

FY 2018-19 DECISION PACKAGES CBO Q&A - FINAL

Decision Package 1

Service Delivery

Engineering Services

Continuous Collection System Plan Update

\$200,000

CBO Question: *What's the total budget for this work?*

Bureau Response: The total professional services budget for this work is \$1.5M over four fiscal years (project timeline is approximately 3 years). This request results in a total budget of \$700,000 for FY2018-19. The budget is expected to be subsequently reduced each fiscal year until work is completed in FY2020-21. The budget for this work will allow for consultant support services, purchasing of a necessary software update, and to identify and develop additional tools to increase efficiency in identifying, evaluating and planning of CIP projects.

CBO Question: *How often do these types of plans need to be updated, e.g. what's the typical shelf life?*

Bureau Response: These plans have historically been updated every 10-12 years. The 2012 System Plan superseded the 1999 Facilities Plan. The plan developed from this effort will supersede the 2012 System Plan, so this is less than the life of older system plans, due to the reasons discussed above (pace of development, etc.). The development of these plans required an extensive amount of financial and physical resources to develop. The result of our past efforts laid the foundation of our current planning process by developing tools and processes that have matured through continued maintenance and improvements by our Asset Systems Management team. One primary objective of this current effort is to improve the efficiency in developing plans going forward and reduce the overall time to publish reports. To achieve this objective, we will use the budgeted funds to identify strategies on how best to invest in improvements to our existing tools and processes and identify where necessary tools are lacking. This objective aligns with our Service Delivery initiatives of the Strategic Plan, specifically related to improving BES' resiliency in service delivery (SD-3) and improving BES' efficiency in delivering projects on an annual basis (SD-6).

CBO Question: *Who is doing the evaluation of optimization software? How much of this is software costs vs contract consultant? What problem is the software attempting to solve?*

Bureau Response: The evaluation of all optimization software tools will be conducted by Asset Systems Management staff. The estimated first year optimization software costs are \$90K, and then \$120k for subsequent years, for an annual license. The cost of this license will be shared with the Portland Water Bureau, so BES' share will be \$45K for the first year, and if the evaluation is positive, will be \$60k/year for subsequent years. These costs include initial training and ongoing vendor support, including vendor participation in select workshop and meetings regarding optimization.

This software is intended to be used on a permanent basis. However, because this is the first request for this class of software at this scale, the first year of use is being used to trial its effectiveness in meeting the business requirements. Each Bureau has determined scenarios for testing this and has established success criteria.

Engineers can plan for and develop multiple solutions to address an individual problem. However, managing and comparing the benefits from these solutions in the context of other related projects becomes difficult in terms of time and resource requirements: this requires many permutations of combined solutions and the schedules (or order) in which they are implemented. Optimization tools can lead to greater confidence in the range of effects from large-scale changes in capital improvement planning down to small-scale changes in project alternatives. From capital improvement program planning down to individual project evaluations, optimization of developed solutions can lead to savings and/or repurposing of millions of dollars of capital funds to the most effective projects, and decrease the overall amount of the Bureaus' exposure to risk in their systems.

CBO Question: *When this update is finished when will the next begin?*

Bureau Response: Since one of the primary objectives of this effort is to improve the efficiency and speed of these updates, we will be developing a process that supports a *continuous* update of system planning with the expectation of annual update reports. The expectation is that Asset Systems Management staff will be performing these annual updates following the end of this consultant-intensive update (see related request for "FTE – Support for System Planning and Project Modeling" herein).

CBO Question: *What is your level of confidence in this estimate?*

Bureau Response: High.

New Vehicle Materials Testing Lab

\$35,000

CBO Question: *n/a*

Bureau Response: *n/a*

Pollution Prevention

FTE - Tech I - Maintenance Inspection Program

\$78,276

CBO Question: *What are the 657 facilities? Can you provide an example, please?*

Bureau Response: The facilities vary depending on the development. There are facilities that reduce impervious areas such as ecoroofs, pervious pavement and trees; vegetated facilities such as swales, planters and basins; subsurface infiltration facilities such as soakage trenches and drywells; and manufactured stormwater treatment technologies such as Contech filters and Stormceptors.

CBO Question: How many FTE are working on this? How many inspectors? What's the five year staffing history for FTE assigned to this work?

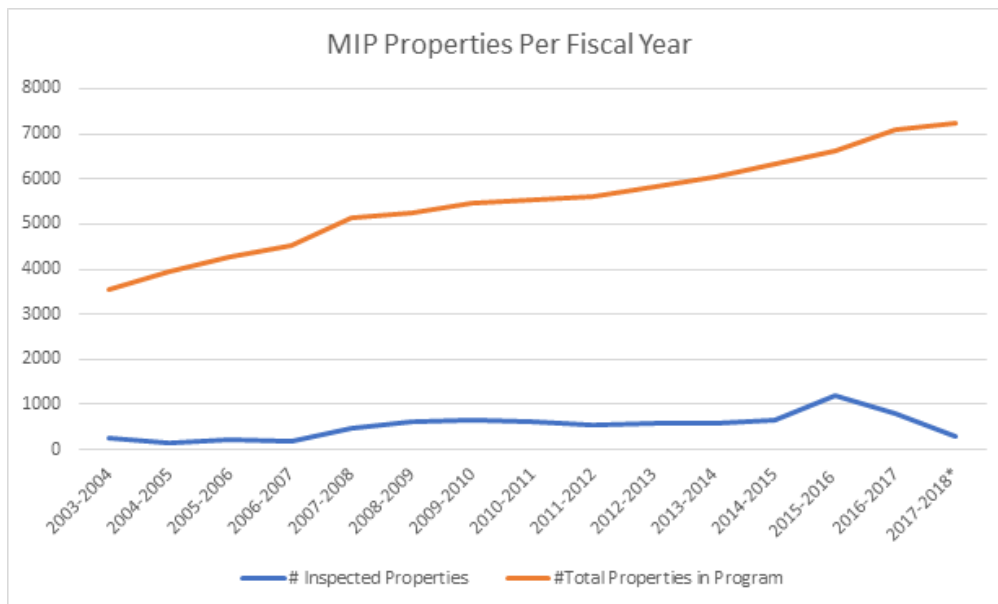
Bureau Response: Two FTEs work on the MIP - both are inspectors, as well as a manager that also manages the Industrial Stormwater Program. The staffing level has been unchanged the last five years (though occasional vacancies have impacted staffing and performance).

CBO Question: What is the percentage of facilities inspected per year? What is the 5 year trend?

Bureau Response: The number of facilities inspected has varied from year to year due to staff turnover but for the most part the percentage has remained flat. The program has matured gaining many efficiencies over the years allowing for more inspections to be done per staff member each year. It is important to note that the number of facilities added each year is trending up in an exponential manner. The total number of facilities will continue to grow along with Citywide redevelopment. There were 12,431 facilities at the end of FY 2016-17.

Year	% of facilities inspected	# of facilities added to inventory
2012-2013	12.0	54
2013-2014	11.2	374
2014-2015	12.3	463
2015-2016	19.8	657
2016-2017	11.6	913

Historically, percentages have been tracked by property not facility. The following graphic illustrates the increasing gap between the number of properties in the inventory versus the number of properties inspected. There were 7,081 properties at the end of FY 2016-17.



CBO Question: *What is the average time between inspections and how has that changed over the past 5 years? How will this FTE improve both those numbers?*

Bureau Response: The average time between inspections varies for individual types of facilities. As described above, the bureau's inventory of facilities keeps growing, and each facility requires inspection for the entire lifecycle of the asset. Therefore, the more facilities we have to inspect, the less frequently we can get to each one – which means a facility is less likely to get inspected/re-inspected within the re-inspection frequency goals. Current re-inspection goals range from 1 to 7 years, depending on the type of facility and its condition during the previous inspection. As of January 12, 2018, there are 1,939 facilities due for inspection by June 30, 2018 to meet our internal re-inspection goals. Any of the 1,939 that do not get inspected by June 30, 2018 will roll over/be added into next year's list of facilities due for inspection during that fiscal year. Our best year-to-date annual performance with 2 FTE inspectors for an entire fiscal year was inspection of 2,292 facilities. Another FTE inspector would translate into more overall inspections, which includes re-inspection of existing facilities.

CBO Question: *Why is the expected metric expected to increase? When are those changes expected?*

Bureau Response: The current metric is a flat number and does not take into account the growing inventory. It is anticipated that a new metric would account for the fact that inventory continues to grow. At a minimum, the flat metric of inspecting 1,500 facilities or 450 properties will increase – current inventory is 12,907 facilities and 7,481 properties. Which leaves the current metric at 11% of facilities or 6% of properties inspected annually – or inspecting each facility only every 16 years (as compared to our inspection targets described above). Regulatory expectations are likely to anticipate that we inspect each facility more often than once every 16 years. We also aim to inspect each facility more often than that in order to ensure facilities continue to operate as designed. The new MS4 permit – expected to be issued in 2019 – is expected to contain the new metric.

CBO Question: *How is this staff expected to both address the % inspected and time between inspections and allow for outreach to underserved communities?*

Bureau Response: As explained above, another inspector in the field means we will be able to increase the number of inspections at both new and existing facilities. Education/technical assistance happens during inspections and in follow-up to inspections– therefore additional inspections will increase our opportunities for outreach to all communities, including those that are underserved.

CBO Question: *Is part of the MIP Inspectors current job to do outreach and technical assistance to underserved communities or is this a new responsibility for this position? What does outreach look like?*

Bureau Response: Part of the job is to do technical assistance to all facility owners as part of the inspection process. Outreach is limited at this time due to staffing limitations, but we aim to develop outreach materials that could be direct-mailed and available at BES offices, event tables/booths, and anywhere else that they could be helpful.

FTE - Tech II - Plan Review (2 positions)

\$198,408

CBO Question: *How many staff does the Plan Review team have? What's the five year staffing history?*

Bureau Response:

Current Staffing (September 2017-January 2018) – (1 Program Manager & 5.0 FTE + intern):

- 1 Environmental Program Manager
- 1 Environmental Tech I (new hire 9/5/17)
- 2 Environmental Tech II
- 1 Environmental Program Coordinator
- 1 Engineering Associate (previously Environmental Specialist)
- 1 Student Intern (14 hours/week)

5-Year Staffing History

2016 -September 2017 (1 Program Manager & 4.0 FTE + 1 intern):

- 1 Environmental Program Manager
- 2 Environmental Tech II
- 1 Environmental Program Coordinator
- 1 Engineering Associate (previously Environmental Specialist)
- 1 Student Intern (10-14 hours week)

2015-2016 (1 Program Manager & 4.0 FTE + intern + contract):

- 1 Environmental Program Manager
- 1 Environmental Program Coordinator
- 2 Environmental Technician II
- 1 Environmental Specialist
- 1 Contract Administrative Assistant (May 2015-June 2016)
- 1 Student Intern – 10 hrs/week

2013-2014 (5.0 FTE):

- 2 Environmental Program Coordinator
- 1 Engineering Technician II
- 1 Environmental Technician II
- 1 Environmental Specialist

2012 (2.5 FTE):

- 1 Environmental Program Coordinator
- 1 Engineering Technician II
- 0.5 Environmental Specialist

CBO Question: *In addition to using short term staff, what other steps have you taken (e.g. process improvements) to address the problem?*

Bureau Response: In February 2017, we identified crossover regulations with requirements of other bureaus and eliminated BES review on those items (air conditioning condensate, elevator sumps). We also implemented efficiencies that included: no written checksheets in the Development Services Center (DSC), streamlined the Monitoring Access Structure (MAS) appeal and variances processes, moved noncomplex land use reviews to our BES Early Assistance team, provide written warning to applicants that they will incur an additional fee for additional checksheets that need to be written for the same item, no longer adding in our review line on 'missed' permits, and no longer following up with our Plumbing department on non-BES FOG inspections to ensure completion per BES regulations.

We realized some time savings with these changes – the most significant time savings (~3/hrs day) was realized by not following up with Plumbing and not adding in our reviews. The streamlined MAS appeal and variance processes had the second most time savings (yearly estimate of 118 hours) for Plan Review, but the applicant has experienced the most significant overall time savings of one week for MAS and 2 weeks for Special Circumstances and Variances

In December 2017, we implemented additional efficiencies identified in the February 2017 review that included: eliminate consultation with nonregulatory BES workgroups, eliminate coordination with DEQ on 1200C permits, and eliminate reviews on boiler/chillers, and transferred our MAS and GI install inspection program to another team. The latter transfer of duties, is only partially implemented and we are still working on moving that program completely over to realize the full time savings, which is estimated to be 260 hours/year. We also identified new efficiencies that were also implemented in December, which included: removing items that need a MAS appeal, Grease Interceptor (GI), or Special Circumstance request.

While these efficiencies will provide time savings, most of the reviews that we eliminated come at the risk of the City not meeting its MS4 permit requirements. Additionally, the lack of coordination and collaboration with DEQ and other work teams will provide confusion among the development community, give the impression that agencies' requirements conflict with each other, and can have the unintended consequences of the developer being caught between agencies and potentially result in noncompliance with requirements and incur potential fines.

CBO Question: *How did you determine the mix of temporary to permanent FTE to request? How did you determine the potential request for 2 LT positions in the FY 18/19 Fall BMP?*

Bureau Response: The anticipated request for 2 Limited-Term positions in the FY 2018-19 Fall BMP is intended to facilitate catching up on the immediate backlog. Because development is cyclical, a mix of staff is necessary to meet the immediate needs as well as addressing ongoing development review pressures. There is still a need for permanent staff to address City priorities (e.g. new appeal processes and development priorities) and ongoing state and federal regulatory changes that impact the City's compliance with NPDES wastewater and stormwater permits.

CBO Question: *If you don't receive funding for permanent FTE, will you meet this need with temporary or contract staff?*

Bureau Response: No. As described above, there are 2 primary concerns:

1. Providing sufficient resources and capacity to allow Pollution Prevention Service’s Plan Review Team to meet turnaround times and approve permits faster. This will be accomplished through temporary staffing.
2. Providing long term support to allow Pollution Prevention Service’s Plan Review Team to adapt to a changing regulatory environment, such as state and federal regulatory changes, NPDES permit condition modifications, water quality condition modifications, and stormwater and pretreatment standard changes and enhancements (e.g. dental amalgam rule).

CBO Question: *Please provide data that demonstrates that you've experienced a decrease in service level, including the backlog referenced in the write up. How much more time does it take to review plans? Volume of permits? How much of this impact is from development boom which will level off and how much is from regulatory increases?*

Bureau Response:

# Permit Folders	Fiscal Year	% not meeting timeline	Staff
890	2013-2014	11	5
969	2014-2015	18	5
1229	2015-2016	26	4
1088	2016-2017	42	4
597*	2017-2018	46	4

*6 months of data

The above table illustrates the total number of folders that trigger and are evaluated under the timelines along with the corresponding percentage that didn’t meet the timeline FY 2017-18 includes only 6 months of data). The performance target we is 90%.

The table represents only the building permit reviews held to the timelines in our interagency agreement with the Bureau of Development Services (BDS). BES performs reviews on land uses, plumbing permits, facilities permits, major projects, and various administrative reviews; but those are not represented in the IGA, included in the above folder numbers, or held to published timelines. However, our work on other project reviews, such as land use, are still scrutinized to meet timelines because of State-regulated timelines, or political and regulatory priorities. We are also expected to provide technical assistance to all applicants. Applicants who are unable to hire professional expertise (e.g. small or minority owned businesses) to help them through the permitting process and bureau requirements are a sector that we provide the most technical assistance to. Technical assistance hours are not easily reportable since we do not bill for our technical assistance.

The table below summarizes our total overall reviews which counts everything other than technical assistance.

2012-13	1,918
2013-14	1,795
2014-15	2,282
2015-16	2,348

2016-17	2,236
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The table below summarizes total building permit reviews (total reviews will provide an average for timelines being met) and the corresponding percent meeting goal (vs not meeting).

Fiscal Year	Total Building Reviews	Met Timeline	Did Not Meet Timeline	% Meeting Timeline	% NOT Meeting Timeline	# of Staff	Intern?	Contract?
2012-13	1,126	991	135	88%	12%	3	No	No
2013-14	1,084	989	95	91%	9%	5	No	No
2014-15	1,270	1,098	172	86%	14%	5	Yes	Yes
2015-16	1,426	1,111	315	78%	22%	4	Yes	Yes
2016-17	1,298	844	454	65%	35%	4	Yes	No

The table below provides our total reviews for our land use and early assistance (paid) side of the program. This program with associated reviews has increased overtime as well.

Fiscal Year	Total LU, EA & PC	LUs	EAs	PCs	Total LU & EA % change
2012-13	476	390	86		
2013-14	409	87	199	123	-16.4%
2014-15	539	118	266	155	24.1%
2015-16	561	123	299	130	3.9%
2016-17	588	142	312	129	4.6%

The table below provides an overview of one of the regulatory changes that created an administrative review process. Our workload has increased since that program was started in 2016.

Fiscal Year	Admin Reviews	Variances	Spec Circ	TOTAL
2012-13	0	7	16	23
2013-14	0	13	17	30
2014-15	0	52	20	72
2015-16	7	47	36	90
2016-17	60	92	23	175

The significant loss of our service levels starting in 2013 can be attributed to an increase of administrative reviews, increased time to perform reviews due to more complex projects (contaminated sites, large developments such as OHSU, ZRZ, Post Office site, etc; and sites issued a

noncompliance or violation), and increase in permit load. Although, the increase in permit load fluctuates when you look at the total permits reviewed versus the subset of permits that are tabulated for the meeting timeline report (first table). This should serve as an indicator that the percentage not meeting goal measure is not solely due to an increase in the number of permits reviewed; it's a compounding of multiple factors. There is not a direct indicator we can report on that will distinguish between regulatory and permit load increases.

The requested 2 FTE positions are for staffing current workload levels, and not for projected future workload. Therefore, should permits level off this coming year, we potentially will have adequate staff for the current (sustained) levels. If permit volumes were to actually *decrease*, we would immediately remove plan review from our intern's task list (currently performing 28+ hours or review per pay period) and add back the review items we moved to other review groups and/or other items eliminated from our review in 2017 that are vital to bureau and agency coordination and collaboration. We will also assess reallocation of staff to go to other work teams that took on some of the programs tasks that we shifted to them last month. However, this is not anticipated because when the economy fell in 2007-2010, we did not experience a large decrease in our permit review workload but the small decrease was realized during the latter part of that time and we started to meet our performance measure goals in 2010 (but later went down in late 2011 due to an increase of permits).

CBO Question: *How much do you expect these two FTE to improve performance?*

Bureau Response: The above tables highlight that when we have additional staff, our performance in meeting our timelines increases. Given the fluctuating nature of results due to all other factors to be considered, it is difficult to predict a precise performance increase expectation. However, it is generally expected that 2 additional FTE will increase our performance-meeting goal by 20%, assuming there is no additional increase in the overall total review load.

CBO Question: *For the reference to the affordable housing goal--are these dedicated staff?*

Bureau Response: The Mayor provided a list of projects that are priority at plan review, and affordable housing is the highest priority over other projects currently on our list. To ensure consistency, we have identified one dedicated staff for review of affordable housing projects, and this same staff reviews all Portland Housing Bureau projects as well (PHB has been identified through the GATR process to receive reviews that meet timelines) One dedicated staff to perform these reviews from the early assistance stage (e.g. preapplication, early assistance, or land use) through permit review, creates consistency, establishes a relationship that provides a known process, and creates a time efficiency since the dedicated staff has been involved and familiar with the project since the design stage.

Field Operations - Minor Equipment and Tools Increase

\$20,000

CBO Question: *n/a*

Bureau Response: *n/a*

FTE - Laboratory Analytical Specialist - Nutrients Section

\$107,874

CBO Question: *Who is doing this work now? How did you determine that a permanent FTE the identified solution over contract staff or contracted services? Will this person be paid in part through IAs?*

Bureau Response: Currently, this work is done by shifting one or more of the three Analysts trained to do the work into the Nutrients Section. Because the laboratory is at capacity, this leaves an operational hole in the section from which the Analysts were moved (i.e., Sample Receiving, Process Control, General Chemistry, Microbiology, and to a lesser extent, Metals). Simply put, filling one hole creates another, with the result being a loss of timeliness for other, non-nutrient analyses. Adding this position will help to ensure that all lab services reliably meet the objectives of the bureau.

The barriers to using contract employees include: lack of specific training on EPA methods; lack of knowledge of WPCL standard operating procedures as required under lab accreditation protocol; and high potential for loss of continuity if the contract employee leaves for a permanent position elsewhere, which necessitates beginning the months-long training over again. While contract staff is a consideration for intermittent or short-term needs, current and anticipated work load warrants a long-term solution. The laboratory utilizes contracted services when necessary, but these services cannot be used when samples arrive at the WPCL late Friday afternoons or during the weekend, because several key analyses must be analyzed within 48 hours. The current WPCL contract laboratory and other major labs in the area are closed on weekends and are not available. In addition, there is a premium charged for all short-hold analyses. Because much of the sampling occurs during rain events, sampling schedules cannot be arbitrarily moved.

A small portion of this position will be funded indirectly via Interagency Agreements (i.e., IAs, IGAs, and MOUs). Interagency Agreements and lab rates are utilized to recover costs of analytical services provided to non-BES public agencies.

CBO Question: *How do you measure performance in the lab? Has the lab's performance levels changed with the increased demand for its services? How do you anticipate an additional FTE will impact performance?*

Bureau Response: WPCL performance measures include: overtime; "revenue" per FTE; supplies as percent of "revenue"; percent of total analyses sent to the contract lab; and turnaround times. Number of samples and/or analyses per fiscal year is considered as a workload measure rather than a performance measure. Handling the ever-increasing sample load while staying within the above metrics is how the lab assesses performance.

Yes, performance levels have changed. First, tasks downstream of analytical procedures, such as review of data entry and review of calculations and final database sign-off, have been delayed, negatively impacting turnaround times. Second, the lack of time to perform routine instrument maintenance and to become expert in the operation of instruments has led to instrument failure and downtime. This results in sending routine analyses to the contract laboratory, which affects turnaround times and increases costs to ratepayers. Because there is no one assigned full-time in the Nutrients Section, during the increasing number of busy periods important tasks such as

ordering standards are neglected, resulting in delayed analyses and increased shipping costs for expedited deliveries.

Having a designated person at the Specialist level to provide consistency and follow-through in the Nutrients section has become an operational necessity to meet minimum service levels to data users throughout the Bureau. The FTE would provide long-range consistency and continuity that the Nutrients Section currently lacks. Instruments will be properly maintained, supplies will be ordered before they are exhausted, standards and reagents will be replaced before they expire, and all data review and quality assurance measures will be monitored in a timely fashion to avoid extended turnaround times. The FTE will serve as the key authority for ensuring all data quality objectives are met throughout the section. Most importantly, the FTE will alleviate the necessity of re-assigning Analysts from other critical duties to analyze the increasing number of short hold-time samples arriving in the Nutrients Section. Therefore performance improvements are anticipated throughout the lab, not only within the Nutrients Section.

CBO Question: *The narrative mentions cost savings. Can you quantify the cost savings?*

Bureau Response: The most direct example of cost savings to be realized will be not having to send analyses to the contract laboratory, because of the inability to perform routine maintenance on instruments in the Nutrients section. Over the past three fiscal years, ~9% of the total Nutrients work routinely performed at WPCL had to be sent to the contract laboratory because one or more instruments were inoperative. If this work had been completed at the WPCL, approximately \$25,000 in contract lab charges would not have been incurred. Other cost savings are hard to estimate because of the inability to predict the occurrence of issues that have been arising in greater frequency due to the insufficient staffing levels, such as missed holding times and the resultant necessity to either re-analyze samples or resample and analyze the new samples. The necessity of reporting out-of-hold-time data to the Oregon DEQ for the city's two wastewater treatment plants could expose the city to stipulated penalties, which could be levied by both the Oregon DEQ and the federal government and which, depending on the severity of the violation, could be as high as \$10,000 per day levied by each authority.

FTE - Tech II - Industrial Stormwater

\$99,204

CBO Question: *Is this request meeting a current need or a future need? How many staff currently work on the program? What other solutions were considered and why is adding another staff person the preferred option?*

Bureau Response: This request is to meet a current need. Twenty-two new permits are in process right now and are expected to be issued by April 1, 2018. In addition, the program is unable to keep up with identifying sites that are required to have coverage under the permit (this work is required by our IGA with DEQ (for 1200-Z permit administration). Additional work to support the Columbia Corridor Stormwater Program is also now being requested – this work entails source control investigations at industrial and commercial sites in City MS4 outfall basins in conjunction with the IGA with DEQ for the Columbia Slough Cleanup.

The other solutions would be to provide less oversight to the permitted industries however, there is not room to cut much as our MS4 permit requires annual inspections and our IGA requires identifying new facilities and processing of annual reports. Temporary staff was also considered but facility operator turnover means we will have to continue to evaluate sites throughout the city to determine if permits are required. In addition, visiting the 100+ sites under staff review will more likely than not increase the number of permits and NECs that need to be administered.

CBO Question: *What is the total number of permits and NECs managed/administered by the bureau?*

Bureau Response: Currently we administer 204 permits with 22 more in the process of being issued for a total of 226 permits. We currently administer 209 NECs. Once we have time to dedicate to finding sites that need coverage under the permit and clearing our under-staff review list, these numbers will go up.

CBO Question: *How long does it take to evaluate a tagged unpermitted facility (i.e. how many staff hours to get through the 100+ unpermitted facilities)?*

Bureau Response: Workloads are estimated to be 8-20 hours per site, depending on site size and drainage complexity (this entails site research on drainage and building a site file, facility inspection and a follow-up inspection letter/database entry). This for the assessment only and does not take NEC or Permit issuance into account.

FTE - Environmental Program Coordinator – SPCR

\$115,092

CBO Question: *What is your current staff level?*

Bureau Response: SPCR currently has one Environmental Tech I, three Environmental Tech II, one Program Manager) and thirteen Duty Officers that provide 24/7 coverage Citywide.

CBO Question: *How has the additional staff included in the FY 17/18 Adopted Budget impacted SPCR's performance and workload issues?*

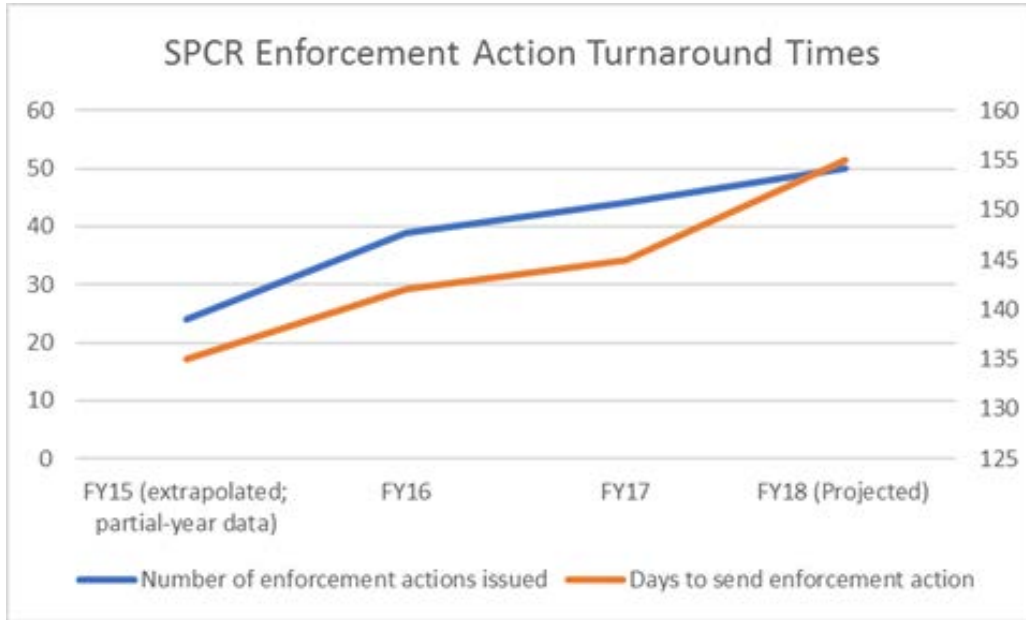
Bureau Response: The addition of the Tech I position in FY2017-18 has helped SPCR increase response times to incidents, improve data tracking and quality, and support better records retention practices. This has shifted the capacity problems to what happens after an incident including the enforcement action, appeal procedures, and administrative overhead that comes with it.

CBO Question: *How are you currently addressing the problem? What other solutions were considered?*

Bureau Response: SPCR has adjusted workflow and daytime staffing assignments to try to prioritize enforcement actions when not responding to incidents, but this has not decreased the backlog. Investigations are always ongoing – returning phone calls, following up with staff or the general public, and documenting actions taken. Pollution Prevention has looked into sharing/borrowing staff from other sections, but that would only shift the backlog to other sections. Given the continual increase in complaints/investigations, this is a permanent need, not a temporary one.

CBO Question: *How has turnaround time from discovery of a violation to issuance of an enforcement action changed over the past few years?*

Bureau Response: The turnaround time from discovery to issuance has been slowly increasing, with an overall average of 145 days (four months). The number of incidents and enforcement actions have also increased over the same time period, as shown below.



As SPCR gets more phone calls/complaints and internal staff referrals, the turnaround times have increased, not decreased. In addition, the type of enforcements being referred to SPCR are getting more complex, with higher civil penalties, and higher cost recovery amounts. These enforcement actions often cross multiple work groups, which increases the amount of time necessary to write the enforcement action and monitor its compliance. The higher financial penalties increase the likelihood that the enforcement actions will be appealed, additionally increasing the administrative overhead.

CBO Question: *How did you arrive at the 2-4 week turnaround time estimate?*

Bureau Response: That is the guideline set in our administrative rules and enforcement procedures. This standard is based on the premise that the sooner a violation is enforced the quicker a facility will return to compliance and is less likely to have multiple violations. Each initial enforcement action is estimated to take about 7 hours to document, develop, and get reviewed and approved. If an enforcement action is subject to administrative review or appeal, the average hours to prepare, present, and document are about 15. With an average of 4 enforcement actions a week (with an average of at least one in some phase of administrative review, that averages out to about a 2-4 week turnaround time, especially once the backlog is resolved. With a dedicated staff person focusing on enforcement actions and not required to respond to spills and other daily incident response, the EPC position will be able to focus on prompt turnaround of enforcement actions once the investigations are closed. Investigation staff aren't able to sufficiently pull themselves away from investigating in order to completely shift tasks to enforcement.

CBO Question: *Are there estimated revenue enhancements anticipated from this position?*

Bureau Response: The primary objective of enforcement is to encourage compliance and beneficial environmental outcomes, not to generate revenue. However, to the extent enforcement actions lead to monetary penalties and cost recovery associated with damage to the City infrastructure, those do result in revenue to the bureau when paid. An improved ability to identify violations, and to pursue and manage enforcement actions, does impact potential future receipt of monetary penalties.

OFF CYCLE Vehicle Replacement - SPCR Ram Van 123004

\$42,500

CBO Question: *How much has this replacement schedule been accelerated?*

Bureau Response: By one fiscal year.

CBO Question: *How many inclement days a year does the bureau think it will benefit from this expense?*

Bureau Response: Inclement weather is a rare occurrence (15-20 days per fiscal year); but SPCR staff are required to respond 24/7 in any weather or road status/condition. The current vehicles are also difficult to use on unpaved roads/alleys, and do not have a high clearance for potholes or other navigational challenges. Accelerating the replacement will help SPCR staff respond in a safe manner to a wide variety of conditions.

CBO Question: *Is this a change you are making for all essential employees?*

Bureau Response: This is not a bureauwide change targeted at all essential employees. Most essential staff who require 24/7 access to weather-appropriate vehicles to perform their job responsibilities currently have access to those vehicles. Vehicle decisions are typically determined at a group/program level based upon specific job responsibilities and service expectations. SPCR has not yet updated vehicles to be adequate for inclement weather uses.

New Vehicle - ISW/MIP

\$35,000

CBO Question: *Please provide more information that demonstrates how the current vehicle to staff ratio is not adequate. How long has this been a problem and how are you addressing it now? What other solutions were considered?*

Bureau Response: Limited access to vehicles has been a challenge for the last few years but is becoming more of a problem due to recent increases in traffic congestion, which translate into increased drive time to and from facilities making each vehicle check-out timeframe longer. We are managing this problem currently by 1) borrowing vehicles from other sections at WPCL and 2) scheduling inspections around vehicle availability. On occasion staff have asked to take their personal vehicles to inspections because they are unable to find a City one when needed; however that is not a good option for a variety of reasons. If the 2 additional FTE staff are approved, these stop-gap strategies will not be sufficient. Other solutions considered: improve access and sharing of all vehicles as WPCL – an evaluation determined that WPCL vehicles are already shared well, staff is aware of what vehicles are available and how to borrow them. In addition, several vehicles at WPCL

are not available for sharing (need to be here for unplanned response). Instituting a more rigid schedule for vehicle use by assigning each staff member blocks of time that they can use the vehicle was also evaluated. This is not advisable as 1) inspectors have autonomy over getting their required inspections done and the most knowledge of their vehicle scheduling needs from week to week 2) This will not allow inspectors to be flexible to accommodate shifting priorities and will decrease their ability to schedule inspections on mutually preferable dates for both the inspector and the industrial site 3) This will not allow for unplanned use of vehicles.

CBO Question: *Do the seven field inspection staff all the work the same schedule? How often are staff in the field? How many more inspections could get done with an additional vehicle?*

Bureau Response: Inspection staff are working roughly the same schedule with start times varying between 7 am and 8:30 am, and end times from 4 pm to 5 pm. Each MIP inspector (2) is in the field at least one day per week from approximately 8 am to 1 pm. Each ISW inspector (5) strives to be in the field twice per week usually for a 2 to 5 hour window each time. ISW inspectors can be out as many as 3 to 4 times per week and are minimally out once per week. ISW inspectors also have to occasionally attend enforcement meetings with DEQ offsite and may need unplanned access to vehicles to respond to accidental spills reported by permit holders.

CBO Question: *If the FTE is not recommended; the vehicle is not needed?*

Bureau Response: If the two FTEs are not recommended/approved than the programs could continue to implement the current temporary strategies to get by – although 1) it is not ideal to schedule inspections around the availability of resources and 2) provided other sections vehicles remain available to borrow.

Watershed Services

Stephens Creek Program Tree Planting

\$30,600

CBO Question: *By how much will the goal of 100 trees per year decrease stormwater?*

Bureau Response: An average street tree manages 500 gallons of stormwater per year.

CBO Question: *Can the bureau use the Friends of Trees funding for this work? If not, why not?*

Bureau Response: It is not possible to use Friends of Trees (FOT) funding for this work:

- FOT works with volunteers, primarily property owners, to plant trees in neighborhoods. FOT works primarily on the east side of the Willamette to take advantage of the greater number of tree planting opportunities, and to provide safer planting conditions for volunteers. Many streets west of the Willamette lack sidewalks and have fast-moving vehicles. Tree planting by volunteers on these streets poses unacceptable risks.
- Because of the limited number of planting events each year (trees are planted during cold, winter months), Friends of Trees must maximize the number of trees planted at each event. Typically, FOT volunteers plant 250 trees at each neighborhood. The Stephens Creek area

does not provide enough planting opportunities for FOT to meet their neighborhood planting goals.

- The current contract requires FOT to plant 2,500 trees each year, and requires 75% of trees to be planted in low-income and in racially diverse neighborhoods. The Stephens Creek watershed is not low-income or racially diverse.

CBO Question: *What are the ongoing maintenance costs for this tree planting?*

Bureau Response: These trees are in residential areas and will not incur watering costs. Maintenance responsibilities fall to the adjacent property owner.

Neighbor to the River Trees / Vegetation

\$106,000

CBO Question: *What are the long-term maintenance costs for this additional investment?*

Bureau Response: BES has no long-term maintenance responsibility for trees or vegetation planted through this program. The property owner is responsible for long-term maintenance, irrigation, and replacement for trees and vegetation improvements. During the establishment period (3 years), BES provides watering for trees planted on commercial and industrial properties and structural pruning on select trees, as needed.

CBO Question: *How were the three areas identified?*

Bureau Response: The N2R project areas were identified through an analysis of upcoming CIP project areas that met the following criteria:

- Project goals are best achieved through an integrated planning and implementation approach.
- Project area consists of a clustering of capital projects with stormwater management elements.

During the Program Chartering session, the leadership and project team evaluated five potential project areas considering project size and type, schedule, landscape and community characteristics, and equity. An equity lens was used that overlaid social vulnerability with the levels of service in each potential project area. Tree planting and vegetation improvements are targeted within each N2R project areas to reduce stormwater input into the combined sewer system, where the need is greatest, and available options for additional street trees and revegetation previously have been identified.

CBO Question: *What was the demonstrated benefit of the program on which the expansion is based? How were improvements to water quality and reductions in stormwater measured?*

Bureau Response: The N2R Program is based on BES's highly successful Tabor to the River Program which repaired 3 miles of sewer pipe, reduced 20 million gallons of stormwater inflow to the collection system and planted over 1,000 trees in the targeted Taggart-D basin. This approach is an integrated project delivery model that delivers projects with the greatest system, community, and watershed benefits. The N2R program has the demonstrated benefits of:

- Delivering integrated and cost-effective projects that reduce inflow to the combined sewer system while improving watershed health.
- Developing innovative project solutions that improve the quality of water reaching the Columbia Slough.
- Improving ratepayer understanding of Bureau efforts in neighborhoods of intensive Bureau investment (i.e., areas that will experience long-term construction impacts) through N2R's Education, Communication, Outreach & Public Involvement Program.
- Providing outreach opportunities to underrepresented communities, and building community capacity while empowering a diverse range of community stakeholders to be partners in implementation

Improvements to water quality and stormwater inflow to the combined sewer system is measured through hydraulic assessment by Asset Systems Management (ASM).

CBO Question: *What are the expected improvements/reductions in the 3 targeted areas?*

Bureau Response: The N2R program provides both collection system and watershed health benefits. Implementation of the N2R projects are predicted to resolve the risk of basement sewer backups for over 1,700 properties and to remove over 2.5 million gallons of stormwater from the collection system. Nearly 9,000 linear feet of structurally poor condition pipe will be replaced and an annual volume of nearly 6.7 million gallons of rainfall runoff will be infiltrated into the ground to more closely replicate the predevelopment rainfall/runoff. Over 700 acres of stormwater will be treated from the Columbia Blvd corridor to reduce pollutants reaching the Columbia Slough. Benefits will be achieved through a combination of CIP projects, private property retrofits, and vegetation enhancements. Specific to vegetation and trees, collection system resiliency depends on management and expansion of the city's tree canopy and natural areas that intercept rainfall, keeping it out of pipes and filtering naturally. The Portland Watershed Management Plan identifies revegetation as a key strategy for improving watershed health because a diverse community of native plants provides better stormwater management, is more resilient, and provides greater ecological function.

Private Property Retrofit Program: combined basins

(\$200,000)

CBO Question: *An update on the Private Property Retrofit Program would be helpful. It seems like this program is frequently putting up reductions.*

Bureau Response: This will be the second year in a row that a reduction is being requested in the Combined Basins program area. However, last year's request was a transfer of funds from one program area to another within the overall Program budget (Combined to Stephens Creek) to reflect the expected workload split. This year's request is to establish our intended Program budget after an unnecessary increase established by the budget request in FY2016-17.

Below is a table showing the changes to the Program's budget over the past few years:

<i>Area</i>	<i>FY2015-16</i>	<i>FY2016-17</i>	<i>FY2017-18</i>	<i>FY2018-19</i>
Combined Basins	\$315,303	\$815,303	\$615,303	\$415,303
Stephens Creek	\$0	\$100,000	\$300,000	\$300,000
Columbia Slough	\$0	\$100,000	\$100,000	\$100,000
TOTAL	\$315,303	\$1,015,303	\$1,015,303	\$815,303

In FY2016-17, the bureau requested to increase the program budget to accommodate increased work demand for the program. The intent was to request additional budget that was sized appropriately to utilize available staffing/contracting resources. The total/combined FY2016-17 request has subsequently been identified as larger than is supportable by the Program's staffing level and contracting resources. The requested \$200K reduction for FY2018-19 will establish the intended Program budget of \$815K by reducing the Combined Basins area of the Program funding.

Wastewater

Asset & Work Management System (Synergen) Upgrade

\$7,500

CBO Question: *n/a*

Bureau Response: *n/a*

FTE - Engineering Technician II (Facilities Mgmt)

\$99,204

CBO Question: *Are staff doing this work now? If so, how many?*

Bureau Response: The Facilities Program currently consists of one FTE, which is the Facilities Manager. Much of the work of the Facilities Program is not being completed as one person cannot address the deferred and growing needs.

CBO Question: *What has grown, and how has it grown?*

Bureau Response: The volume of work has grown alongside hundreds of millions of dollars in expansion over the past few decades without an increase in the WG facility and property management staff. Level of service and expectations have grown tremendously with more city protocols, community relations and newer (and more) issues associated with illegal camping, trespassing, vandalism and security of our facilities. The backlog of facility maintenance has grown substantially with more and more deferred maintenance building up due to aging infrastructure.

Staff space needs are increasing due to out-growing current work spaces and projected increase in staffing. CIP projects that will impact key facility components and logistics are also starting and will continue to expand the needs of the WG Facilities Program.

We are experiencing increasing backlog, missed maintenance, more failures, slipping standards and service levels, more resources focused on reactive work (quick fixes) and increasing safety risks. We have been and currently remain in an unplanned maintenance mode. The Bureau has deferred maintenance and capital reinvestment in many areas both as an intentional strategy during the CSO program that demanded so many resources, as well as a response to direction over the years to limit budget add requests. Facility maintenance and property management is just one of the categories of deferred investment. Further deferring facility maintenance creates additional risk to employees and the public.

Facilities is a key component in achieving the Mayor's priority to maintain critical infrastructure and this request to add one more staff person to help make a small dent in the backlog of facility maintenance for two large wastewater treatment plants, 98 pumping stations and over 300 parcels of property is necessary although still inadequate to catch-up in a responsible amount of time.

FTE - WW Operator II

\$98,238

CBO Question: *What is the reprioritized Operator II position working on now? To what extent did you explore shifting this position back to this work rather than adding a new FTE to complete this work? Is that an option? If not, why not?*

Bureau Response: Prior to ceasing dredging, we had two Operators dedicated to dredging seven days a week. When dredging was stopped, one Operator position was reclassified to an Electrical Engineer to support on-going priorities within the Maintenance Division so we didn't need to ask for a new FTE at the time. The other Operator position was reassigned to the Special Operations Group (SOG) temporarily to do more preventive operational activities, which is a critical component to the Operations program. The staffing plan has always been to redirect the Operator from SOG back to dredging and then to add a FTE for the other Operator position needed when dredging resumed. It is not an option to reassign another Operator position as that would negatively impact other operational priorities.

CBO Question: *How will this work get done? Will dredging and hauling begin again at the start of FY 2018-19?*

Bureau Response: The plan is to resume dredging in July 2018. As a result, we will increase the number of trucks that haul biosolids to Eastern Oregon. In order to support the increased number of trucks, we must dredge solids from the new cells in the lagoon because the digesters will not produce enough solids on their own to support the new trucking schedule. The new cells in the lagoon will be full enough at that time to start removing solids via dredging. The timing of that is important so that we don't overload the new cells with incoming solids. From a personnel standpoint, two Operators are needed for dredging operations.

Fleet - Field Vehicle (E&I - Automation)**\$50,000**

CBO Question: *Please provide more information that demonstrates how the current vehicle to staff ratio is not adequate (e.g. how often are technicians unable to respond to issues because they don't have a vehicle; are your service levels being impacted by this? If so, which ones?).*

Bureau Response: We typically run into this issue about 10 - 15 times a month where automation technicians do not have a vehicle to respond to issues. Therefore, service levels are impacted as response is delayed due to the fact that we must spend time searching and/or waiting for a pool vehicle or a vehicle from another work group, both of which are not always available. If a shared/borrowed vehicle is available, staff must also spend additional time loading and unloading the vehicle with tools and spare parts. If a vehicle is not available, we typically have to re-prioritize work (if possible) and re-direct staff to address the most urgent issues first, causing inefficiencies in our work as well as operations. In addition, with our growing automation network, our technicians are typically resolving network issues that require them to troubleshoot issues affecting multiple sites. With only one vehicle, staff are running back and forth between sites where it would be much more efficient if we had another vehicle to have staff stationed at each site to communicate and resolve issues quicker and more efficiently.

CBO Question: *How long has this been a problem and how are you addressing it currently? What other solutions were considered?*

Bureau Response: This has been a problem for over a year as we have grown to rely more on automation to improve process efficiency, minimize staffing, and increase reliability at the treatment plants, pump stations and the CSO system. The number of automation assets has increased and will continue to increase as pump stations are rehabilitated each year and additional treatment plant projects are completed (TCWTP Headworks/Clarifier, TCWTP SPI, CBWTP Secondary Expansion, CBWTP Biogas Utilization, etc.). We have also been required to respond more frequently to address issues with aging assets and equipment failures. We are currently addressing the issue as described above, by borrowing vehicles from the pool or other work groups (if available) or re-prioritizing work to ensure response to the most urgent issues first, which is an inefficient and less effective response.

CBO Question: *Do the AST work the same schedule? How often are staff in the field? How many more inspections could get done with an additional vehicle?*

Bureau Response: AST staff work essentially the same schedule. Staff are in the field daily, responding to issues, performing maintenance and repair work and installing equipment. As described above, another vehicle would allow more efficient resolution of network issues to ensure proper operation, and proper response to automation work requests.

Facility Maintenance - Painting**\$60,000**

CBO Question: *Who will be doing the painting?*

Bureau Response: Most of this work will be done by a contractor.

CBO Question: *What's the criteria you are using to determine which buildings and pump stations get done first?*

Bureau Response: Asset criticality and condition assessment.

CBO Question: *If being a good neighbor is part of this request, how is equity considered in your criteria framework?*

Bureau Response: The Bureau prepared an equity plan that will be implemented over the next few years. The Bureau has also hired an Equity Manager to improve bureauwide focus on equity-related matters. While we are thoughtful and experienced in prioritization of work that addresses our varied constituents, new bureauwide equity resources will allow us to be more informed, educated and strategic about addressing and responding to the nuances of equity in delivery of services. We expect that the initial focus of this expenditure will continue to be addressing the worst of the worst, and mitigating the biggest risks.

Consultant Services - Industrial Workspace Optimization

\$50,000

CBO Question: *Assuming this will make the maintenance shop more efficient, can the shop's current budget be reprioritized so that this work gets done within the existing budget?*

Bureau Response: The current maintenance budget cannot be reprioritized. The shop has outgrown its current space so investing in this optimization strategy will hopefully result in maintenance being able to continue for a few more years within its current shop space and defer the need and cost of expanding to additional space. This is particularly important since we are out of viable work space at CBWTP.

CBO Question: *Has the shop taken steps to improve its processes before making this request? How does process improvement fit into this request so that workspace optimization is maintained once the PTE consultant is gone?*

Bureau Response: The shop has taken all practical steps possible including cleanup of the entire shop and creating a clean pump rebuild area to facilitate proper work. It is expected that the consultant will provide recommendations for workspace optimization including equipment safety clearances, noise mitigation, and shop reorganization to create safe and efficient work areas (including equipment rebuilding, welding, painting and machining) which will be implemented and maintained to optimize the workspace.

Business Services

Renewable Energy Credits

\$30,000

CBO Question: *n/a*

Bureau Response: *n/a*

Decision Package 2

CIP Planning and Delivery Improvements

Engineering Services

Project Controls contractor support

\$200,000

CBO Question: *What is the scope of work and specific outcomes expected?*

Bureau Response: The Bureau is on a path to increase its maturity level in program and project management and controls. Adoption of the eBuilder (Heron) software for management and controls support emphasized the importance of this effort several years ago. As Heron has moved from initial implementation to ongoing and daily use and maintenance, there is a need to update (and in some instances, create) a suite of related processes and procedures to incorporate the many changes since Heron came on line. The consultant or contractor(s) will also provide direct project cost estimating, scheduling, and change management assistance to project managers as updated and new procedures are implemented. Note that over the long-term forecast, three project controls FTE are estimated as the ultimate need for an organization and CIP of our size; however, only one FTE is being requested in FY2018-19, so this requested contractor support is intended to dovetail closely with existing and new staff in program controls and allow the bureau to better understand and assess the ideal permanent long-term staffing levels.

CBO Question: *How will this 2-year contract advance the CIP ramp up? Once contract support is gone, what is the bureau's plan for continuing to implement and maintain fidelity to project controls?*

Bureau Response: This contractor(s) supports the CIP ramp up by ensuring that solid project controls processes and procedures are in place that are appropriate for an increased level of CIP project delivery. As the CIP budget increases, the expectation and need for accuracy in project planning and managing changes across the portfolio is increased. More maturity in project controls practices in an organization allows for better “early warnings” and mitigation of projects going over budget, or lagging in schedule. This allows for better management decisions and transparency across the overall portfolio. The two main findings of CIP-PREP involved Integrated Planning and Program and Project Management process improvements. This contractor will be directly supporting those efforts by both catching up on existing needs and directly supporting the needs that are expected to evolve during CIP-PREP recommendation implementation. It is anticipated that during the two-year duration of this support, the contractor will assist PMCD in ‘catching-up’ on the many processes and procedures that need to be updated or created. Once complete, existing staff will be able to manage updates on a more standard schedule.

CBO Question: *Does the bureau have a full picture of the CIP PREP needs and budget consequence of implementation?*

Bureau Response: The objective of CIP-PREP Phase 1 was to map the current process and to identify initial priorities. Phase 2 (currently underway) will identify more specific pathways to achieve implementation of process improvements, including more robust information about

recommended actions and potential budgetary consequences. Implementation (and identification of cost and timing expectations) of the multi-phase CIP-PREP project is expected to require incremental process improvements over many years. Budget consequences will be considered as part of discussions regarding prioritization of any potential CIP-PREP action recommendations throughout the process.

We anticipate that new operating resource requests related to CIP-PREP will be incurred over multiple years as the remaining work continues to consider internal reorganization and process improvements. Future FTE requests will take CIP-PREP process improvements into account, but will also be driven by the actual increase in CIP project management demands that process improvement alone cannot fully solve for.

FTE - Pump Station RR&M Project Management/Design

\$148,758

CBO Question: *How many projects would be delayed and how much would the CIP be reduced if these items were delayed until after the CBWTP clarifier work was complete and those staff re-assigned back to their initial programs?*

Bureau Response: The timeline for implementing the CBWTP secondary clarifier expansion is 7 years. During that time period, if this position is not filled by waiting for a reassignment, it is estimated that about 5 to 6 projects would be delayed, ranging from a combined total project value of \$6M to \$12M over that time period. The RR&M program and PSIP programs are budgeted at \$8M annually, but larger programs are needed to address the asset management needs. The current projection is that the sustainable level of effort for these programs is closer to \$25 million annually and our current plan is to ramp up to that level in five- to ten years. That means deferring the work of already undersized programs will result in continuing to fall behind on reinvestment, leading to reactive failures, regulatory and customer service impacts, and emergency projects. In that case, we could be in a situation where we don't have sufficient staff to manage the emergency response projects, as we will have staff dedicated to the secondary expansion work to meet the MAO with DEQ. If the decision is made to delay work in these two ongoing programs and reassign staff after the CBWTP secondary expansion program, then we would need to add more staff later to catch up on the backlog of projects. In other words, the need will still be there to add additional staff, plus we would be carrying the risk of deferring needed projects.

CBO Question: *If the CBWTP-focused work is expected to be for a limited term, why isn't using contractors the preferred option?*

Bureau Response: It is not practical to use contract employees for these services based on the current labor market. It is very difficult to hire experienced wastewater engineering staff in general, and even more challenging to hire skilled contract staff. We have found skilled entry level employees are available via the contract approach. Lately, however, it is difficult to retain even entry-level skilled contract workers for more than a year or so, as they are typically looking for job security. This is inefficient for long-term work, given the training and ramp-up time needed for a new employee. The work to support the RR&M and PSIP programs requires experienced staff that can work independently. Furthermore, there is a long-term need to retain staff as the work is

expected to grow for both programs (\$* million to \$25 million as indicated above.) In the case of using contract staff for CBWTP Secondary Expansion, rather than the ongoing RR&M and Pump Station work, the same concerns apply, as well as concerns about having temporary contractors manage large design consultant and construction contracts. We prefer to have City employees do that as much as possible. Furthermore, the learning curve about the treatment plant and City processes would risk delays in meeting the MAO deadline. To reiterate, whether we put temporary staff on any CIP program at the plant or downtown (collection system, surface water), that is a temporary solution to a long-term staffing need, due to the overall increase in CIP going forward (not just the 7-year treatment plant increase).

FTE - Surface Water Project Management/Design

\$148,758

CBO Question: *What portion of the \$10M open unassigned projects are in high-risk underserved areas? How is this request specifically related to the bureau's equity goals and plan implementation?*

Bureau Response: A review of currently unassigned projects indicates that none of them are in areas mapped as High Risk or Medium Risk on the City's vulnerable populations map. Our unassigned projects list is only a snapshot in time, so this shows that right now we are not delaying projects in underserved areas due to current staffing constraints. However, a more complete analysis of equity considerations will be conducted as part of the Stormwater Systems Plan currently underway, and we do anticipate that more surface water projects identified in the future CIP will be in higher-risk underserved areas. The current staffing constraints will magnify as the CIP grows, and in the future will lead us to more difficult tradeoffs regarding which projects are implemented and which are delayed (leading to further system risk and inefficiency).

CBO Question: *Can you provide an example of a partnership that has leveraged rate based funding?*

Bureau Response: Crystal Springs Restoration - 48% of the total stream length restored (=1.1 miles), 8 culverts replaced, one removed, 1 acre of stormwater treated with green infrastructure, one house removed, 3-degree Celsius reduction in temperature and thousands of riparian plants planted. Through partnerships, BES leveraged approximately \$9 million of ratepayer funds with \$9 million of partner funds (including over \$5 million from the Army Corps of Engineers and the remainder from PBOT, Tri-Met and other partners). The bureau is also partnering with the Army Corps of Engineers on the Oaks Bottom Culvert Replacement, with 35% City funding and 65% Federal funding. Looking forward, there is a planned package of upcoming Water Resources Development Act projects, approved by Congress, that would have significant federal and local matches and leverage of other BES projects. BES will need to provide varying levels of project management and design engineering for these projects to move forward.

CBO Question: *What are the reasons for a project being unassigned? Is it a staffing issue or could it also be a process issue?*

Bureau Response: The projects are unassigned because staff is unavailable to work on them. The process used to assign projects and manage the workload of PMs is not the cause of projects being unassigned. Some additional projects show as assigned, but in reality, staff do not have adequate capacity to manage those projects on schedule either, so there is more of a staff capacity gap than

demonstrated by looking just at unassigned projects. Potential process improvements for the design process itself, identified by CIP-PREP, are expected to incrementally improve efficiency and effectiveness, which will keep new FTE requests at a lean level, but process improvement efforts alone will not address the full need for staffing at current and increased future CIP levels.

CBO Question: *How does the CIP Prep Improvement Process inform this request?*

Bureau Response: The two main findings of CIP-PREP involve integrated planning and project management process improvements. This includes process improvements and maturation for our processes and procedures, but also involves expanding our resource base of project management expertise. In other words, as mentioned above, process improvements will not bridge the full gap of staffing needed to adequately manage projects. A key issue raised in CIP-PREP is the too-frequent hand off of projects to different project managers during the design phase, and/or delays in project design. Both of these inefficiencies are driven in part by staffing constraints and the need to re-shuffle project assignments across over-loaded project managers.

FTE - Treatment Plant Project Management/Design

\$130,782

CBO Question: *How many existing staff are being assigned to this work?*

Bureau Response: Currently 5 design staff (2 senior engineers and 3 engineers) are assigned to these two programs.

CBO Question: *How many projects will this new position manage?*

Bureau Response: It is expected that this position will manage up to 3 projects, which are elements of the larger programs.

CBO Question: *How has the CIP Prep Improvement process informed this request?*

Bureau Response: The CIP-PREP process identified the need to reorganize with a focus on project management, including seeing a project from initiation (design) through post-construction startup and commissioning. This request is for a project manager that will plan and deliver projects through commissioning. Having inadequate staffing increases the need to hand off projects to various project managers throughout the life of a project, rather than keep a consistent PM assigned, so all project manager FTE requests in our budget are designed to help address this deficiency that was a key theme raised in CIP-PREP.

CBO Question: *Once the CBWTP work is done, what is the need for this position?*

Bureau Response: The CIP beyond 5 years shows increases in reinvestment in treatment plant rehab, pump station rehab, and force main rehab. Therefore, this position will be needed to support the growth in those programs.

FTE- Supervising Engineer for Wastewater Design

\$160,254

CBO Question: *How will oversight improve as a result of this position (e.g. supervisor to staff ratio)? What's the typical ratio? How does the complexity of work effect the ratio?*

Bureau Response: This position will improve oversight by reducing the span of control for supervision by one half, which is in line with current baselines across the Engineering Group (Supervising Engineers range from 1:5 direct reports to 1:11 direct reports. Total staff for Supervising Engineers' sections typically range from 6 to 14). Typically those supervisors with higher numbers of direct and indirect reports have more technicians on their staff, who work under lead direction of engineers.

Current staff in the WW Engineering Division: 7 direct reports to the Principal Engineer (interim-reclass to Principal is pending). 22 total city positions under the Principal, plus 6 contract positions. This division is heavily loaded with professional engineers and senior engineers, with very few technicians. The addition of a Supervising Engineer would split that (1:4 direct reports for the Principal and 1:3 for the Supervising). Given the high number of total engineers in the division, the requested two additional engineering (PM) positions, the high complexity of work, and complex program management required by the Supervising Engineer, we are likely to reclassify an existing position to an additional (second) Supervising Engineer as well.

The complexity of the work includes treatment plant and pump station improvement project delivery, including managing consulting contracts and interfacing with project stakeholders that operate and maintain the facilities to ensure the improvements meet their needs. It also includes coordinating multiple programs and projects with complex interdependencies. The work also includes ongoing technical support. This relatively high level of complexity makes the current span of control extremely challenging. So essentially the addition of the one supervising engineer still leaves a very lean organizational structure regarding staff and project oversight.

CBO Question: *What are the consequences of not funding this position?*

Bureau Response: Oversight of technical staff is limited until this position is approved. Staff do not have adequate guidance and feedback to deliver projects on schedule and on budget. Project delays will occur, and potential rework could result. Furthermore, City and bureau processes may not be followed due to the wide span of control currently. So the consequences include, fiscal management risks, staff development risks, and project delivery risks.

FTE - Construction Manager -CIP

\$148,758

CBO Question: *If significant increases are not expected for several years, is this position premature?*

Bureau Response: This request is based on current as well as planned ongoing workload. The need for this position was identified over two years ago. Starting in FY2016-17, the CIP has grown by an average of approximately 5% each year from past levels. The FY2018-19 CIP is planned at 17% over FY2017-18. So the growth in projects (a mix of number and size of projects) has already started. The bureau can provide additional data to illustrate the workload on existing Construction Managers, if

requested. The overload on existing staff using standard construction management metrics indicates the need for this position. 10 of our 15 current Construction Managers (Tech III and above) are over-loaded, with the remaining 5 at capacity for a standard workload. While there are two remaining vacancies in the division to fill, they are management positions, which will not substantially change the project distribution.

CBO Question: *Can you quantify the increasing volume of projects that are entering the CIP compared to previous years?*

Bureau Response: As mentioned above: 5% increase in FY16-17, 5% additional increase in FY17-18, 17% increase in FY18-19. If requested, the bureau can provide additional data that quantifies the overload of work on existing staff relative to standard construction metrics.

CBO Question: *How does the CIP Prep Improvement Process inform this request?*

Bureau Response: This request is consistent with the findings of CIP-PREP. The two main findings of CIP PREP involved Integrated Planning and Program and Project Management process improvements. This involves not only expanding and maturing our project management processes, procedures and approaches but also in expanding our resource base of project management expertise. These two findings/efforts are supportive, but not mutually exclusive, of the demonstrated need for additional construction managers to balance workload and provide adequate oversight of millions of dollars in construction contracts. A key theme from CIP-PREP is reducing the hand-off of projects to different Project Managers and Construction Managers during the life of the project. Adequate staffing is part of the solution to that problem.

New Vehicle Treatment Plants Shared Pool **\$35,000**

CBO Question: *n/a*

Bureau Response: n/a

FTE - Project Cost Estimator **\$140,154**

CBO Question: *n/a*

Bureau Response: n/a

FTE - Support for System Planning and Project Modeling **\$130,782**

CBO Question: *Is BES not currently incorporating geography and community equity in asset planning?*

Bureau Response: BES does include geography and community equity in asset planning. BES uses our spatial data to evaluate the management of our assets and equity within the City. This position would be leveraged to continue that work.

Watershed Services

Integrated Planning for Stormwater Priority Areas

\$200,000

CBO Question: *What are the expected outcomes of the contract that can't be accomplished with existing staff?*

Bureau Response: Integrated planning for priority areas will include efforts such as project feasibility analysis, condition assessment, environmental benefit and impact assessment, hydraulic analysis, alternative analysis, concept design, and cost estimating. Current staff will support all integrated planning efforts. Additional consultant funding will support specific portions of the analysis that staff cannot complete due to technical capacity or availability. Integrated planning has been identified through both the Bureau's Strategic Plan and CIP Process Review and Enhancement Project (CIP-PREP) as a critical initiative to inform Bureau infrastructure investments.

FTE - Program Manager - Condition Assessment

\$150,222

CBO Question: *How is this different from the SWSP condition assessment that has been ongoing for several years? What new work product is expected?*

Bureau Response: SWSP has not been conducting *condition assessment* of assets, per se. There may have been confusion in the language used for other ongoing SWSP work. SWSP has been focused on the GIS-based *risk assessments* to evaluate where in the city the greatest risks related to stormwater are anticipated, in the absence of condition information. Though condition assessment of assets such as combined and separated sanitary sewer pipes and limited stormwater assets has been part of the Bureau's work for years, the comprehensive *condition assessment* program for stormwater assets (both built and natural) will be new.

CBO Question: *How will this improve service levels? What is the impact of not funding the position?*

Bureau Response: Knowing the condition of assets is a critical component of an asset management program. Knowing condition is part (capacity the other) of being able to answer the question of what levels of service are we currently providing and how can we improve the system elements to bring the entire system up to the prescribed or desired levels of service. Not funding this position will reduce the accuracy and effectiveness of the Risk Assessment analysis as well as greatly expand the timeline of the deliverables that provide solutions. The planning, design and implementation of projects to mitigate risk will be postponed well into the future while we seek other resources or wait for other resources to become available to perform the Asset Inventory and Condition Assessment work.

FTE - Business Systems Analyst - Condition Assessment

\$111,096

CBO Question: *How is this different from the SWSP condition assessment that has been ongoing for several years? What new work product is expected?*

Bureau Response: SWSP has not been conducting *condition assessment* of assets, per se. There may have been confusion in the language used for other ongoing SWSP work. SWSP has been focused on the GIS-based *risk assessments* to evaluate where in the city the greatest risk related to stormwater are anticipated, in the absence of condition information. Though condition assessment of assets such as combined and separated sanitary sewer pipes and limited stormwater assets has been part of the Bureau's work for years, the comprehensive *condition assessment* program for stormwater assets (both built and natural) will be new.

CBO Question: *How will this improve service levels? What is the impact of not funding the position?*

Bureau Response: Knowing the condition of assets is a critical component of an asset management program. Knowing condition is part (capacity the other) of being able to answer the question of what levels of service are we currently providing and how can we improve the system elements to bring the entire system up to the prescribed or desired levels of service. Not funding this position will reduce the accuracy and effectiveness of the Risk Assessment analysis as well as greatly expand the timeline of the deliverables that provide solutions. The planning, design and implementation of projects to mitigate risk will be postponed well into the future while we seek other resources or wait for other resources to become available to perform the Asset Inventory and Condition Assessment work.

SWSP Condition Assessment PTE, Wetland Inventory

\$76,000

CBO Question: *How is this different from the SWSP condition assessment that has been ongoing for several years? What new work product is expected?*

Bureau Response: SWSP has not been conducting *condition assessment* of assets, per se. There may have been confusion in the language used for other ongoing SWSP work. SWSP has been focused on the GIS-based *risk assessments* to evaluate where in the city the greatest risk related to stormwater are anticipated, in the absence of condition information. Though condition assessment of assets such as combined and separated sanitary sewer pipes and limited stormwater assets has been part of the Bureau's work for years, the comprehensive *condition assessment* program for stormwater assets (both built and natural) will be new.

CBO Question: *How will this improve service levels? What is the impact of not funding the position?*

Bureau Response: Note that this is not a position request. The Watershed Services Group does not have the internal resources to conduct the field inventory or condition assessment work requested under this budget request. This effort requires extensive field time to collect data on a variety of asset types and the magnitude of time required is outside what our current staff could conduct, given their current workload. In addition, there are aspects of the condition assessment, such as CCTV for example, that our Bureau regularly contracts out for Sanitary Sewer inspections, because we do not have the equipment or resources to perform that specific type of work.

Wastewater

Condition Assessment - Large Diameter Force Mains

(\$200,000)

CBO Question: *n/a*

Bureau Response: *n/a*

Condition Assessment - Sewer and Stormwater System

\$26,160

CBO Question: *What does this increase buy?*

Bureau Response: In previous years, budgeted resources were used exclusively for inspection and condition assessment of large diameter sewer pipes. Going forward, this item will focus less on the actual inspections since city crews have increased their capabilities in this area. The focus will turn to expanding condition assessment and the asset management program for stormwater system assets. The Professional Services will be utilized to develop a protocol for assessing structural components of stormwater culverts (entrance and exit components) and update standard operating procedures and maintenance schedules for active controls in the collection system (valves, gates, etc). The increase will also be used to support the CMOM program, specifically maintenance planning, to develop tools and methods for reporting metrics to better track production, costs, and efficiency.

CBO Question: *Who is doing this work now?*

Bureau Response: City crews are performing stormwater culvert inspections. A visual inspection of the end conditions is performed, but currently a comprehensive structural assessment is not being done. Wastewater Group staff currently perform maintenance planning and implement standard operating procedures. Efforts to update those processes have not started and expert services are necessary to set up protocols.

Condition Assessment – Overtime

(\$19,066)

CBO Question: *How much overtime have you used in FY 2017-18 for this work?*

Bureau Response: Overtime toward this effort was planned and previously communicated to begin in January 2018. Delays in staffing for the Condition Assessment Program impacted the timing of the rollout for the condition assessment work. This work is on schedule to be implemented by the end of January.

FTE - Condition Assessment, Field Technician

\$98,586

CBO Question: *Having a hard time determining the need for this position in the context of the other positions that were added in previous adopted budgets for condition assessment. What are those positions doing and how is the need unmet? What is the backlog of assessments?*

Bureau Response: The Condition Assessment (CA) Program Manager, Maintenance Planner and Engineering Tech II duties are as described in the Condition Assessment Program document that was submitted in previous years' budget requests to show the program development requirements and structure. Those positions are responsible for developing and administering the condition assessment program, completing the asset inventory, procuring PTE contracts for CA work that is outside the expertise of our technicians (i.e. pipes), analyzing condition data and preparing capital project requests, etc. (see CA Program document for details). The requested Field Technician positions are responsible for performing condition assessments in the field on over 15,000 mechanical, electrical and instrumentation assets that are tracked in Synergen (once the asset inventory is complete, we anticipate that thousands of others will be added to the program) and providing detailed condition data to the program so that decisions can be made about reinvestment needs. When this program was first developed in 2016, the objective was to hire three field technicians in FY 2018-19 (Millwright, Electrician and an Instrument Technician) as detailed in the BES Asset Management/Condition Assessment document. The Bureau decided to request only one Field Technician (Millwright) in FY 2018-19, and defer adding the other two Field Technicians (Electrician, Instrument Technician) to FY 2019-20 due to budget constraints and competing priorities. Program development of a systematic condition assessment process is underway; however, this one Field Technician will only make a small dent in the huge backlog of condition assessments that need to be performed at the 2 treatment plants, 98 pump stations, 15 odor control facilities, 60 air/vac structures and system active controls.

CBO Question: *If new equipment is coming online in 2022-23, shouldn't maintenance and repair be minimal in the first few years?*

Bureau Response: No, that is not the way the life-cycle works for treatment plant and pump station assets. During commissioning of new treatment plant and pump station facilities, there is a significant initial investment in these assets over the first few years.

CBO Question: *What are the consequences of not funding this position?*

Bureau Response: If this position is not funded, we will only be able to provide very minimal data to the Condition Assessment Program by increasing overtime to complete some field assessments on mechanical, electrical and instrumentation equipment. This strategy will only put a small dent in the backlog of condition assessment work that needs to be performed and will not provide us with adequate staffing to "catch up" in the foreseeable future. The condition data from our field technicians is a foundational element to the condition assessment program and is critical to understanding the state of our assets so that we can quantify reinvestment needs for the Capital Program. Condition assessments on pump stations and treatment plant mechanical, electrical, and instrumentation assets will not be able to be performed by our field staff without deferring core maintenance and repair work in each program. Therefore, much of this condition assessment work will be deferred until we have added staff to address this additional workload. Without this information, we cannot meet the Bureau's long-term goals of strategically understanding our reinvestment needs nor the Mayor's budget priorities of maintaining critical infrastructure.

Decision Package 3

Workforce

Engineering Services

FTE - Training Coordinator (Limited Term)

\$111,096

CBO Question: *How does this Limited Term position align with the Project Controls Support request, the Fall BMP FTE related to Heron, and the consultant work approved over the last year? What's the bureau's Engineering training strategy given these related requests? How does the bureau's strategy address maintaining programs once temporary resources (contract support, LT positions) are gone?*

Bureau Response: The request for Project Controls Support is specific to project controls expertise/direct support to project managers on active capital projects, and development/maturation of project controls processes and procedures. Those contracted staff or consultants would be providing some individual training or trainings specific to new procedures. The Fall BMP FTE Tech II is less of a trainer, and more of a technical support position for Heron (sort of like a “help desk” and system administration assistance, for example, managing the hundreds of active user accounts). That position *assists* with creation and maintenance of instructional manual and other “training” information specific to Heron. This Training Coordinator request is focused on overall Engineering Services training coordination. It is someone with training program assessment and development expertise to create and implement a comprehensive training approach for our 180+ FTEs, who span various technical and professional job classes. This is broader than just project management/project controls training needs. It would also include a look at core competencies required for all Engineering Services jobs, creation of learning plans, and connecting those to performance evaluations, career ladders, and succession planning. So, that might include specific technical training needs for Licensed Professional Engineers and Public Works Inspectors, communication or management skills training, professional development in specialty engineering disciplines, and other software training beyond Heron (e.g., CAD, hydraulic modeling software). It is somewhat similar to an existing position in the Wastewater Group that coordinates and tracks training for those employees to support employee development. Engineering Services currently has no programmatic approach to education and professional development for our employees and managers across the group, and we receive feedback that this is a real gap that impacts employee retention and career advancement. We need to ensure optimal use of our existing education budget resources. We expect that after a 2-year intensive effort by this position to assess, recommend, develop and implement a training program that synchs with organizational changes and Strategic Plan goals, ongoing implementation and training coordination can be absorbed by permanent staff (e.g., administrative assistant for tracking/database management, individual managers, and Engineering Support team (management assistant). A goal of the position’s work will be to develop and implement a sustainable approach within existing resources.

Wastewater

Interns - WWG Maintenance

\$50,000

CBO Question: *Are these year-round interns or partial year?*

Bureau Response: Both are full year (maximum 1,400 hrs) interns.

CBO Question: *How will this request advance workforce equity? Please be more specific.*

Bureau Response: The goal is to hire interns that improve racial equity and diversity, including aiming at underserved communities and/or people with disabilities. The BES Equity Plan includes an action item of using internships from student populations underrepresented at the bureau and/or disadvantaged communities.

Business Services

Lease for additional temporary office space

\$150,000

CBO Question: *How many more workspaces do you need to accommodate your existing staff? How many additional workspaces do you anticipate needing until the PDX Building reopens? What is the minimal amount of space needed?*

Bureau Response: Since total square footage was significantly reduced in 2017 as part of the Portland Building temporary relocation, the bureau is currently operating with the bare minimum amount of space. By identifying new configurations using currently available space at multiple downtown locations (1900 Building, Pioneer Tower and the 400 Building) as well as space at the Pollution Control Lab and Columbia Boulevard Treatment Plant, the bureau currently accommodates existing staff. While productivity has been challenged due to distance separation, travel time between locations and working within workspace constraints, that was understood to be a known negative consequence Citywide resulting from the Portland Building temporary move. However, there is zero capacity for the approximately 40 additional staff expected to be required bureauwide over the next two fiscal years per the bureau's current 5-Year Financial Plan. Additionally, the current space severely restricts storage areas, meeting spaces, collaborative spaces, privacy areas, and other critical office space needs, and the existing temporary space presents challenges with electrical capacity and security.

CBO Question: *The DP references potentially leasing some of this space to other city bureaus?*

Bureau Response: BES is aware that other bureaus are experiencing similar space constraints and inefficiencies. While the intent would not be to lease more space than is needed, available space at appropriate market prices might compel commitment to more space than is needed by BES immediately. BES believes that other bureaus would be interested in subleasing space that is not required to immediately meet BES needs.

CBO Question: *What is your level of confidence in this cost estimate?*

Bureau Response: The estimate was based on market rates for approximately 5,000 square feet of office space in the downtown area as of September 2017. Prices and available spaces continue to be variable as the downtown Portland commercial market is constantly changing.

Decision Package 4

Bureau Culture

Director's Office

Equity Plan Implementation

\$10,000

CBO Question: *Rather than equity as an add-on, to what extent did the bureau explore utilizing existing resources or realign resources for this \$10,000 request?*

Bureau Response: The additional investment will be used to supplement other resources that support the larger equity strategy of the Bureau. Combined, these resources will create a comprehensive funding source that addresses areas of impact to underserved and underrepresented communities—e.g. initiatives that impact service delivery, along with internal activities like professional development and recruitment that are foundational for staff to effectively engage with external communities. This investment is part of a larger effort to realign resources to better serve the needs of all Portlanders—especially those that have traditionally been overlooked or unengaged.

CBO Question: *How many staff would benefit from the conferences?*

Bureau Response: All staff will be impacted and benefit from the conferences whether directly by attendance, or indirectly through peer learning opportunities. The collection of professional development opportunities made available to staff will be carefully and thoughtfully curated by the Equity and Inclusion Manager to allow for greatest Bureau impact. The intention is to select train-the-trainer type professional development experiences that build internal capacities thus allowing staff to learn from peers within the Bureau. Also, resources will be used to develop just-in time e-learning opportunities that will be available on demand.

CBO Question: *What outreach would be accomplished?*

Bureau Response: External feedback is crucial to the Bureau's overall equity strategy and regular outreach will be conducted to engage various community partners. These partners will represent diverse groups across the city and will function as advisory to the Equity and Inclusion Manager and Bureau Leadership as a critical friend and thought partner.

CBO Question: *Is this internal equity work or external?*

Bureau Response: Primarily internally focused, professional development activities will be designed to build greater capacity among staff to undertake successful engagement with various community groups.

CBO Question: *What type of education will be provided?*

Bureau Response: Professional Development opportunities will include the following topics: implicit and explicit bias, intergenerational differences, asset-based approaches to community

engagement, equitable resource allocation strategies, privilege and classism, and strategies for facilitation difficult conversations around race and equity.

Decision Package 5

Responsive Business Systems

Pollution Prevention

FTE - Business Systems Analyst - Investigations Division

\$111,096

***CBO Question:** How has the work of the Data Strategist position informed this request?*

Bureau Response: The Data Strategist was hired in December 2017. This request was developed in collaboration with the MDAS division manager (responsible for the Data Strategist). This position is one component of the long-term bureau-wide data strategy (begun in FY2015-16) for which the Data Strategist will ultimately be responsible. Due to the integrated service role of the EID within the bureau, the EID position has been identified as a critical element in our strategic plan initiative to optimize our data management systems.

***CBO Question:** What data deficiencies exist in EID?*

Bureau Response: The EID generates data daily in a multitude of ways, such as via electronic measurement of flow in our conveyance systems, via laboratory analysis of environmental samples from treatment plants and industries, and via manual measurements of biological and habitat indicators in watersheds. These and other data form the basis of decisions made across the bureau and compliance with regulatory permits and requirements. Current data deficiencies lay on the management side of data stewardship. Specifically, this position will be dedicated to working within the EID and with MDAS to define, document, and consistently implement the data standards and associated business processes needed in EID to ensure that BES gets the highest and best use from its data investments.

Currently, the division lacks a centralized set of data rules to guide work conducted in different sections and to inform the design and operation of functional databases and associated user interfaces. In addition, collected data of similar type are subject to different quality review processes, making it difficult for end users to assess the suitability of each data source for their project objectives. In short, the position will help to ensure that the data we are generating, storing, evaluating, and delivering are accurate, reliable, useful, accessible, and timely.

***CBO Question:** How does this request affect the efficiency of the division?*

Bureau Response: The position will help to develop Environmental Data Management Plans that will reduce redundancy, improve data integrity, and facilitate reporting. For data generators within EID, this planning will streamline the setting up of new projects and help to prevent collection and management of nonessential data. For staff in EID who are responsible for entering data into management systems, reviewing data quality, and evaluating data before delivery to end users, work of this position will increase navigation efficiency to data of interest and will produce data of known quality. For end users, there will be greater availability of metadata that will inform data queries and will improve efficiency in responding to requests for information. Long-term, data

generated and managed by EID will have greater value, as they will be more accessible and likely to be utilized beyond their original purpose. This equates to a better use of EID resources over time.

Business Services

FTE - Financial Analyst

\$111,096

CBO Question: *n/a*

Bureau Response: *n/a*

FTE - Procurement Assistant

\$111,096

CBO Question: *What are the specific tasks that would be completed?*

Bureau Response: Coordinate and administer all aspects of bureau procurement and contracting processes for goods, non-professional, professional, and construction services, and support processing of grant agreements and intergovernmental agreements as follows:

- provide guidance to bureau staff regarding federal, state and City procurement and contracting laws, rules, policies, guidelines and procedures
- process competitive procurements for securing a wide variety of goods and services including developing solicitation documents (i.e., request for proposals and invitations to bid), facilitating pre-proposal meetings, and facilitating proposal evaluation and contract award processes
- process direct, sole source, emergency, and special procurements
- draft and process contracts and contract amendments, ensuring vendors compliance with City contracting requirements, routing for approval and execution, managing contract data in SAP and producing relevant reports, and processing final payment and contract closeout certification reports
- process and monitor contract, grant and intergovernmental agency awards to ensure project managers are in compliance with contracting requirements
- maintain procurement documentation and file management including record retention and archival in TRIM, and managing public records requests
- support BES and City equity goals by assisting in identifying qualified disadvantaged, minority and women-owned, and emerging small businesses (D/M/W/ESBs) to participate in BES contracting opportunities and to ensure bureau staff are in compliance with equity contracting requirements.

CBO Question: *How would this improve service levels?*

Bureau Response: Service levels will be improved by:

- more timely, quicker turnaround times in the processing of procurements and contractual documents
- increased capacity for handling the increased workload tied to the overall growth of bureau operations and programs

- decreased delays in the acquisition of resources and support mechanisms needed for the bureau’s operations and delivery of services due to limited workforce resources
- increased technical assistance provided to bureau staff
- improved contract management practices and standardization
- increased strategic planning and focus on designing and implementing process improvements

CBO Question: *Does this address a specific concern identified in CIP-PREP and how would it improve procurement?*

Bureau Response: Yes, it addresses the concern of the existing long procurement process and extended contract negotiations that are adversely impacting CIP throughput, and will support eventual realignment to create concept-to-closeout project management and technical teams where Contract Management Division staff are key partners. Procurement and contracting activities will improve by affording the Contracts Manager time to work on identifying opportunities for expediting the contracting process with central Procurement Services and implementing improvements rather than having to focus on the day-to-day processes.

BTS Flexible Services Contract

\$50,000

CBO Question: *What work would get done under the contract, and what is the need?*

Bureau Response: This funding would provide financial backing to ensure access to a ‘bench’ of IT subject matter experts (via BTS’ Flexible Services Contract) to provide any of a host of negotiated labor categories (such as Application/Web Developers, Database Administrators, IT Project Managers, etc.) BES views this proposed allocation as an IT and/or Data-related “risk mitigation” fund, as it provides financial backing to ensure access to additional IT-related subject matter experts within BTS. The specific work performed under the contract would be dependent upon the specific challenge being faced at the time the contract is utilized.

CBO Question: *What prompts "IT related support surges"?*

Bureau Response: Part of the bureau’s response to IT needs (as highlighted by the Strategic Plan) is formation of a Bureau IT Governance to help determine which IT/data-related projects are a priority to the bureau, based on several factors – including, but not limited to, its relevance/importance to meeting applicable Strategic Objectives. Multiple proposed projects could lead to competing priorities in terms of allocation of existing staff – i.e. a “support surge.” Access to this contract vehicle allows the bureau an option to undertake work over and above the bandwidth capabilities of existing staff, and provides support for these potential surges without delaying implementation of priority IT/data projects.

Decision Package 6

Community Relationships

Business Services

Wholesale Contract Increases (MCDD) **(\$166,100)**

***CBO Question:** Should this continue to be one time until the bureau works with MCDD to explore reduction options? If not, why not?*

Bureau Response: The City (via BES) currently has an existing intergovernmental agreement, authorized by City Council and executed in FY2013-14, to provide funding to address the City's responsibilities related to stormwater management within MCDD. The agreement is mutually beneficial to both parties, and to the residents and businesses within MCDD. The agreement identifies the methodology by which payments to MCDD are to be determined each year. That agreement is scheduled to remain in effect for a minimum of 25 years, unless the City and MCDD agree to a new agreement. As such, the bureau is obligated to make payments to MCDD on an ongoing basis.

Affordability 2.0 - Multi-family eviction prevention **\$400,000**

***CBO Question:** n/a*

Bureau Response: n/a

Decision Package 7

Leadership in City Government

Engineering Services

Disaster Response Team Trailers

\$20,000

CBO Question: *How do these fit within the bureaus recovery plan? What type of equipment would be kept in these trailers? What type of work would they facilitate post-disaster?*

Bureau Response: BES has over 100 facilities and over 2,500 miles of pipe as part of our assets. After a large catastrophic event, BES will need to inspect these assets before they can be occupied and to assess the level of damage and start to be able to prioritize repairs. Inspection will also provide thorough documentation to improve the chances for possible FEMA reimbursement.

The equipment and tools stored in the trailers would aide in accessing facilities and assets for evaluation and assessment which would include misc. hand tools, PPE, first-aid supplies to perform work, a 2000-watt generator, small flood light stand, and safety flares.

These DATs would give the BES Emergency Operations Center (EOC) an operating picture of where and how bad the damages are. Following the onset of an incident, BES intends to assess and determine the status of our assets and facilities. Damage assessments will be used to quickly determine and report the location, severity and nature of damage and give the EOC situational awareness so the EOC can use facility status, damage assessment and utility disruption information to coordinate response and recovery efforts.

CBO Question: *Would there be any use in non-disaster times?*

Bureau Response: The trailers can be used in non-disaster times for assistance in landslides, minor flooding and inclement weather assistance, such as when BES collections systems teams go out to clear and asses storm drains.

CBO Question: *How would they be deployed? How would these decrease the amount of time for recovery?*

Bureau Response: These would be deployed through the BES EOC to the DATs post disaster and in other times when assistance is needed. Teams could go to the trailers instead of trying to come to a centralized location to gather equipment and deploy for assessments. They would be strategically placed for storage so they are spread out across the city for the best and most efficient access.

CBO Question: *How frequently would the contents need to be serviced/maintained? What are the ongoing costs for O&M/replacement or refreshment of contents?*

Bureau Response: Most of the items are durable (e.g., tools), or not set to expire for 5 – 10 years. The items such as batteries would be inventoried, checked yearly to verify and replace as part of a DAT exercise. We would work with Fleet Services for scheduled maintenance for lights and tires on the trailers once a year, and scheduled maintenance for the 2000-watt generator.

The cost of maintaining these trailers and contents would be approximately \$100/yr, which we can accommodate in existing operating budget capacity for tools and equipment.

CBO Question: *Who would be responsible for the trailers and where would they be stored/sited? Has a site assessment been done to ensure safety of equipment and deployability?*

Bureau Response: We plan to store the trailers on BES properties that are geographically separated, to allow for a better chance of employees being able to get to a site. To start, we anticipate that two trailers would be stored at the CBWTP and two at the Guilds Lake site, which have existing security and access protocols, and are on opposite sides of the river. BES Inspection staff are permanently located at those locations and will be responsible for the trailers. Other sites for future trailers will be determined by security accommodations in place. We will have an internal checklist of requirements for storage sites. This would include considerations such as controlled access, locked, accessibility, lighting, covered locations, etc.

Other (Bureau-wide) CBO Questions:

CBO Question: *Rather than new vehicle purchases, has a usage assessment of all BES vehicles been done to see if there is capacity elsewhere for joint use of vehicles across groups during inclement weather (e.g. non-essential employees that are not using their vehicles) or in other circumstances?*

Bureau Response: Different workgroups use different vehicles for different purposes. As such, vehicle purchase and pooling decisions are generally managed at a group level, not at a bureauwide level. Data indicates that vehicles that are currently pooled (either bureauwide or within groups) are being utilized nearly 100% of the time. In many cases, employees who rely on shared vehicles are forced to schedule use around vehicle availability, which leads to inefficiency in service delivery. This data suggests that there is not capacity to broadly expand sharing of current vehicles. Regarding inclement weather, there are a very limited number of vehicles that are optimally equipped for inclement weather, and those vehicles are typically in service during weather events.

Fleet Replacements Wastewater Group

\$1,545,000

CBO Question: *How many vehicles does this represent?*

Bureau Response: This reflects the replacement of 23 vehicles.

CBO Question: *Is this a cost increase from last year?*

Bureau Response: Yes, total cost for FY 2018-19 will be \$1,978,000.

CBO Question: *How is the decision between bi-fuel and dedicated RCNG made? Do you have any fiscal analysis to share?*

Bureau Response: Market availability for a particular vehicle type plays a key factor in decision-making. We also take into consideration how the vehicle will be used and fueling availability.

CBO Question: *Does this request move any vehicles forward in the replacement schedule?*

Bureau Response: Yes it does move vehicles forward from last fiscal year's replacement plan. They are being moved forward due to program needs, new condition assessment information and the amount of time it takes to get a vehicle procured. None were moved up solely due to RCNG. Bi-fuel and fully dedicated RCNG is being considered as vehicles come due for replacement based on the other factors noted.

CBO Question: *When is the fuel station expected to be operational?*

Bureau Response: The CNG fueling station is expected to be operational in February 2018.

Fleet Replacements PBOT MO

(\$372,000)

CBO Question: *How many vehicles does this represent?*

Bureau Response: This reflects the replacement of 19 vehicles.

CBO Question: *How many vehicles have their assessment schedule moved up?*

Bureau Response: No vehicles were moved up in FY 2018-19.

CBO Question: *What is the cost for this schedule change?*

Bureau Response: There is no replacement schedule change in FY 2018-19. Cost difference from last year's replacement plan is due to updates with the projected replacement costs.

CBO Question: *If the assessment schedule has moved vehicles up, why a decrease?*

Bureau Response: The replacement plan for FY 2018-19 does not have any vehicles or equipment moved up from last year's replacement plan. The decrease in budget indicated is a reduction from the current adopted budget of \$2,734,000.

CBO Question: *Is the vehicle replacement plan part of the IA or budgeted separately?*

Bureau Response: Capital outlay for vehicle/equipment replacements is not part of interagency.

CBO Question: *Can you provide more details regarding the PBOTMO RCNG fueling station location, e.g. where will that fueling station be located? Who is leading that work?*

Bureau Response: CityFleet manages the fueling stations and currently has several fuel station rehabilitation projects planned where CNG setup can and hopefully will be included. The first CNG fueling station that would be viable for PBOTMO to use will be located at Water Bureau – Interstate. We were last informed by CityFleet that the fueling station located at CityFleet & PBOTMO (Kirby) will likely not have CNG available for approximately five years.

CBO Question: *Also, the narrative mentions an assessment. What are the assessment findings?*

Bureau Response: The assessment includes down-time, repair costs, CityFleet's recommended replacement dates, program needs and the time it takes to receive a new vehicle. Overall the assessment indicates: 1) We have the right number and type of vehicles/equipment to meet program needs for FY 2018-19. 2) The vehicle/equipment replacements for FY 2018-19 that were included in last

year's replacement plan is still legitimate for this year's budget request. 3) Vehicle replacement costs continue to increase with a few exceptions. 4) Down-time has increased (turn-around time by CityFleet). 5) It takes an unreasonable amount of time (~ 12-18 months) to go through the specification and procurement process with CityFleet to replace a vehicle.