program.

In 2014, in anticipation of the changes to the Water System with the disconnection of uncovered reservoirs, the bureau began a water quality corrosion control study. Due to events in Flint, Michigan, the bureau contacted OHA to discuss Lead and Copper Rule (LCR) compliance. The Bureau proposed an improved corrosion control treatment schedule which was approved by OHA in January 2017. The schedule includes completing an improved corrosion control treatment facility by 2022.

This program has become increasingly important as the bureau is moving forward with optimizing corrosion control. Following the completion of the Corrosion Control Study, the bureau will move forward with the construction of a new corrosion control treatment facility at Lusted Hill in the form of a structure to house and deliver protective elements to the water to prevent corrosion. Prior to the new facility going online, it is prudent to have the entire distribution system flushed. The current program staff resources are not sufficient to perform the level of UniDirectional Flushing (UDF) and ad hoc water quality flushing necessary to maintain the current distribution system at a level of water quality expected in drinking water systems.

Operations currently has one position dedicated to flushing, backfilled with available positions when necessary. UDF staff systematically open and close pipe valves, forcing water through the system to scour the insides of pipes and remove sediment, biofilm, debris, and other deposits.

With Portland Water Bureau’s (PWB) current level of staffing, it would take approximately 70 years to flush the entire distribution system. The current industry standard for a filtered system’s UDF program is to flush the entire system every 5-10 years. An individual UniDirectional (UDF) field crew is typically composed of two people. The five positions requested in this decision package will provide 6 dedicated field positions to the flushing program and will provide three, two-person crews to begin flushing the entire system. The three crews are estimated to complete a 10-year flushing cycle for the entire system. This decision package represents the first phase of flushing in preparation for corrosion control optimization. Once the bureau can analyze the flushing rate of three crews, a determination can be made to hire limited term and/or community service aides to supplement and essentially double the number of crews to flush the entire system before 2022. Moreover, the bureau will be able to make long term decisions as to what the most efficient level of staffing required to ensure the water quality stability in the distribution system for proper corrosion control and filtered water performance.

This decision package will increase labor costs for the bureau, but will reduce the cost of treating water once the corrosion control optimization program is implemented. Flushing the entire distribution system prior to optimization will potentially reduce the amount of chemicals that are needed to treat the water for corrosion. The bureau will evaluate the amount of chemical reduction after the entire distribution system has been flushed.

Alternatives:

If this decision package is not approved, the bureau will continue to flush the system at the current level, then will need to add more chemicals to the water once corrosion control optimization is implemented. The addition of chemicals will cause a substantive increase in program cost. The current study and analysis of the requirements to modify treatment may

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 02

Type: Adds

Decision Package: WA_02 - UniDirectional Flushing

Program: Distribution

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description: require that the existing dosing of sodium hydroxide will needs to be five times the rate introduced now. Current budget for FY 2018-19 for sodium hydroxide is \$380,000. Any additional dosing due to the lack of a flushed system may add up to \$190,000 per year depending on corrosion control treatment process decisions (type of treatment chemical(s) and dosing levels).

Expected Results:

Impact:

A core strategic goal of PWB is to provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards. Distribution system deficiencies have been attributed to more than 25 percent of waterborne disease outbreaks annually in the United States. UDF is one of the most powerful tools available to a water utility for maintaining distribution system water quality. Left in the system, sediment, biofilm, and deposits in pipelines can reduce the effectiveness of disinfection treatment and potentially foster the growth of microbes in the system. In the fall of 2013, the distribution system had a tier two violation of drinking water quality standards in SW Portland primarily caused by pipes with biofilm and silt accumulations. Dedicating three full-time crews to UDF will ensure that the bureau can meet industry standards for UDF programs and continue to address performance measure WA_0058 Number of violations of state and federal drinking water quality regulations, ensuring that all regulatory requirements are met prior to corrosion optimization and after filtration.

Equity:

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

Increasing unidirectional flushing does not relate to specific goals within the bureau's Racial Equity Plan. However, any increase in staffing does represent an opportunity to implement hiring practices outlined in the plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

Improving water quality moves the PWB closer to the goal of providing equitable services for all City residents.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

Increasing unidirectional flushing will improve water quality for all Portlanders; the PWB does not have data that reflect whether communities of color currently experience water quality differences.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 03

Type: Adds

Decision Package: WA_03 - Workforce Management

Program: Support

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget		
EXPENDITURES									
Personnel Services	0	393,820	393,820	0	0	0	0	0	0
External Materials and Services	15,000	0	15,000	0	0	0	0	0	0
Capital Outlay	0	(232,570)	(232,570)	0	0	0	0	0	0
TOTAL EXPENDITURES	15,000	161,250	176,250	0	0	0	0	0	0
REVENUES									
Charges for Services	15,000	161,250	176,250	0	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	15,000	161,250	176,250	0	0	0	0	0	0
FTE									
Full-Time Positions	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 03

Type: Adds

Decision Package: WA_03 - Workforce Management

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

Problem Statement:

The nature of much of the work conducted at the bureau is subject to multiple regulatory and safety requirements that must be renewed on a schedule. For example, Occupational Safety and Health Administration (OSHA) requirements must be met in all the work the bureau does. It is critical to maintain a staff that has the necessary expertise and training to meet the bureau's safety requirements and all other regulatory conditions, as well as provide specialized expertise to maximize the bureau's efficiency and effectiveness. The three positions requested in this decision package are aimed at supplying the bureau with the resources necessary for successfully meeting regulatory and safety requirements and ensuring the necessary expertise to complete work as efficiently and effectively as possible.

Organizational Expertise:

The purpose of this package is to fund two Public Works Inspectors tasked with supporting the construction of CIP project improvements to the Portland Water Bureau (PWB) distribution system. PWB typically hires contract public works inspectors to augment the bureau's permanent staff when the bureau is short of internal resources and the project needs are above a sustained level. PWB has used on-call service contracts since 2006 and have consistently employed two to three general contract inspectors and an electrical contract inspector per year. The inspection workload fluctuates during the year, so an inspector might work for the bureau three months, be laid off for two months, and be then rehired for the remainder of the year. Records from FY 2013-14 to FY 2017-18 below shows the inspector hours utilized. Records prior to FY 2013-14 are not easily recoverable, but the bureau believes inspector utilization to be consistent since 2006.

Fiscal Year	Hours	Comment
2013-14	705	specialty inspector
2013-14	1,315	three inspectors working concurrently
2014-15	1,858	specialty inspector
2014-15	3,630	three inspectors working concurrently during peak season
2015-16	756	one inspector during peak season
2015-16	1,553	specialty inspector
2016-17	4,076	two inspectors working concurrently during peak season
2016-17	1,803	specialty inspector

These inspectors work primarily on capital improvement projects that improve the bureau's resilience and reliability as well as meeting the bureau's public health obligations and regulations. Projects include Washington Park Reservoirs, Willamette River Crossing, the Corrosion Control Treatment project, filtration, seismic improvements, and numerous distribution projects.

The City and bureau are committed to maintaining and developing staff as workload dictates. Based on the data since 2013, it is possible to sustain hiring two permanent fulltime public works inspectors.

This additional staffing is necessary to comply with the District Council of Trade Union (DCTU) contract to reduce the use of contract inspectors by hiring permanent full time public works inspectors. DCTU contract 2017-20 Article 6.3 allows use of contract staff to augment permanent full-time staff provided no permanent City staff are displaced and "... that there is a cost savings, an emergency, a statutory requirement, extreme risk, capital improvement projects, work covered by warranty, proprietary work, urgent work, limited work, or work occurs during peak loads...".

Safety:

The current level of safety support, housed in Maintenance and Construction, does not provide sufficient coverage for all activities, particularly the field work associated with Operations. There is a need in Operations for a Safety Officer to ensure that safe work practices and training are inherent. As new large capital projects are completed and come into service, such as the Hannah Mason Pump Station and the Washington Park complex, it becomes imperative that personnel safety be a part of initial and on-going work.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 03

Type: Adds

Decision Package: WA_03 - Workforce Management

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:
 The Operations group routinely works in high hazard situations that include high voltage electrical, fall hazards, and extreme confined spaces such as elevated tanks. This work is extremely specialized and requires continual training to perform it safely and in compliance with Oregon OSHA workplace safety requirements. Tasks from the Risk Management Plan (RMP) document are not being completed. The RMP is especially important at Headworks due to the amount of chlorine stored on site. It's also fundamental in creating Standard Operating Procedures for activities such as working on dam assets. This position will be required to manage training requirements, safety talks, safety committees, incident responses, lockout tagout, first aid, respiratory protection equipment, and various other safety related work.

Alternatives:
 If the two Public Works Inspector positions are not funded, the bureau will need to continue to utilize contracted services to meet the requirement for the public works inspections of capital projects. If the proposed safety officer position is not filled, some of the work such as the required RMP or Process Safety Management plans could be done by an outside consultant but this PTE effort would still take a tremendous amount of staff time.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 03

Type: Adds

Decision Package: WA_03 - Workforce Management

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Expected Results:

The PWB employs nearly 600 full-time and seasonal employees. PWB's workforce management goals include:

- Ensuring that staff has all the necessary skills and certifications
- Providing a safe work environment
- Developing internal expertise to meet future needs

Impact:

Organizational Expertise:

This decision package addresses Performance Measures (PM) 0048/[Percentage of budgeted CIP Expended]; PM 0089 /[Percent of identified high risk assets addressed]; PM 0059 [Number of violations of state and federal environmental regulations] and PM 0058 [Number of violations of state and federal drinking water quality regulations] by providing full time public works inspection staff for overseeing the contractor responsible for construction of the capital improvement projects.

All three of these positions increase the bureau's organizational expertise to ensure a safe work environment for employees and the ability to meet the regulations that govern the bureau's work. Using outside staff and/or consultants reduces ability to fully meet the requirements.

Safety:

This decision package addresses Performance Measures (PM) 0089/[Percentage of high risk assets addressed] by applying the appropriate level of maintenance through best practices which will allow for the bureau's workforces to focus work on higher risk assets.

If this position is not funded, Operations will be required by OR-OSHA to update their RMP through the consultant hiring process. This would not address the Process Safety Management (PSM) requirements for the bureau's other high hazard sites such as the Groundwater facility. Future facilities will require outside resources to provide high level training and document development. It is preferential that in-house knowledge and document development occur to ensure the long-term success of all safety requirements.

Many of the bureau's existing documents were developed by a consulting firm, such as the existing PSM, which is far out of date. While there is an expense to hiring a consultant, the true advantage of having in-house development is that the knowledge remains within the bureau and updates will not require the additional time necessary to lead a consultant through the system processes.

Equity:

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

This decision package is unrelated to specific goals within the bureau's Racial Equity Plan; however, any increase in staffing presents an opportunity to use hiring practices outlined in the plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

This decision package does not address Citywide goals or strategies.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

This decision package does not affect specific areas of the city or specific communities of color.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 03

Type: Adds

Decision Package: WA_03 - Workforce Management

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Decision Package Summary

Bureau: Portland Water Bureau

Priority: 04

Type: Adds

Decision Package: WA_04 - Asset Management

Program: Distribution

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget		
EXPENDITURES									
Personnel Services	0	266,228	266,228	0	0	0	0	0	0
External Materials and Services	15,000	0	15,000	0	0	0	0	0	0
TOTAL EXPENDITURES	15,000	266,228	281,228	0	0	0	0	0	0
REVENUES									
Charges for Services	15,000	266,228	281,228	0	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
Miscellaneous Sources	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	15,000	266,228	281,228	0	0	0	0	0	0
FTE									
Full-Time Positions	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 04

Type: Adds

Decision Package: WA_04 - Asset Management

Program: Distribution

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

Problem Statement:

The Portland Water Bureau (PWB) has focused on specific actions to develop and implement asset management methods and best business practices throughout the bureau. Asset management enables PWB to set and maintain desired levels of service to its customers while supporting the lowest possible asset life-cycle cost, at an acceptable level of risk. The goal of PWB Asset Management Branch (AMB) is to create a framework from which the organization can pursue and achieve sustainable infrastructure management and can obtain and provide data in support of making life-cycle infrastructure decisions.

Two key areas of focus for the AMB are Reliability Centered Maintenance (RCM) and Water Loss Control. The following decision package aims to address the goals of both key areas.

Reliability Centered Maintenance:

Reliability-centered maintenance practices support daily operations and business cases to evaluate project alternatives and life cycle costs to support decisions to invest in major rehabilitation or replacement. Asset Management supports decisions to maintain, repair, rehabilitate, or replace assets.

At PWB, RCM process improvements started with internal data improvements to track asset condition, field test results, work performed on work orders, and how and why assets fail and how often. PWB has an inventory of operational assets in the computerized maintenance and management system (CMMS) and has now gathered several years of failure code information on the distribution system assets. The AMB has worked with the Maintenance and Construction group as well as the Operations group to identify asset failure codes for key assets such as pipes, valves, and pumps; these codes are now required information on repair and maintenance work orders. Failure codes in recently completed work orders have allowed the bureau to better answer questions such as: how do the assets fail, what assets fail more frequently, do maintenance strategies appear to be effective in minimizing emergency asset failures? As the bureau continues to use RCM, the quality and reliability of the CMMS failure data will improve.

There has been little work with advancing the CMMS usage and failure coding information with the Headworks (supply and treatment) assets. More progress has been made on distribution-system assets than on supply-system assets. The greatest progress in implementing RCM has been with pump stations.

Next steps for the bureau are as follows:

- 1) Implement an RCM strategy
- 2) Develop predictive/preventive maintenance strategies
- 3) Complete an asset register for all maintenance-managed items (MMI)
- 4) Refine workflow processes
- 5) Set maintenance performance targets
- 6) Complete work order scheduling structure in Computerized Maintenance Management System (CMMS)
- 7) Record and track maintenance actions in CMMS
- 8) Implement cost-effective predictive and preventive maintenance activities
- 9) Meet/exceed performance targets (e.g., for percentages of preventive compared to reactive maintenance)
- 10) Develop RCM strategy for certain asset categories

These ten steps are still applicable at the maintenance programmatic level; however, RCM will be further defined as a rigorous set of process questions used to optimize the maintenance strategies used by PWB.

RCM is fundamentally a failure mode, effects, and criticality analysis used to optimize where and when maintenance is effective at preventing failure of the assets, and when not, finding an operating or capital solution that is better suited than further maintenance. For each process area with vertical assets, and each major asset cohort with linear assets, an RCM evaluation should be done to determine the appropriate maintenance tactics that prevent failure of the assets. When a proactive cost-effective maintenance strategy is not available, the evaluation will determine whether to run the asset to failure and replace, or request an evaluation to refurbish or replace the asset. The goal is to determine the optimum maintenance strategies,

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 04

Type: Adds

Decision Package: WA_04 - Asset Management

Program: Distribution

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

and/or capital replacements, that prevent failure of the assets at the least life-cycle cost.

PWB is also investigating using RCM techniques during the design of the new corrosion control and filtration facilities. Potential failure modes can be effectively identified, and where cost effective, designed out of the asset before the asset is constructed and commissioned. As a result, Operations & Maintenance strategies can be identified and optimized at the lowest life-cycle cost to PWB before the asset is built and commissioned.

The AMB recommended creating a position in the Operations group that will have the responsibility to analyze failure information and recommend optimized maintenance strategies and assets that are ready for rehabilitation or replacement. This position will implement the field and data analyses that are currently not being accomplished and will be the link from field operations to the AMB.

The output from this requested position will begin to modify maintenance activities such that work is performed with the most efficient methods. This additional position will satisfy the needs of the bureau into the future, including requirements of the existing and future facilities. Using the decision-making outputs anticipated from this position could reduce the need for more field maintenance personnel in the future by reducing failure rates of those assets.

Water Loss Control:

The State of Oregon requires that all water suppliers who request extensions of their water rights permits prepare and submit a Water Management and Conservation Plan which includes detailed reporting on water loss. Lost water is considered non-revenue water and includes transmission and distribution system leaks, meter inaccuracies, unauthorized consumption, and billing inconsistencies. High rates of water loss are cause for concern both in terms of state regulation of water rights and bureau sustainability and stewardship goals. Excessive water loss poses a risk to the bureau's ability to develop additional source capacity to address future supply and resilience needs. These cost the bureau money in terms of wasted treatment, power and transmission expenses and potential lost revenues.

Drinking water utilities throughout the country struggle with minimizing water loss, including dealing with pipeline leakage, meter inaccuracies, inconsistent accounting, or unauthorized consumption. A Water Loss Control program will provide the necessary stewardship to maintain accurate information on the nature and volumes of water loss, account for water loss on an annual basis, and implement studies and improvements that will reduce financial and customer service impacts to the bureau.

In October of 2017, the bureau published a Water Audit and Strategic Water Loss Control Plan. This plan included the findings from desktop water audits done by the bureau and the consulting firm Black and Veatch. The Water Audit and Strategic Water Loss Control Plan calculated that the annual water loss was valued at \$2.9 million in FY 2015-16.

The bureau's Engineering Services Planning staff with contracted services has been leading the data gathering effort, and with the finalization of the Water Audit and Strategic Water Loss Control Plan this fall, the bureau is poised to begin implementing the recommendations to reduce lost water and revenue. Currently, responsibility to continue to manage water loss data and the implementation of the plan is unassigned, and the bureau does not have staff resources available to manage this work. The purpose of this package is to fund a full-time position tasked to collect and manage water loss data, perform cost/benefit analyses on the recommendations, determine how and in what order to best implement the recommendations in the plan to reduce water loss and minimize non-rate revenue losses.

Alternatives:

RCM:

Providing the highest value to customers through customer expectations, excellent business management, and operational practices and appropriate application of innovation and technology is a core mission of the bureau. It is fiscally responsible of PWB to utilize the data it collects and modify maintenance activities based on RCM.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 04

Type: Adds

Decision Package: WA_04 - Asset Management

Program: Distribution

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

Water Loss Control:

Implementation of the Water Audit and Strategic Water Loss Control Plan is considered a core business of the bureau and funding by traditional methods is deemed most appropriate. Investments in developing and implementing the water loss control program are expected to be recouped through savings from reductions in lost water. The consequence of not funding the package is continued high water loss rates, continued waste of expenses and natural resources, and potential impacts to the bureau's ability to secure additional source capacity.

Expected Results:

Impact:

RCM:

This decision package addresses Performance Measures (PM) 0089/[Percentage of high risk assets addressed] by applying the appropriate level of maintenance through best practices which will allow for the bureau's workforces to focus work on higher risk assets. Success will be measured over time with efficiency improvements, lower total life-cycle cost of assets minimization of unnecessary asset overhauls, and improvement of reliability of critical equipment.

Water Loss Control:

Success will be measured by decreases in water loss each year as measured by the program's annual water audit using the industry-standard AWWA M36 Water Audit Loss tool, targeted to reducing and maintaining the overall loss rate to below 10%. The reduction in water loss will result in reductions in overall bureau costs, energy consumption, CO2 emissions and lost revenues. Moving closer to industry standard water loss rates will also better position the bureau to obtain additional source capacity if needed through its upcoming Water Management and Conservation Plan process.

Equity

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

This decision package is unrelated to specific goals within the bureau's Racial Equity Plan; however, any increase in staffing presents an opportunity to implement hiring strategies outlined in the plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

This decision package is unrelated to Citywide equity goals and strategies.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

Improvements in asset management would affect the whole city. The bureau does not have data to reflect whether there would be specific improvements in communities of color.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 05

Type: Adds

Decision Package: WA_05 - Communications

Program: Support

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget	
EXPENDITURES								
Personnel Services	0	136,650	136,650	0	0	0	0	0
External Materials and Services	5,000	0	5,000	0	0	0	0	0
TOTAL EXPENDITURES	5,000	136,650	141,650	0	0	0	0	0
REVENUES								
Charges for Services	5,000	136,650	141,650	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0
TOTAL REVENUES	5,000	136,650	141,650	0	0	0	0	0
FTE								
Full-Time Positions	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00

Description:

Problem statement:

The bureau has relied on the services of a dedicated technical writer since 2006 to help design, draft, edit and finalize significant documents including the bureau's Habitat Conservation Plan, Long Term 2 Enhanced Surface Water Treatment Rule variance request, Water Management and Conservation Plan (WMCP), bond financing official statements, as well as annual budget, Capital Improvement Plan (CIP) documents and regulatory reports. Over the past three years, the bureau's technical writer has been assigned increasing non-technical writing responsibilities within the Asset Management Program. This transfer of duties has now eliminated the bureau's dedicated technical writing capacity. In addition to ongoing regulatory reporting needs, technical writing requirements within the bureau are increasing with a larger and more complex CIP, increased asset management documentation needs, increased documentation requests from the public and oversight bodies, and a pending document submission deadline for a new WMCP (2020). The bureau has derived significant benefits from having a dedicated technical writer on staff to manage most of its critical document development and delivery. In addition to saving external costs on documentation, the bureau has benefitted from the accumulated expertise of the position, which has increased quality control, consistency, and workload scheduling for major documentation projects.

Alternatives:

If the package is denied, individual project managers will either need to reassign staff working on other projects (if available), contract for technical writing support separately as group budgets allow, or the bureau will need to develop a sizeable central technical writing services contract to serve across the several functions in need of support. Establishing a contract is a time consuming process as well.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 05

Type: Adds

Decision Package: WA_05 - Communications

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Expected Results:

Impact:

This position supports multiple strategic goals for the bureau. Virtually anything requiring documentation, translation of technical information for multiple audiences, or regulatory reporting is supported by the work of this position. It would provide direct support to the bureau's Water Quality, Equity, Resiliency and Customer Service Budget Priorities. In addition to the projects the position has worked on in the past, the bureau has new and anticipated demands for support in drafting emergency response templates, employee handbooks, quarterly Cryptosporidium regulatory reports, and customer service publications and letter templates to customers. Success will be measured by the degree to which regulatory reporting requirements continue to be fulfilled, the quality and quantity of major documentation projects achieved, and the amount of bureau spending on external technical writing services. Results should be realized within the first year of hiring the position and be ongoing.

Approximately \$30,000 in professional services dollars that would otherwise be used for technical writing services in FY 2018-19 may be eliminated from the budget if this decision package is approved. Future years would see additional professional services costs avoided, particularly leading up to the production of the bureau's WMCP due in 2020.

Equity:

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

In its Racial Equity Plan, the bureau aims to "make public-facing materials more accessible to all communities, but particularly to English Language Learners." Although the primary responsibility of this position is to write technical documents, this person will also write and edit material for the public using plain language.

Please identify the Citywide goals and or strategies addressed by this program or service.

This position has the potential to help the Water Bureau address the goal to strengthen "access to City services for communities of color and immigrant and refugee communities" through the use of plain language.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

People with low English proficiency would benefit from plain language and from the potential for the bureau to then more meaningfully translate such language.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 06

Type: Adds

Decision Package: WA_06 - Equity Manager

Program: Support

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget		
EXPENDITURES									
Personnel Services	0	139,370	139,370	0	0	0	0	0	0
External Materials and Services	5,000	0	5,000	0	0	0	0	0	0
TOTAL EXPENDITURES	5,000	139,370	144,370	0	0	0	0	0	0
REVENUES									
Charges for Services	5,000	139,370	144,370	0	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	5,000	139,370	144,370	0	0	0	0	0	0
FTE									
Full-Time Positions	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 06

Type: Adds

Decision Package: WA_06 - Equity Manager

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

Problem Statement:

The City has adopted Citywide Racial Equity Goals and Strategies including: to end racial disparities within city government; to strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities; and to collaborate with communities and institutions to eliminate racial inequity in all areas of government. Per the Mayor's Budget Guidance, this continues to be a critical area on which to focus our efforts.

The bureau has adopted a 5-year Racial Equity Plan that lays out the bureau's approach to operationalizing the City's goals and strategies while also articulating goals and strategies unique to the bureau. See: <https://www.portlandoregon.gov/oehr/article/595598>.

Currently the bureau has four staff directly engaged in operationalizing the strategies outlined in the plan: Water Administrative Manager, Training and Development Officer, and two Community Outreach and Information Representatives. The work done by the team has focused on employee and organization development and outreach. The proposed position will be part of the existing team to assist with the implementation of the bureau's Racial Equity Plan, promoting equitable policies, practices, and actions to produce equitable access, opportunities, impacts, and outcomes. The addition of this position will allow the bureau to add to our efforts and meet our goals by focusing on equity in the development and delivery of projects, programs and services. Overall, this position will concentrate on equity impact assessments and the implementation of an equity lens/tool as a standard bureau practice to ensure that both existing and proposed programs, polices, projects and decisions will empower communities of color in decision making and minimize unanticipated adverse consequences to underrepresented racial and ethnic groups. The position will provide expertise and advice and serve as a resource to managers to analyze impacts and outcomes, provide data and historical context to ensure that programs, policies, and decisions are aligned with the equity goals of the Racial Equity Plan. For example, if the Water Efficiency program wanted to expand its reach in communities of color, this position could advise the program manager about finding and using demographic data; creating meaningful relationships with community partners; applying an equity lens to potential program changes; and communicating effectively with customers the program has not reached in the past. This will be done for both internally and externally facing projects, programs, policies, decisions, etc.; however, the major focus will be on our external programs with community impact. This position will make recommendations to project and program management staff and to bureau leadership.

This position will also coordinate closely with the Office of Equity and Human Rights (OEHR) as well as Equity Managers in other bureaus.

Alternatives:

If this decision package is not approved, the bureau will continue to move forward pursuing the goals and strategies put forth in the Equity Plan as existing resources are available. Work will proceed more slowly and without as much coordination without this position. Additionally, there are no dedicated existing resources at the bureau to coordinate with OEHR. If this position is not funded, the bureau will request funding for this position in the next budget year.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 06

Type: Adds

Decision Package: WA_06 - Equity Manager

Program: Support

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Expected Results:

Impact:

This decision package addresses Citywide Racial Equity Goals and Strategies including: to end racial disparities within city government; to strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities; and to collaborate with communities and institutions to eliminate racial inequity in all areas of government. This position will support a more expeditious implementation of the Racial Equity Plan, particularly in areas not covered by current dedicated staff.

Equity:

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

This position is intended to specifically advance racial equity goals and the bureau's Racial Equity Plan. This position's work could affect every aspect of the Racial Equity Plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

The bureau's Equity Manager would work to implement all Citywide equity goals and strategies.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

This position is specifically intended to benefit communities of color and immigrant and refugee communities. This position represents an increased ability to meaningfully engage with community members of color, increased ability to improve access to Water Bureau programs and services, increased ability to emphasize equity in the Water Bureau's workforce, and a more community-focused approach to bureau priorities.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 07 **Type:** Adds

Decision Package: WA_07 - Financial Assistance Expansion

Program: Customer Service

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget		
EXPENDITURES									
Personnel Services	0	172,000	172,000	0	0	0	0	0	0
External Materials and Services	10,000	200,000	210,000	0	0	0	0	0	0
Internal Materials and Services	0	200,000	200,000	0	0	0	0	0	0
TOTAL EXPENDITURES	10,000	572,000	582,000	0	0	0	0	0	0
REVENUES									
Charges for Services	10,000	572,000	582,000	0	0	0	0	0	0
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	10,000	572,000	582,000	0	0	0	0	0	0
FTE									
Full-Time Positions	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 07

Type: Adds

Decision Package: WA_07 - Financial Assistance Expansion

Program: Customer Service

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

Problem Statement:

This decision package comprises a comprehensive update to our low-income services for a rapidly changing Portland. Our current program includes a Bill Discount, Flexible Bill Pay, Crisis Assistance, Fixture Repair and Replacement, Utility Safety Net Program, and Water Conservation Kits.

The decision package will allow the bureau to target underserved communities and Portlanders in need, reach customers without individual water accounts, and reduce shutoffs for low-income customers.

The decision package includes improvements to our existing suite of programs in five areas. The package will 1) create a low-income services team; 2) increase the value of the crisis voucher; 3) adjust income guidelines to reflect local incomes; 4) provide a new discount for extremely low-income customers; 5) provide multi-family low income crisis assistance; and 6) utilize the incremental Utility License Fee (ULF) paid to the general fund to offset additional programmatic costs. More detail on each program is below.

1)Low-income services team: This portion of the package will consolidate all low-income services within the bureau and authorize the hire of two program specialists well-versed in working with low-income communities to manage data collection and generate regular analysis; submit policy recommendations as needed; provide customer service tailored to underserved communities and Portlanders in need; and host a biannual workshop and trainings for service providers and other community groups.

Currently, Portland Water Bureau (PWB) Customer Service Representatives (CSRs) are trained and evaluated based on customer service best practices and key service levels. As part of their training, CSRs learn how to recognize and respond to low-income issues when speaking with customers, but CSRs also need to be efficient to meet the two-minute wait time key service level. Many low-income households require time and sensitivity to overcome obstacles specific to their income level. They might include language/cultural barriers; a general distrust of government; the shame inherent in falling into debt; as well as the reluctance to ask for help. These instances require time, a sophisticated understanding of poverty and specialized training.

2)Increase value of crisis voucher: PWB and Bureau of Environmental Services (BES) currently offer a \$150 Crisis Voucher to Low Income Discount recipients (single-family households) once a year. It is a flexible tool to assist households that require immediate assistance. The current voucher has been in place since 2004 and has not kept pace with inflation, cost of living, or utility rate increases. For comparison, the Oregon Energy Assistance Program (OEAP) currently offers \$500 annually to qualifying energy customers. For purposes of this package, an increase to \$500 is used. The cost of the voucher increase will be split between PWB and BES, proportionate to the cost of the bill.

3)Adjust income guidelines: PWB income guidelines are currently based the state’s median family income (MFI), which includes income data from the entire state. These guidelines do not reflect Portland incomes and should be adjusted accordingly. With this change to include local income guidelines the participation will increase.

4)Provide a new discount for extremely low-income customers: This proposal would increase the low-income discount to 80% of the typical bill amount for households below 30% of the median family income. It is estimated that 50% of current participants are households with income below 30% of median family income. By discounting that service for Portlanders on the extreme low end of income, the bureau will be able to reduce shutoffs to customers who are least able to pay for this essential service. A four-person family earning below \$22,000 annually would pay less than \$30 monthly for water, sewer, and stormwater services.

5)Provide multi-family low income crisis assistance: Currently, the low income assistance program is focused mainly on providing a discount to customer bills through the account process. As multi-family residents do not receive a bill, there has been no way to provide a discount. However, multi-family residents are customers. Recognizing this inequity, the recommendation is for a \$600,000 annual transfer to Home Forward’s Short-Term Rent Assistance Program (split proportionally between BES and PWB). The funds would be distributed to 19 community organizations and provide up to \$500 of crisis assistance per household, annually. The \$500 assistance represents approximately 80% of the average annual water-sewer consumption in a Portland multifamily unit. The program will be evaluated after the first year of implementation.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 07

Type: Adds

Decision Package: WA_07 - Financial Assistance Expansion

Program: Customer Service

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Description:

6)Affordability concerns for low-income customers was raised during the review of water treatment options that were presented to City Council during summer 2017. For FY 2018-19, the incremental ULF related to the filtration water treatment plan is \$146,000. The incremental amount will grow to approximately \$1.0 million by FY 2022-23 and will continue to increase until the filtration water treatment plant is complete and operational. By dedicating this incremental ongoing revenue to low income expansion, City Council would mitigate the rate impact of filtration on low-income customers. The amount would be revised each year based on requested rate increases and changes to filtration plans.

Alternatives:

If the package is not approved, the comprehensive suite of improvements to the low income program will not be made. Without a low-income services team, the entire customer service team will continue to field calls and inquiries from low-income customers mixed with all customers, avoiding efficiencies that could occur with the decision package. If the crisis voucher is not increased, the bureau will continue to offer a program that has not kept pace with inflation and rate increases since 2004. Without this package, the bureau will not change our eligibility to match local demographics and will instead rely on eligibility requirements that are based on broader and less targeted data. If this program is not approved, extremely low-income customers will rely on the same discounts as customers with higher incomes. Finally, without the multi-family approach in this program, the bureau will continue the inequity of having low-income Portlanders living in multi-family properties who are not eligible for a bill discount because they receive no individual bill. If the package is granted at less than the full request, some portion of these services will be enhanced. For instance, the crisis voucher could be increased from \$150 to \$250, rather than a greater and more effective number.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 07

Type: Adds

Decision Package: WA_07 - Financial Assistance Expansion

Program: Customer Service

FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
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Expected Results:

Impact:

The elements of this package support both the city’s and the bureau’s equity plans and specific goals, particularly those directed by Council. The program improvements target underserved communities and Portlanders most in need. The program would finally reach low-income customers without water accounts, and reduce shutoffs for low-income customers, particularly those in extreme circumstances. These measures will help address both the acute and chronic needs of our customers: an increase in the crisis voucher, an expanded discount for extremely low-income customers, and dedicated customer service will all contribute to a reduction in shut-offs for Portlanders most in need. This decision package is designed to immediately decrease the number of shut-offs affecting this population, while also developing the framework (Low-Income Services Team), to monitor and analyze data at an increasingly granular level. The program encompasses all recommendations from the Auditor’s 2017 audit report and has been presented to more than 20 stakeholder groups.

Equity:

How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau’s Racial Equity Plan?

In its Racial Equity Plan, the bureau aims to “make the Low Income Program more accessible to people of color and immigrants and refugee households so that all communities we serve are able to utilize it equitably.” This decision package would increase the bureau’s capacity to realize that aim.

Please identify the Citywide goals and or strategies addressed by this program or service.

By increasing the reach of this program, the Water Bureau would work toward the following goal and strategies:

- “We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities;”
- “Be data driven;”
- “Partner with other institutions and communities” (the program relies on partnerships with community organizations, and increased capacity within this program would strengthen those partnerships).

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

Low-income communities would be most affected by this program expansion. Those communities tend to overlap with communities of color.

This expansion would result in increased funding for the crisis voucher program, increased funding for staff to help people understand their financial options with regard to sewer/stormwater/water services, a new discount for customers living in a greater degree of poverty, and funding for people living in multi-family housing (who are not currently eligible for the program).

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 08

Type: Adds

Decision Package: WA_08 - Mt Tabor Historic Preservation

Program: Support

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget	
EXPENDITURES								
External Materials and Services	1,115,000	0	1,115,000	0	0	0	0	0
TOTAL EXPENDITURES	1,115,000	0	1,115,000	0	0	0	0	0
REVENUES								
Fund Transfers - Revenue	1,115,000	0	1,115,000	0	0	0	0	0
TOTAL REVENUES	1,115,000	0	1,115,000	0	0	0	0	0

Description:

Problem Statement:

Resolution No. 37146 was adopted by City Council on July 15, 2015, to maintain, repair and preserve the Mount Tabor Reservoirs following disconnection. The Portland Water Bureau (PWB), and other City agencies as are necessary, including any City agency that may be responsible for managing the reservoirs in the future, are directed to work with the Mt. Tabor Neighborhood Association (MTNA) to prioritize maintenance, repair and preservation work identified in the 2009 Mt. Tabor Reservoirs Historic Structures Report to be accomplished over a four-year period beginning in FY 2016-17. Resolution No. 37146 required that City Council set aside \$4.0 million total over four years for this work, and that the financial obligations and other commitments are binding city policy.

The bureau began work on the project in FY 2016-17, including monthly meetings with representatives of the MTNA. The bureau worked collaboratively with MTNA to update the 2009 Historic Structures Report and developed a prioritized list of projects. The bureau also worked with MTNA representatives to hire two design firms, one for historic preservation and one for the interpretive program. The contracts for this work were approved in February 2017 and both firms have been working on their respective parts of the project. The first preservation contract was bid in summer of 2017 and construction started in fall 2017 on the first batch of priority work at Reservoir 1. The contract is in the amount of \$827,839. There is some uncertainty in the amount of concrete repair that may be discovered after the contractor starts construction. The contract is unit price bid items, so the contract amount could increase to \$1.0 million (up to 25% over). With carryover from FY 2016-17, including soft costs, it is expected that the project will expend most of the budget allocation in FY 2017-18.

PWB is submitting this request to the General Fund to allocate \$1,115,000 for FY 2018-19. This is the year three request of the \$4.0 million total over the four-year period beginning FY 2016-17 for the maintenance, repair and preservation work identified in the 2009 Mt. Tabor Reservoirs Historic Structures Report, as updated in 2016. A list of prioritized work for year three has been developed by the preservation consultant in collaboration with MTNA representatives and PWB, and is about \$2.0 million in construction costs. This work will be further refined to meet the project budget prior to bidding. The design for this work has started, and is scheduled to bid out in spring 2018. Approval of this Decision Package will fund the second year construction project beginning in FY 2018-19.

PWB and other City bureaus as are necessary are directed to collaborate with the MTNA to develop an interpretive program that tells the history of the Mt. Tabor reservoirs and the City's water system. With the intent to minimize the visual impact on the treed character of the park, PWB will confer and consult with the MTNA before planned work and after emergency events in the park which have potential impact on trees.

PWB and other City bureaus as appropriate will coordinate and collaborate with the MTNA on a joint semi-annual written report to City Council documenting compliance with this resolution, as well as annual presentations to City Council and the Portland Utility Board, including a Final Summary Report to be submitted by December 31, 2020, to City Council regarding the implementation of the maintenance, repair and preservation work identified in the 2009 Mt. Tabor Reservoirs Historic Structures Report.

Alternatives:

If this package is not approved, the work at Mt. Tabor will no longer be supported, or will require an increase to Water retail rates to provide funding to continue the work.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 08

Type: Adds

Decision Package: WA_08 - Mt Tabor Historic Preservation

Program: Support

	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Budget	Budget	Budget	Budget	Budget

Expected Results:

Impact:
 Success of this project will be measured by the work completed in the four-year timeframe directed by the Resolution, and the total cost of the project when completed.

Equity:
 How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

This decision package is unrelated to specific goals in the bureau's Racial Equity Plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

By funding this work from the general fund instead of from utility rates, the City moves toward providing more equitable services to all residents.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

Work to preserve the reservoir areas of Mount Tabor will primarily affect neighborhoods around Mount Tabor. There is not a larger than average population of people of color in those areas.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 09

Type: Adds

Decision Package: WA_09 - Parks Maintenance

Program: Customer Service

	FY 2018-19 Requested 1 Time DP	FY 2018-19 Requested Ongoing DP	FY 2018-19 Requested Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	FY 2022-23 Estimated Budget
EXPENDITURES							
Personnel Services	0	45,700	45,700	0	0	0	0
External Materials and Services	0	49,100	49,100	0	0	0	0
Internal Materials and Services	0	130,400	130,400	0	0	0	0
TOTAL EXPENDITURES	0	225,200	225,200	0	0	0	0
REVENUES							
Fund Transfers - Revenue	0	225,200	225,200	0	0	0	0
TOTAL REVENUES	0	225,200	225,200	0	0	0	0

Description:

Problem Statement:

On December 6, 2011, the City was sued by a group of water and sewer ratepayers in Anderson et al. v. City of Portland, Multnomah County Circuit Court Case No. 1112-15957 (the "Anderson Case"). Plaintiffs challenged certain expenditures by the City's Water Bureau and Bureau of Environmental Services, alleging that the expenditures were not authorized by the City Charter and seeking to reimburse the Water Fund and Sewage Disposal Fund. The City has vigorously defended this lawsuit, and on June 30, 2017, the Court rendered an opinion on the last of the issues before it. The City prevailed on most of the claims, but the Court concluded that some of the expenditures were not appropriate use of rate payer funds. The general guidance provided by the Judge is that the expenditures made to transform the property into a park, and maintain it as such, were not an appropriate use of rate payer funds.

This decision package is in response to the Judge's opinion in the Anderson Case. Certain maintenance activities at Dodge Park, Hydro Parks, and Powell Butte should no longer be funded by the Portland Water Bureau (PWB).

The General Fund already reimburses PWB \$35,000 (\$25,000 Dodge Park, \$10,000 Hydro Parks) for non-water activities. The total of this decision package accounts for the \$35,000 reimbursement, so the net requested is \$225,200.

Alternatives:

This decision package is a cost reduction for the bureau. It will be an increase in cost to the General Fund due to the opinions made in the Anderson Case. The only alternative for PWB is to discontinue funding park-like maintenance activities at Dodge Park, Hydro Parks, and Powell Butte. This decision package represents two options for funding maintenance at those locations. One option is for PWB to continue to provide the maintenance at the locations and subsequently be reimbursed by the General Fund. Another option would be for Parks to assume the maintenance activities at the properties in the same way they maintain other parks.

Decision Package Summary

Bureau: Portland Water Bureau

Priority: 09

Type: Adds

Decision Package: WA_09 - Parks Maintenance

Program: Customer Service

	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Budget	Budget	Budget	Budget	Budget

Expected Results:

Impact:
 If this decision package is not approved, there would be no other option for the PWB than to stop these activities, therefore, closing Dodge Park to camping, closing the bathrooms at hydro parks and Powell Butte, and discontinuing trail maintenance at Powell Butte, closing it to the public.

Equity:
 How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?

This decision package is unrelated to specific goals in the bureau's Racial Equity Plan.

Please identify the Citywide goals and or strategies addressed by this program or service.

By shifting funding for this work from the utility rate structure to the general fund structure, the City moves toward providing more equitable services to all residents.

What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

If Water Bureau parks-like properties closed to the public because of lack of funding to maintain them, fewer people would be able to access Water Bureau property. Four of the seven HydroParks, plus Powell Butte, are in areas of medium to high risk of marginalization as defined by Multnomah County.