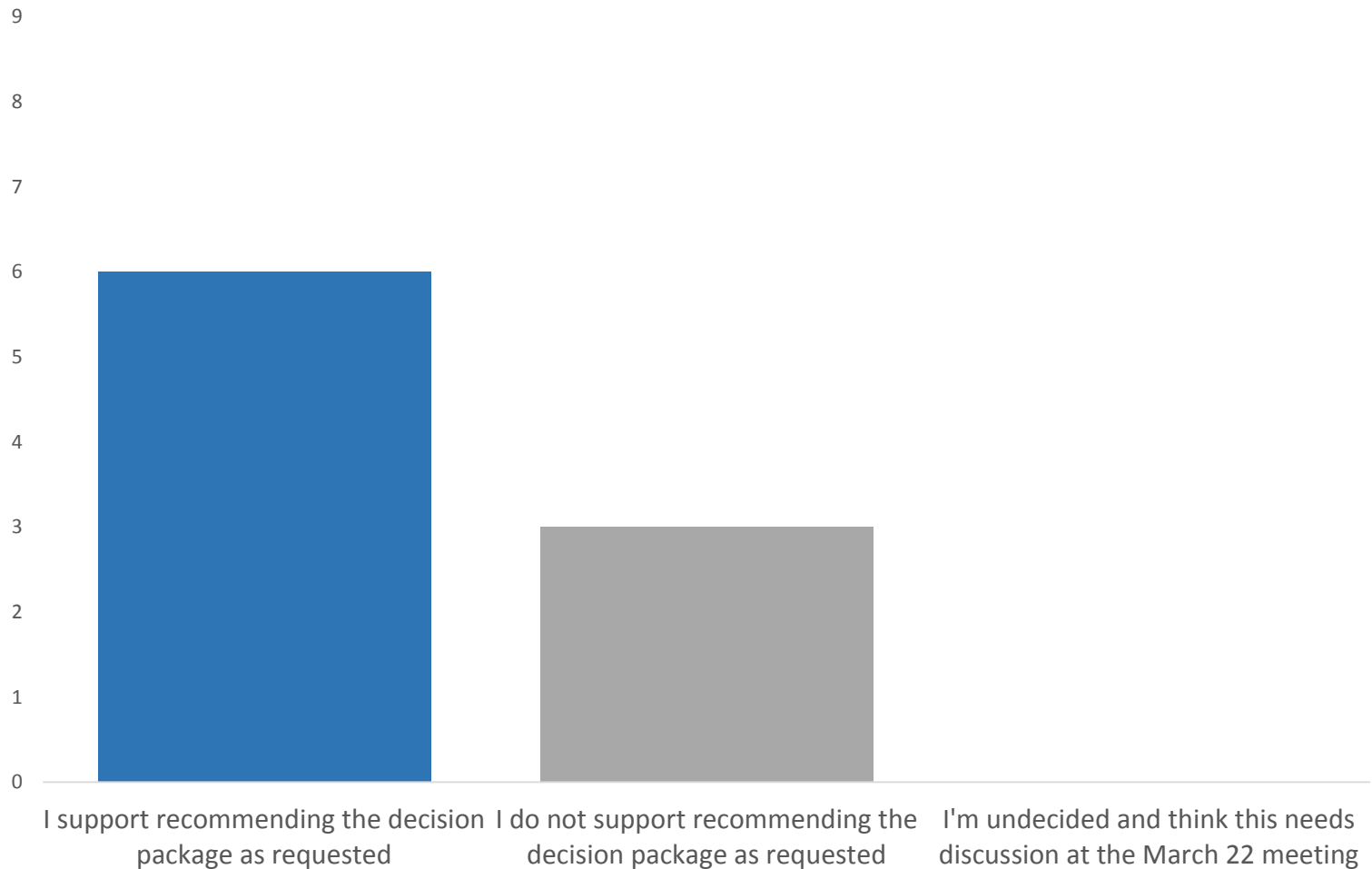


# PUB Member Survey Responses for Bureau Budget Requests

FY 2018-19

## WA\_01 Water Treatment package as requested



### Member Comments:

I believe that staffing at the full 7 FTE level is unlikely to be accomplished. This project is complex and lengthy. Time will be needed to get the structure in place. I would hold off on the 2 FTE requested for bench testing until the initial team is up and running. - Scott

I'm satisfied with the WB's argument that all positions are required to form a robust team that will start the planning, design, and construction process. - Micah

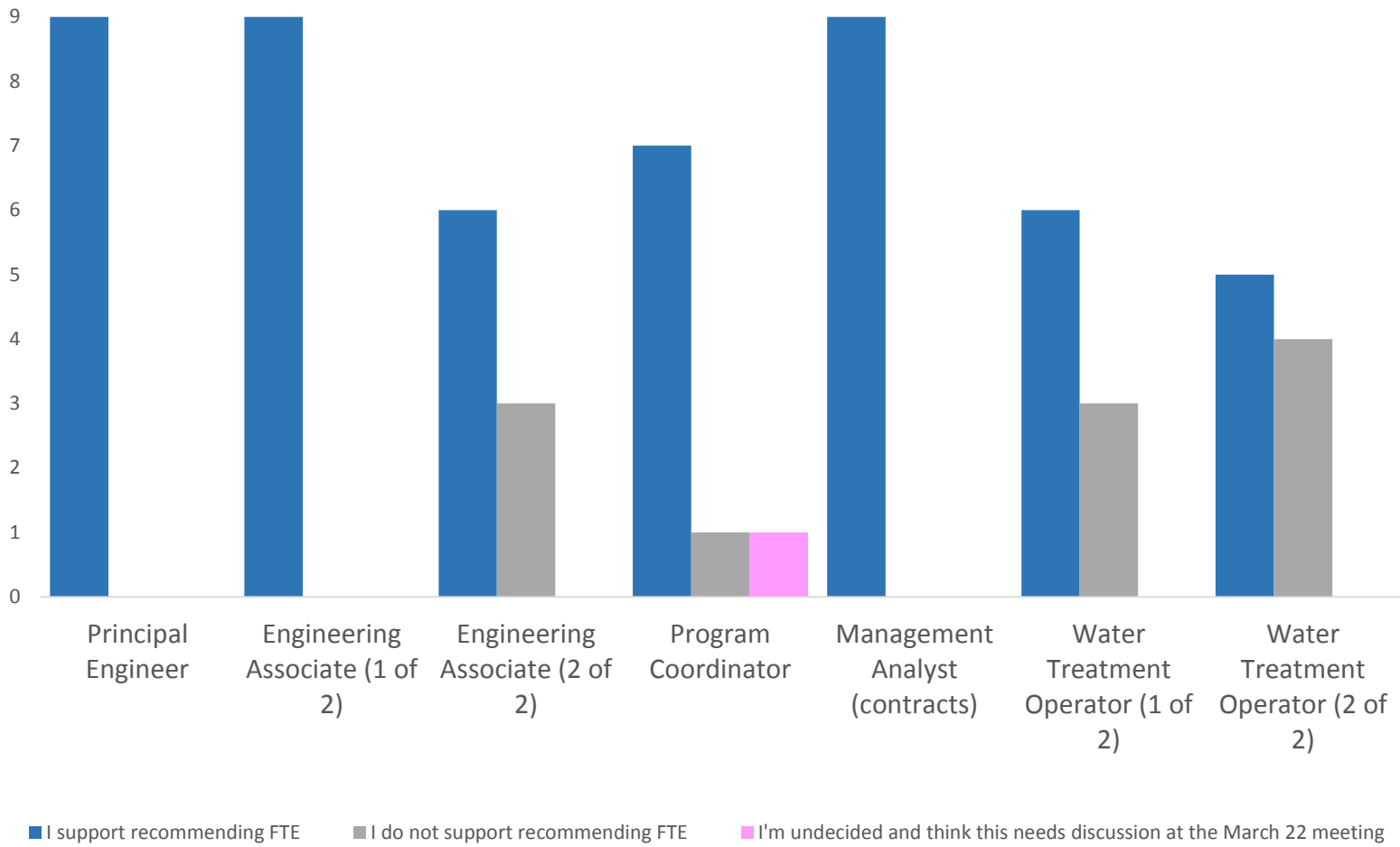
I would prefer delaying this until 2019 - Allan

I support the package but not all the FTE - Colleen

Seven FTE requested is too much given the need to build the program and history of taking time to fill past FTE vacancies. 3-4 FTE is what I support here. - Mike

I have experience with treatment plant design, and therefore support all of the positions - especially the operators. They have knowledge and experience that is crucial for a good design - not including operators early in the process will cost more in the long run when have to retrofit the plant for operational issues that could have been anticipated. - Alice

Please indicate your current thinking on each position requested by PWB in WA\_01  
Water Treatment



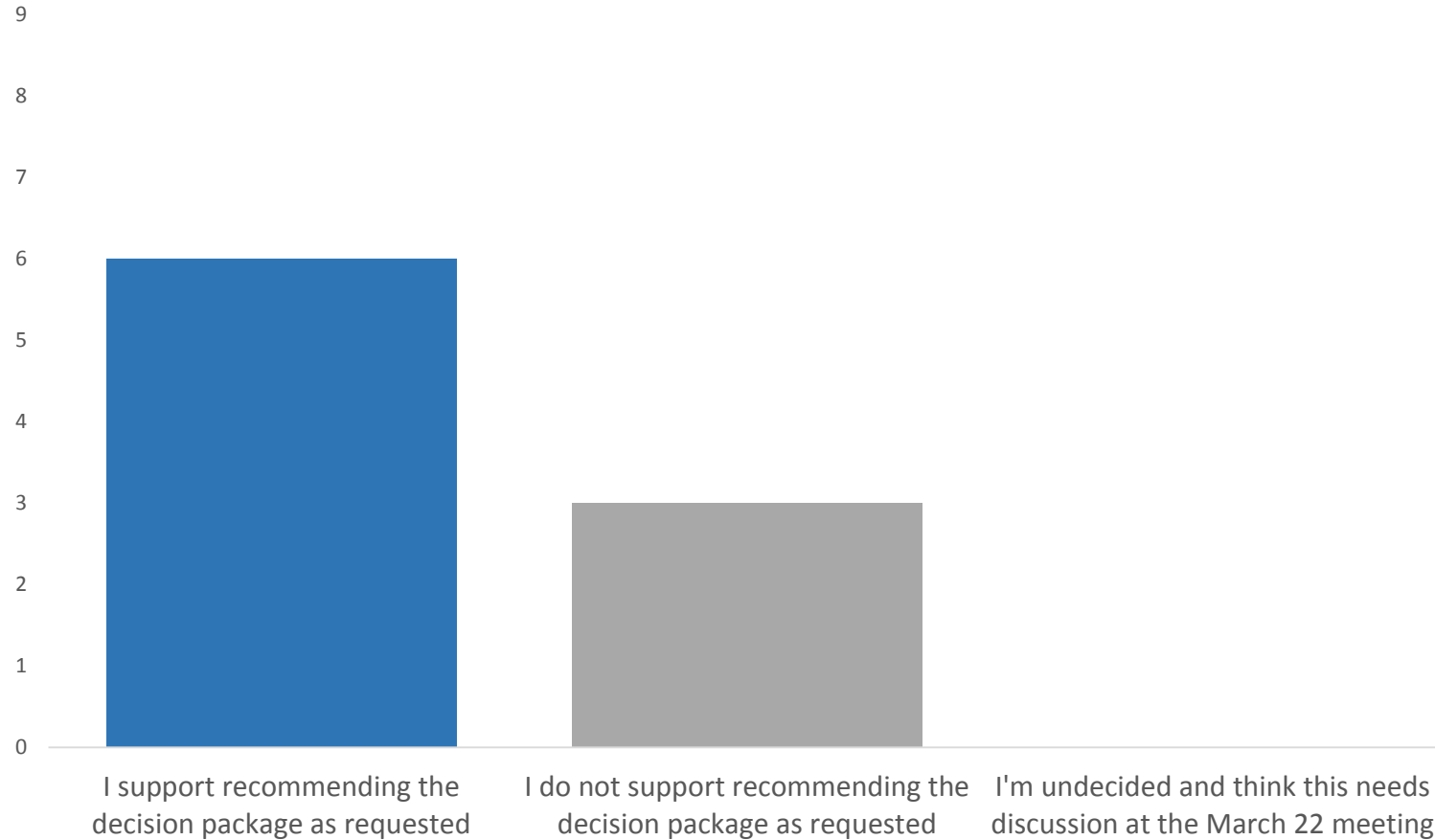
Member Comments:

As stated previously, the water treatment operators are being requested way before needed. - Scott

I'm not in favor of hiring all 7 FTE at once. These 4 positions(Principal Engineer, Engineering Associate, Program Coordinator, and Management Analyst) could provide the initial leadership for the projects and get started on planning and system maintenance for the increased treatment that comes from filtration and corrosion control. Management Analyst would support procurement activities for filtration. As planning and design work advances, a more systematic evaluation of necessary FTE can be conducted along with a timeline. – Colleen

Question on the Water Treatment Operators - Will the new operators be corrosion control specialists and familiar with new technology? - Ana

## WA\_02 UniDirectional Flushing package as requested



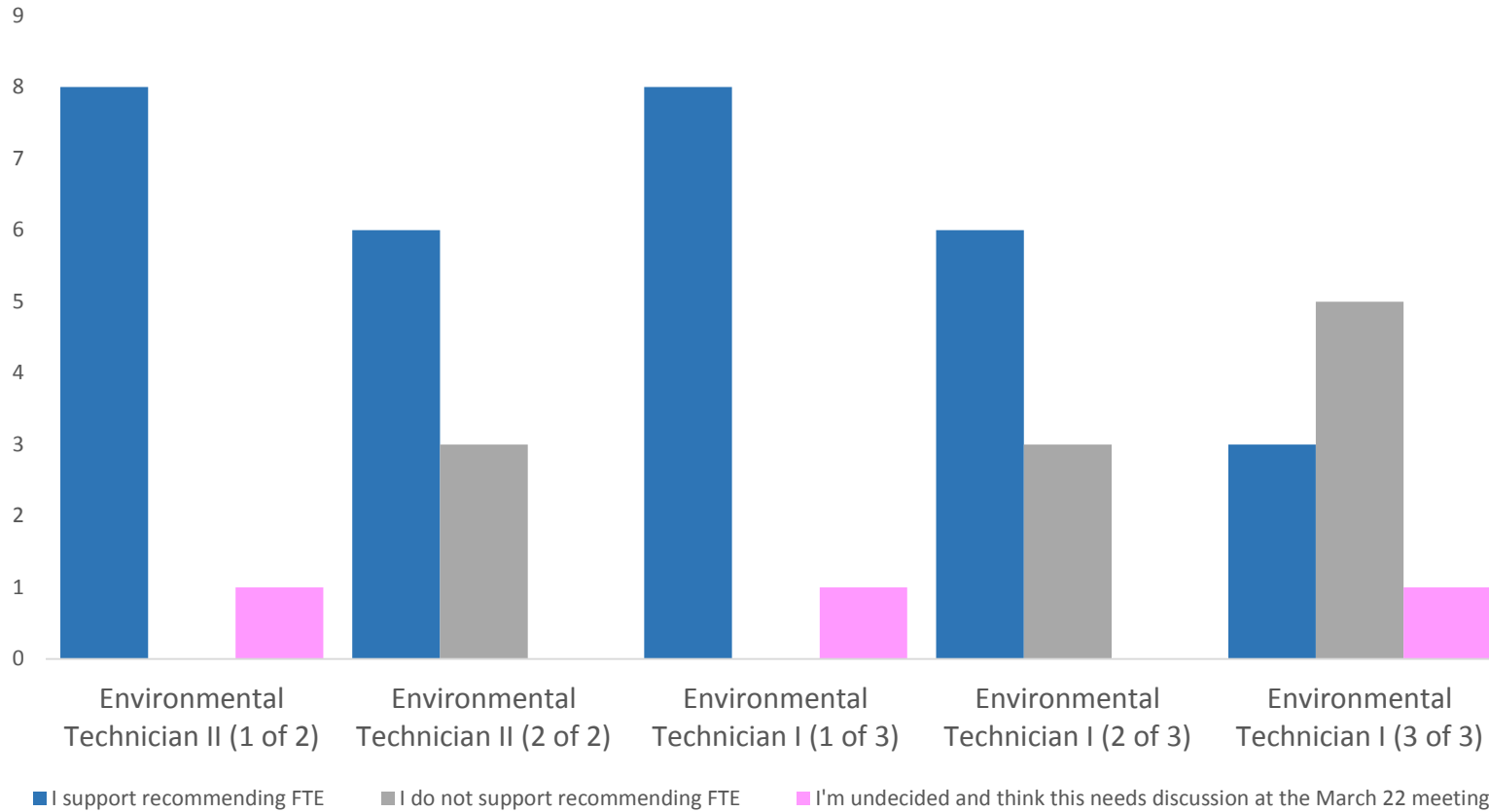
### Member Comments:

The request last year was for 1. I support adding 3 FTE and then revisiting based upon performance. - Scott

Appreciate that the WB followed direction of forwarding this request from BUMP to full budget. This work intersects with the corrosion control project, and full funding of this request could ultimately lead to less chemical treatment in the future. - Micah

Support the package but not all the FTE at this time. - Colleen

Please indicate your current thinking on each position requested by PWB in WA\_02  
UniDirectional Flushing



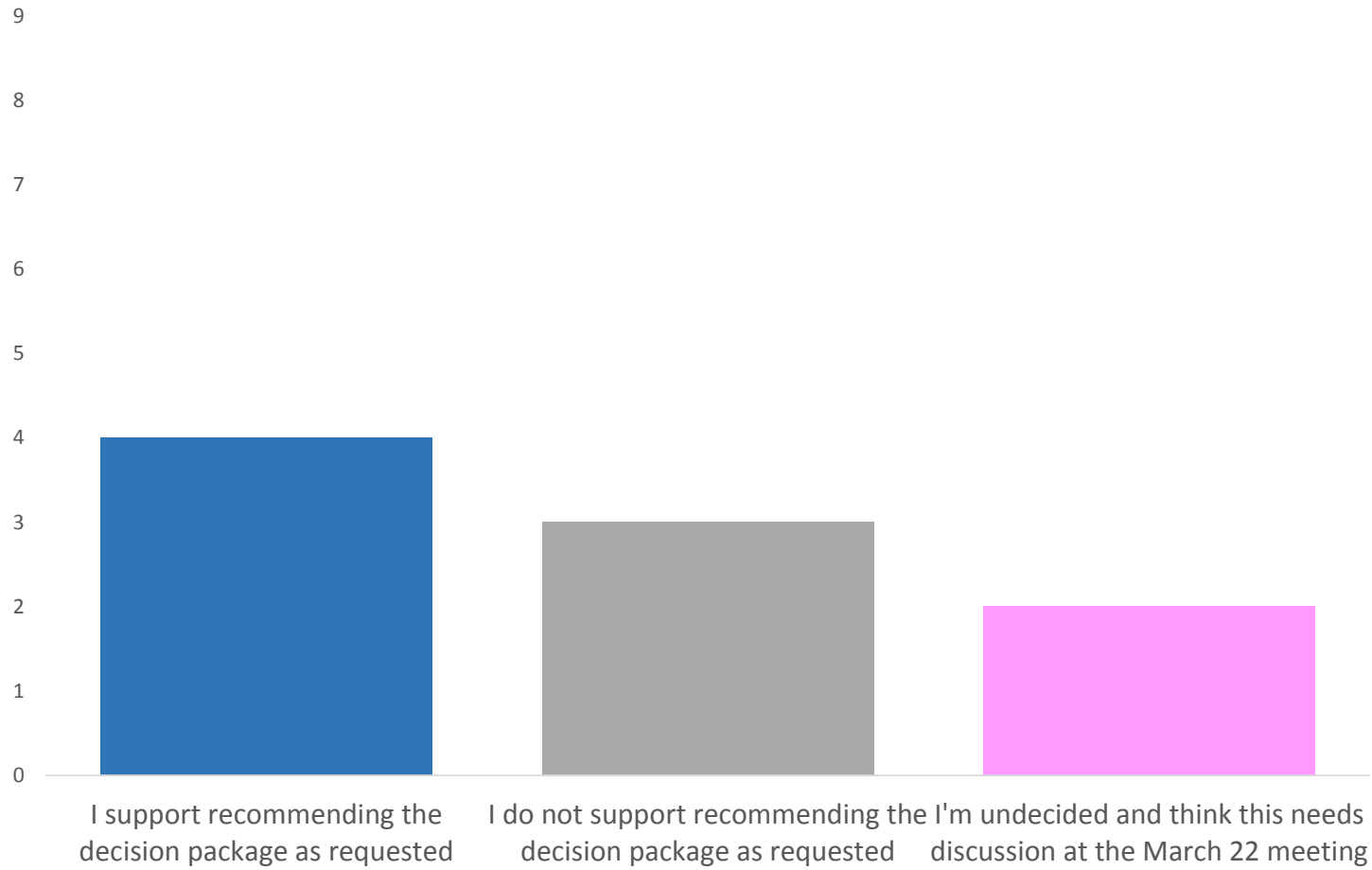
Member Comments:

The request last year was for 1. I support adding 3 FTE and then revisiting based upon performance. - Scott

Cost saving argument is tenuous, but should put in place two 2-person teams, adding in limited term and/or community service aides to supplement permanent staff as has been the case in the past. Use this staff to collect current data on flushing to infer the most efficient amount of staffing needed along with a timeline, develop a cost/benefit model concerning flushing and corrosion control to provide a staffing plan for both short term flushing needs and long-term sustainability.- Colleen

Understand that it takes teams to do the system wide flush. The two permanent Tech II would be the leads. Could three positions be contract employees and once the program is reassessed next year, make the positions permanent if needed? This will allow for evaluating the direction of the program and how the teams are functioning together.- Ana

### WA\_03 Workforce Management package as requested

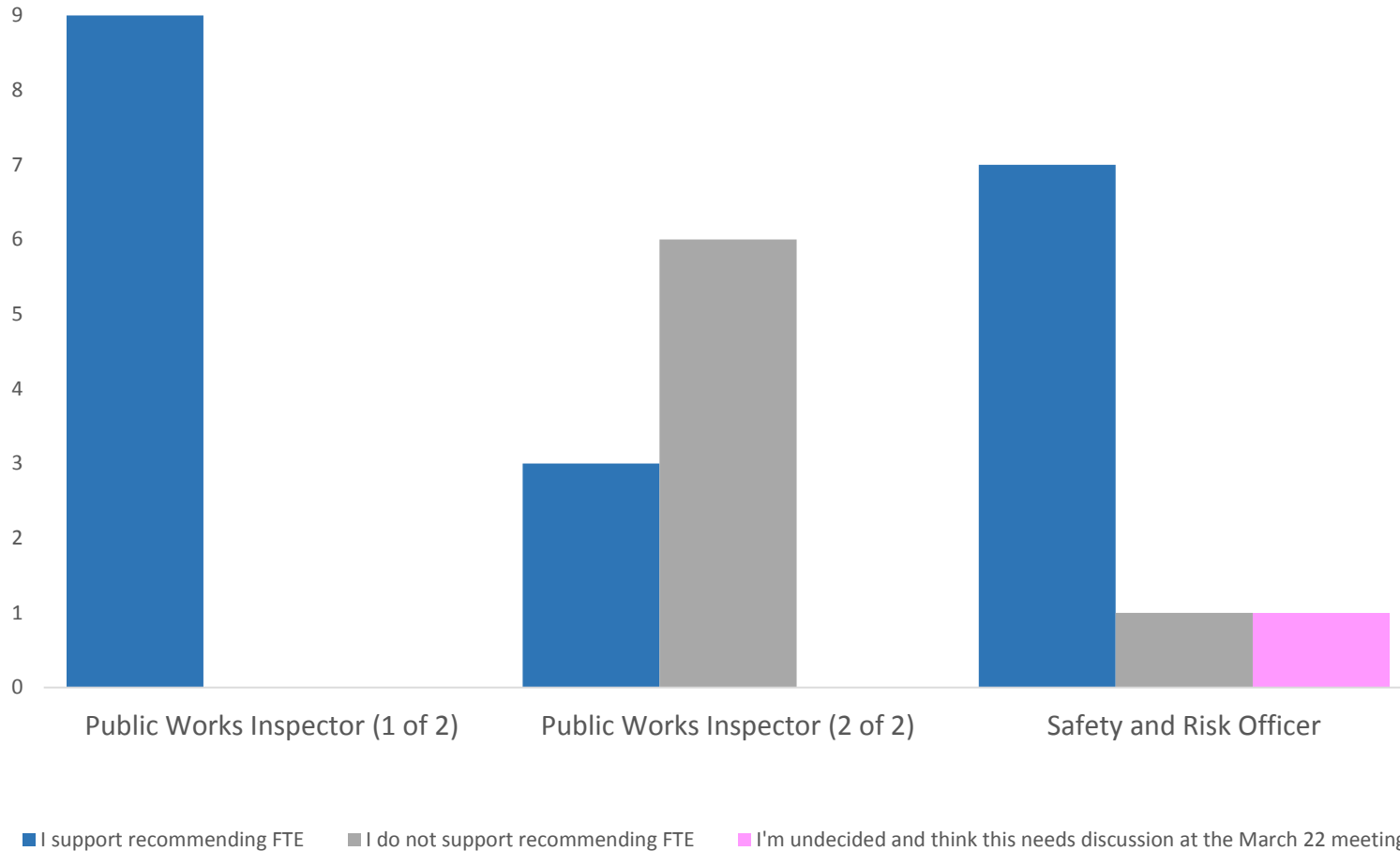


#### Member Comments:

I recommend adding 1 (inspector) and then monitoring performance metrics to determine if a second is required in the future. - Scott

Support package but not all the FTE at this time. - Colleen

Please indicate your current thinking on each position requested by PWB in WA\_03 Workforce Management



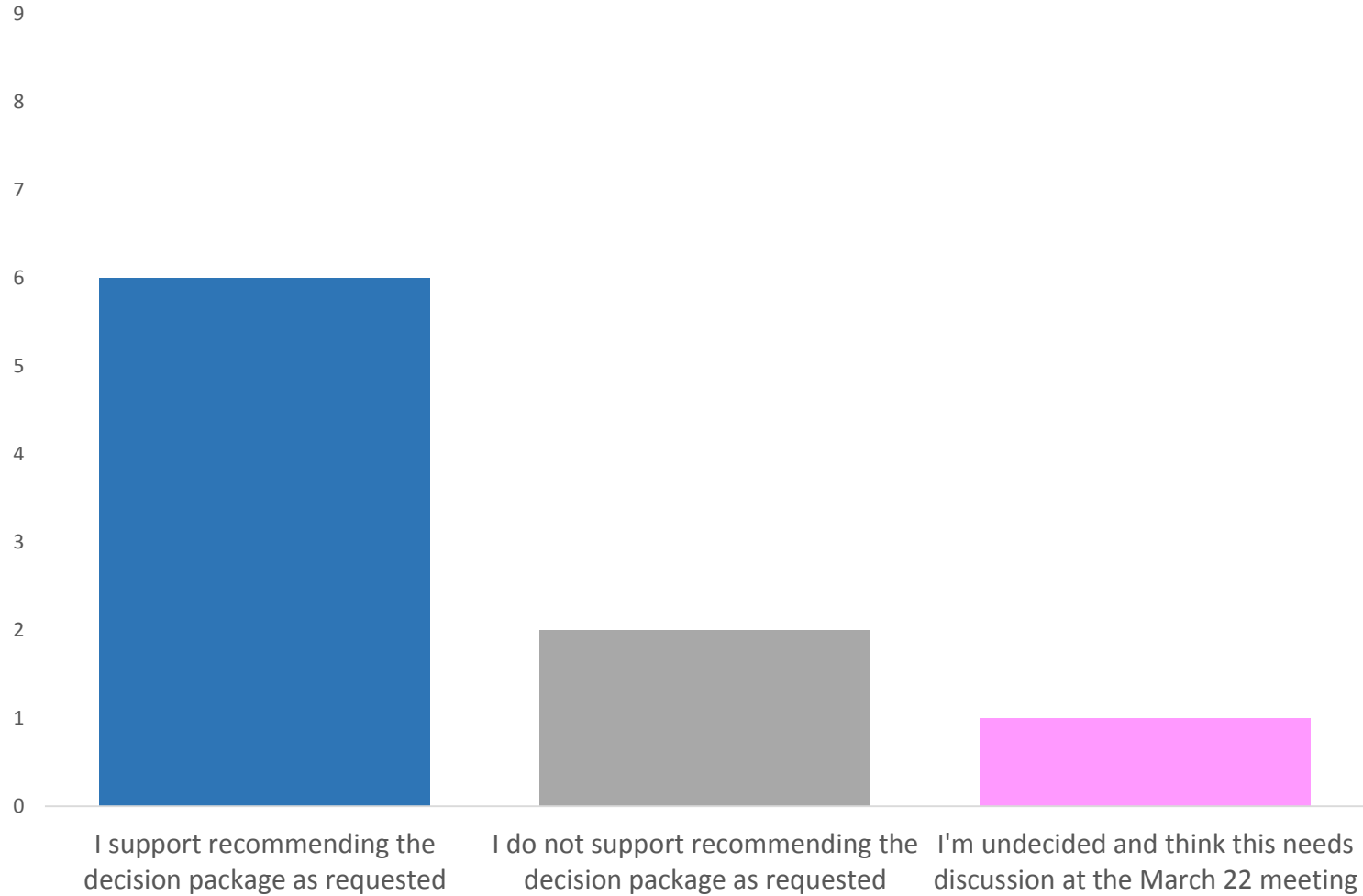
Member Comments:

I recommend adding 1 and then monitoring performance metrics to determine if a second is required in the future – Scott

See submitted notes; I support a Public Works Specialty Inspector but not a General Inspector at this time. - Colleen

One of the Public Works Inspector could be contract. If need expands and contract employee is performing well, the position could be made permanent in the future. - Ana

### WA\_04 Asset Management package as requested



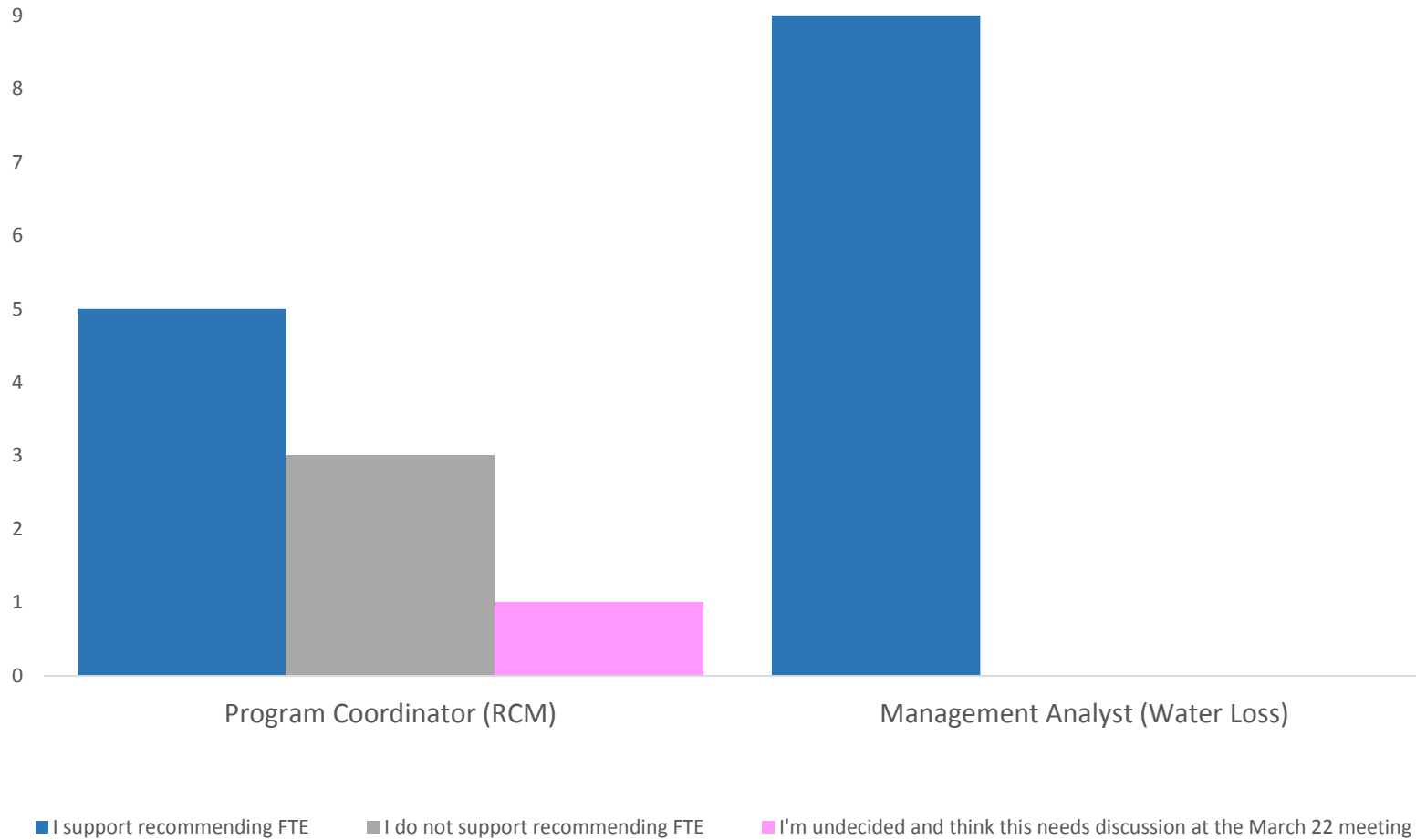
#### Member Comments:

Maintaining public investment through appropriate asset management strategies should be a high priority. - Scott

I support the package but not the all the FTE at this time. - Colleen



Please indicate your current thinking of each position requested by PWB in WA\_04 Asset Management  
Please indicate your current thinking of each position requested by PWB in WA\_04 Asset Management

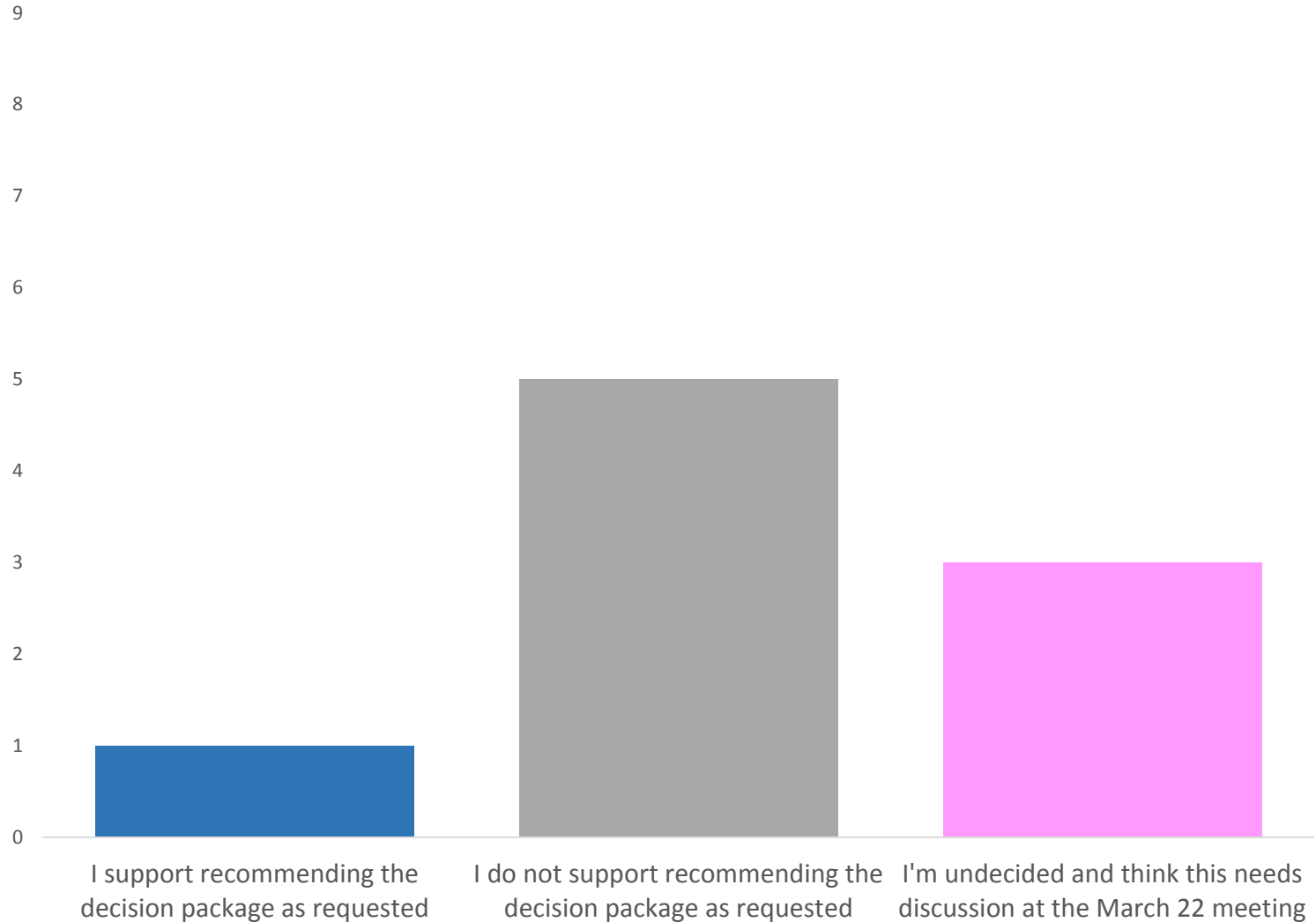


Member Comments:

See submitted notes. - Colleen

Asset management saves money in the long run  
- more resources in this area saves the need to  
put in more resources later. - Alice

WA\_05 Communications package as requested



Member Comments:

Again seems to be something that could be achieved through reprioritization of an existing position. - Scott

Understand need of bringing continuity to technical writing, but I'm not completely convinced that following the completion of the WB's strategic business plan process, that the need will not be filled by previous qualified staff. - Micah

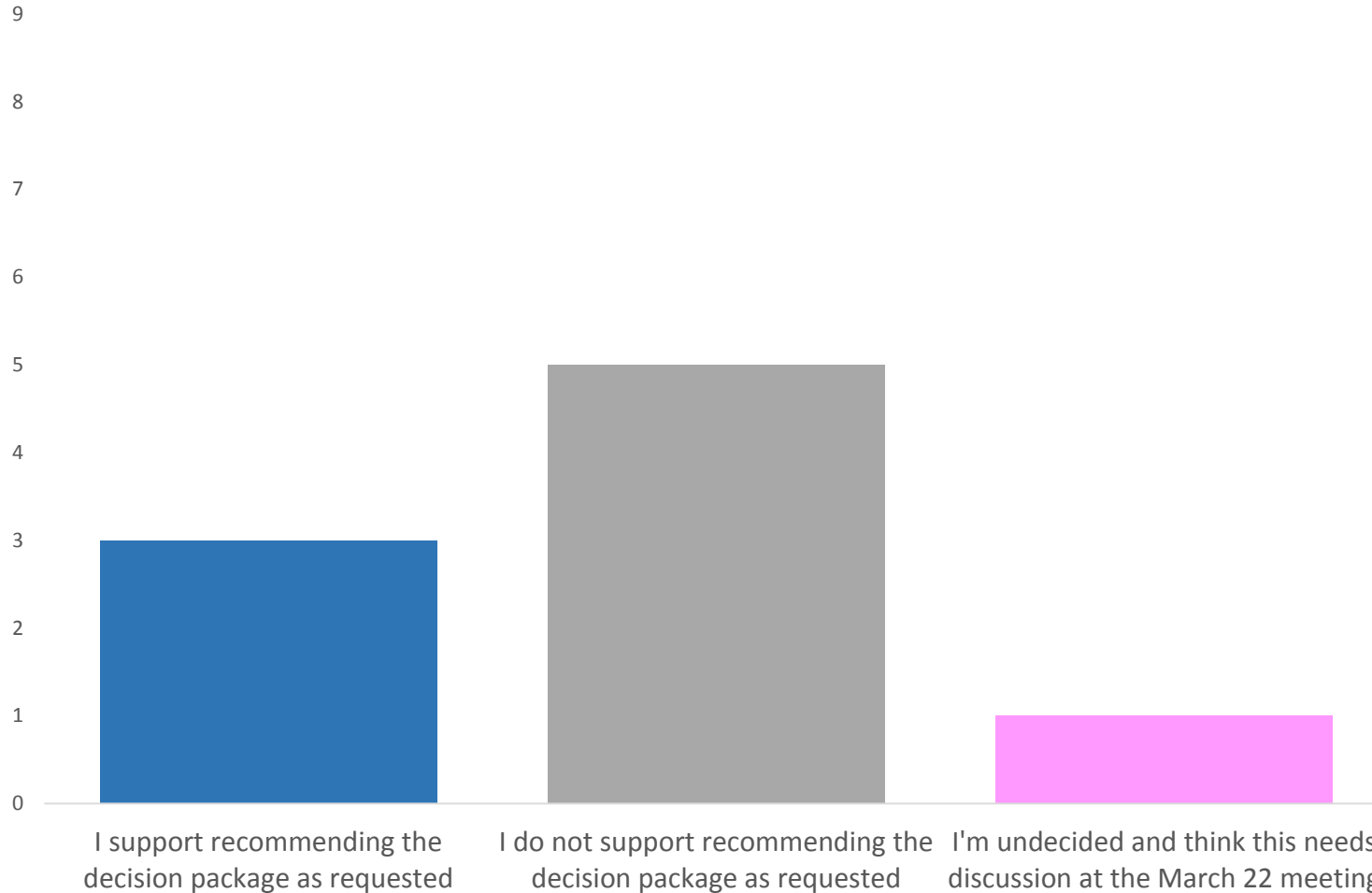
The two bureaus should combine the communication functions - Allan

Bureau reassigned their technical writer previously, plus the different programs in PWB have communication duties embedded in them. Those staff closest to the program areas should be the experts in technical writing and then the existing communications staff should edit for accessibility and consistency. I don't see a need for a FTE in technical writing. See submitted notes for additional comments. - Colleen

I don't believe there is a need to add an FTE when professional services can be contracted for as needed. - Mike

While I have used technical writers in the past and truly value their work, I don't think it's absolutely necessary for the bureau. - Alice

## WA\_06 Equity Manager package as requested



### Member Comments:

This position seems to be something that could be filled through repurposing existing FTE and prioritizing the work. - Scott

Strongly believe that each bureau needs to have a specific lead staff in this field in order to oversee and implement bureau specific equity plan. - Micah

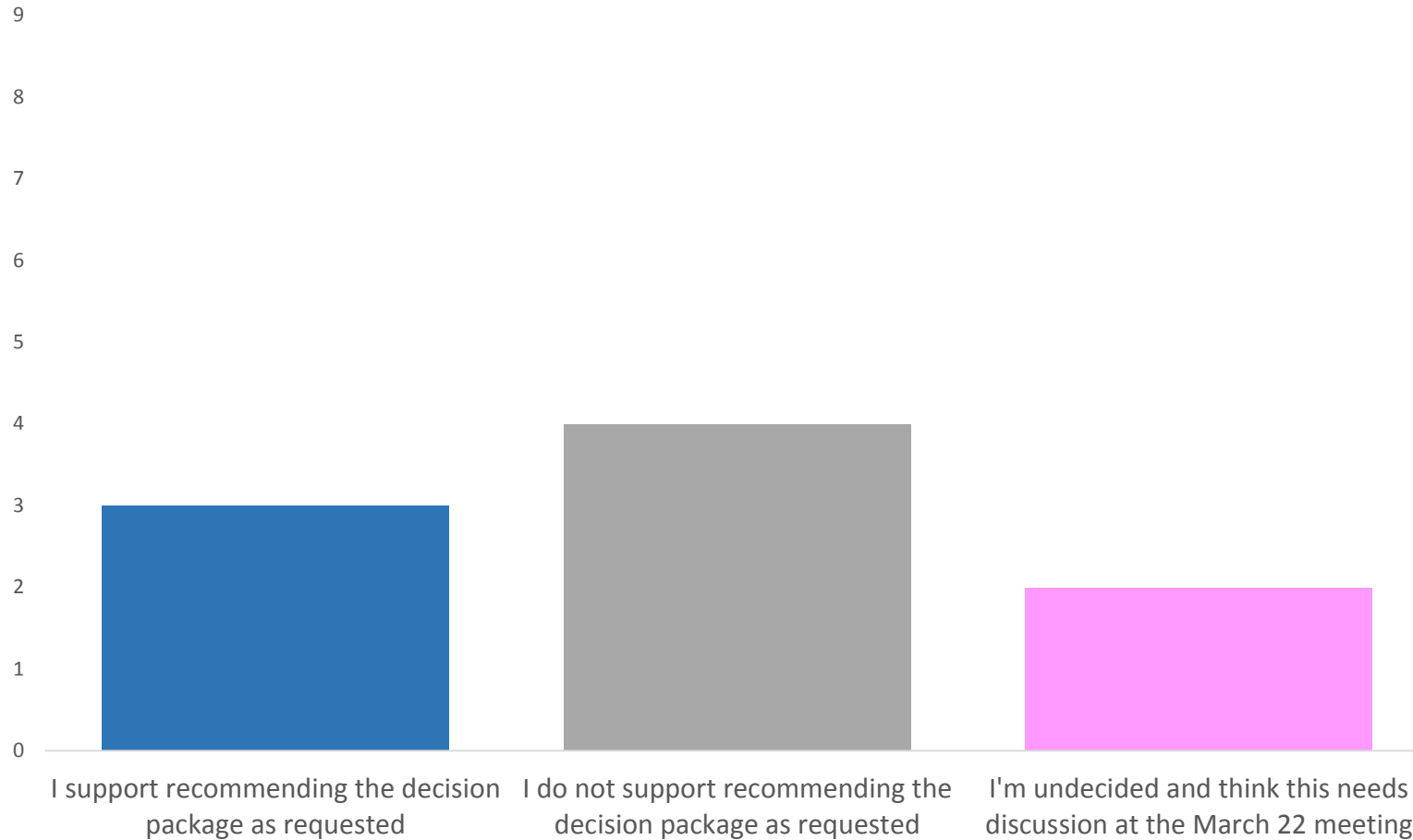
PWB and BES should also combine this function - Allan

There are currently 4 FTE in PWB who work on equity. There are already established equity goals/objectives and some achievements have been made. Not clear what the research, data analysis, and policy and procedure documents will be prepared. Seems like 'boilerplate language.' Why not piggyback on research and data gathered by OEHR (11 FTE) and BES instead of reinventing the wheel? Or, how about a single BES & PWB equity program instead of siloed programs? - Colleen

Current staff should be able to manage the work given the need to manage rates. Also, for me this is a function rife with the opportunity to consolidate with BES and/or the city equity function. - Mike

It's time to put our money where our mouth is on equity. I understand wanting more support from centralized services, but in reality if we want to see real change in the bureau, they need their own equity manager. - Alice

## WA\_07 Financial Assistance Expansion package as requested



### Member Comments:

I believe some combination of staff training and the addition of 1 new FTE would support this program. If it is overwhelming successful, revisit the 2nd position. - Scott

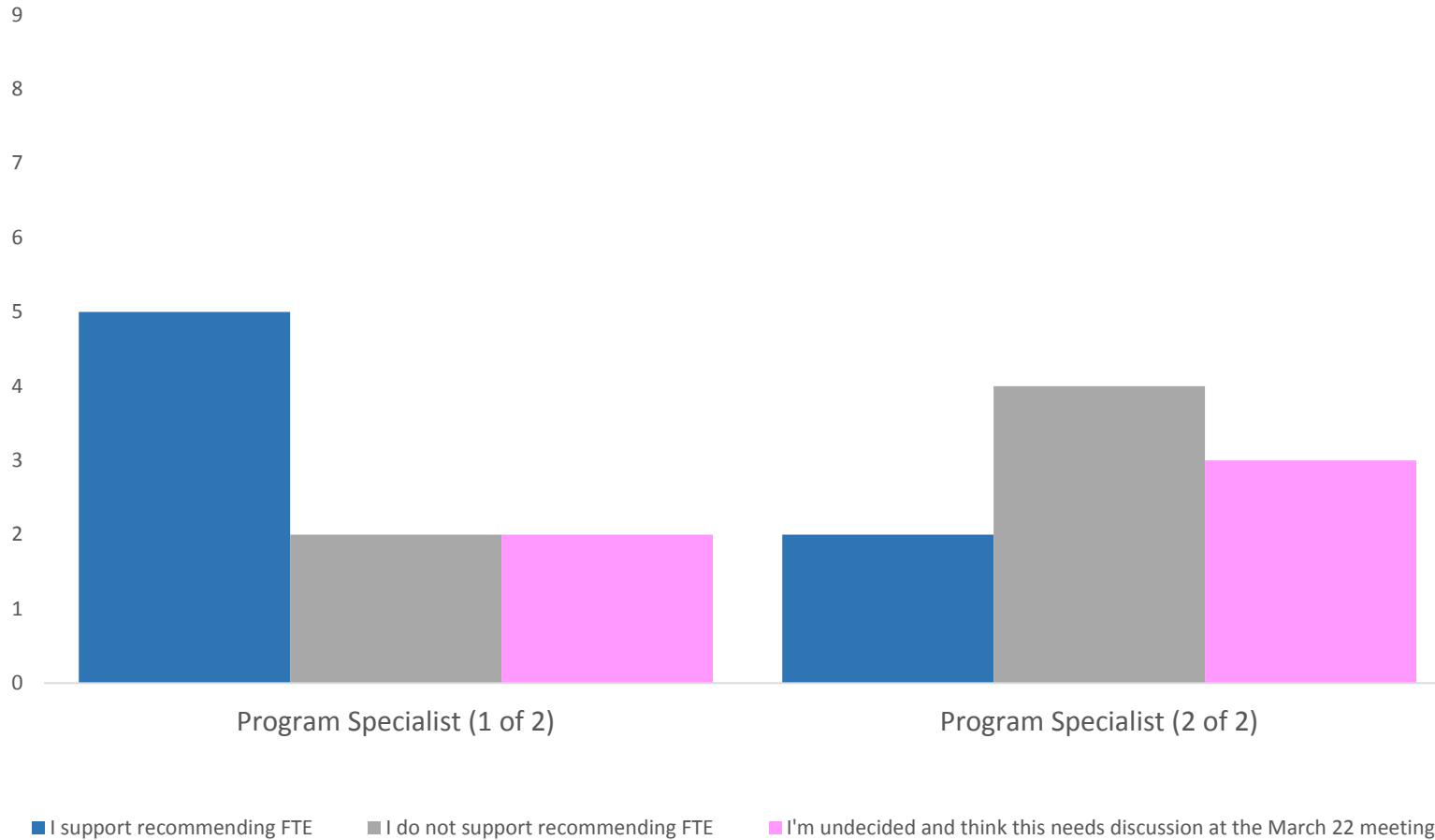
Could see the potential benefits of the service team to increase visibility, understanding, and utilization of this important program, especially with targeted communities. - Micah

fill the vacancies in customer service and use those folk on this program. - Allan

See submitted notes. – Colleen

I support the goal of this program, but there is a need to grow this slowly and set a firm base before significant financial resources are put at risk. From my perspective there is never a program that works perfectly from the start. Hire one person and grow from there. - Mike

Please indicate your current thinking of each position requested by PWB in  
WA\_07 Financial Assistance Expansion



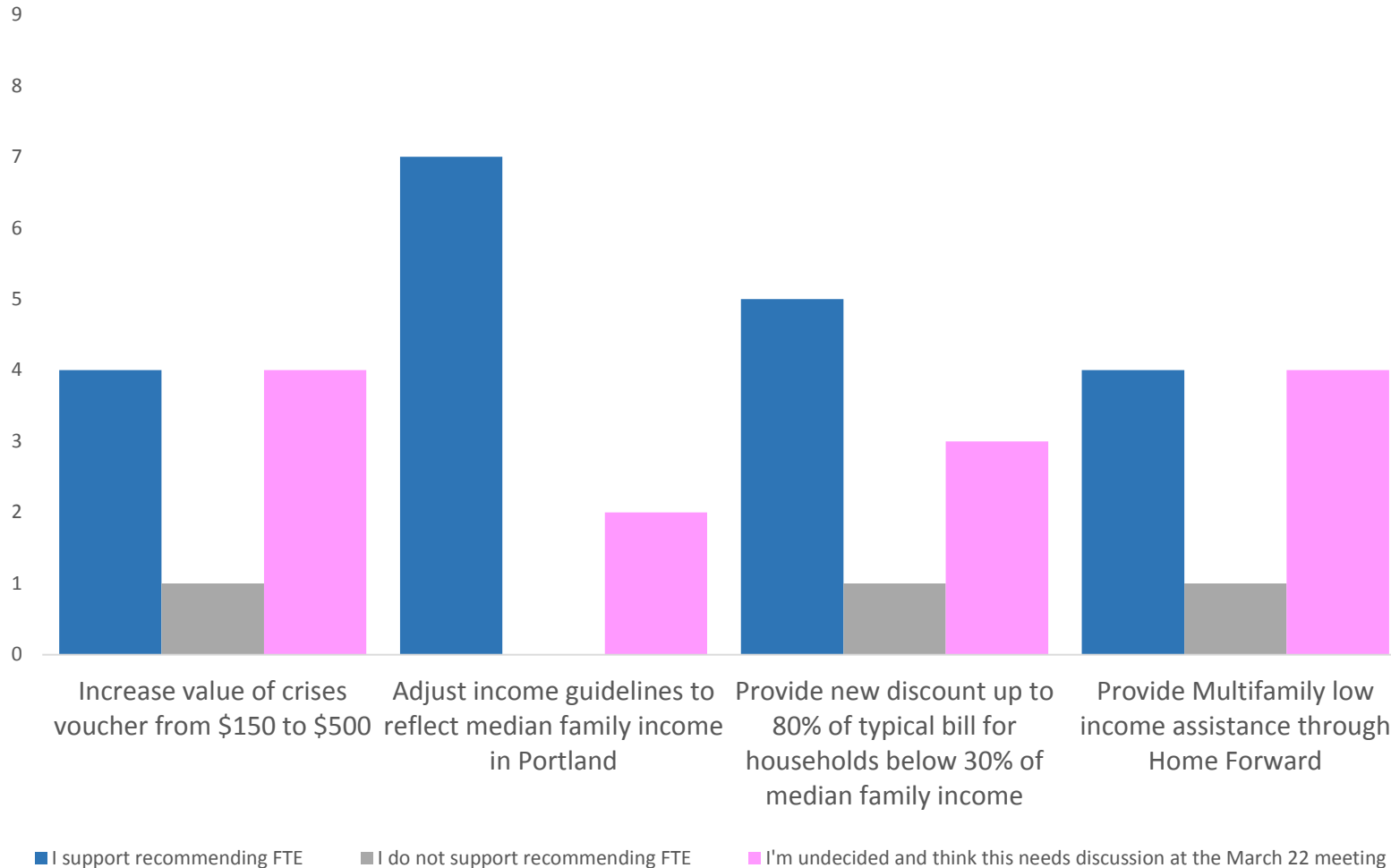
Member Comments:

I believe these positions are classed Customer Account Specialist (CAS1), not Program Specialist. - Rob

See submitted notes. - Colleen

The program needs specialized, flexible customer assistance. The Specialist will be able to provide a quality experience. In addition, they will be able to customize their approach to the community increasing equitable outreach. - Ana

Please indicate your current thinking of the non-FTE components requested by PWB in WA\_07 Financial Assistance Expansion



Member Comments:

I like the work to date, but not sold that the multi family program is well developed enough to launch. - Scott

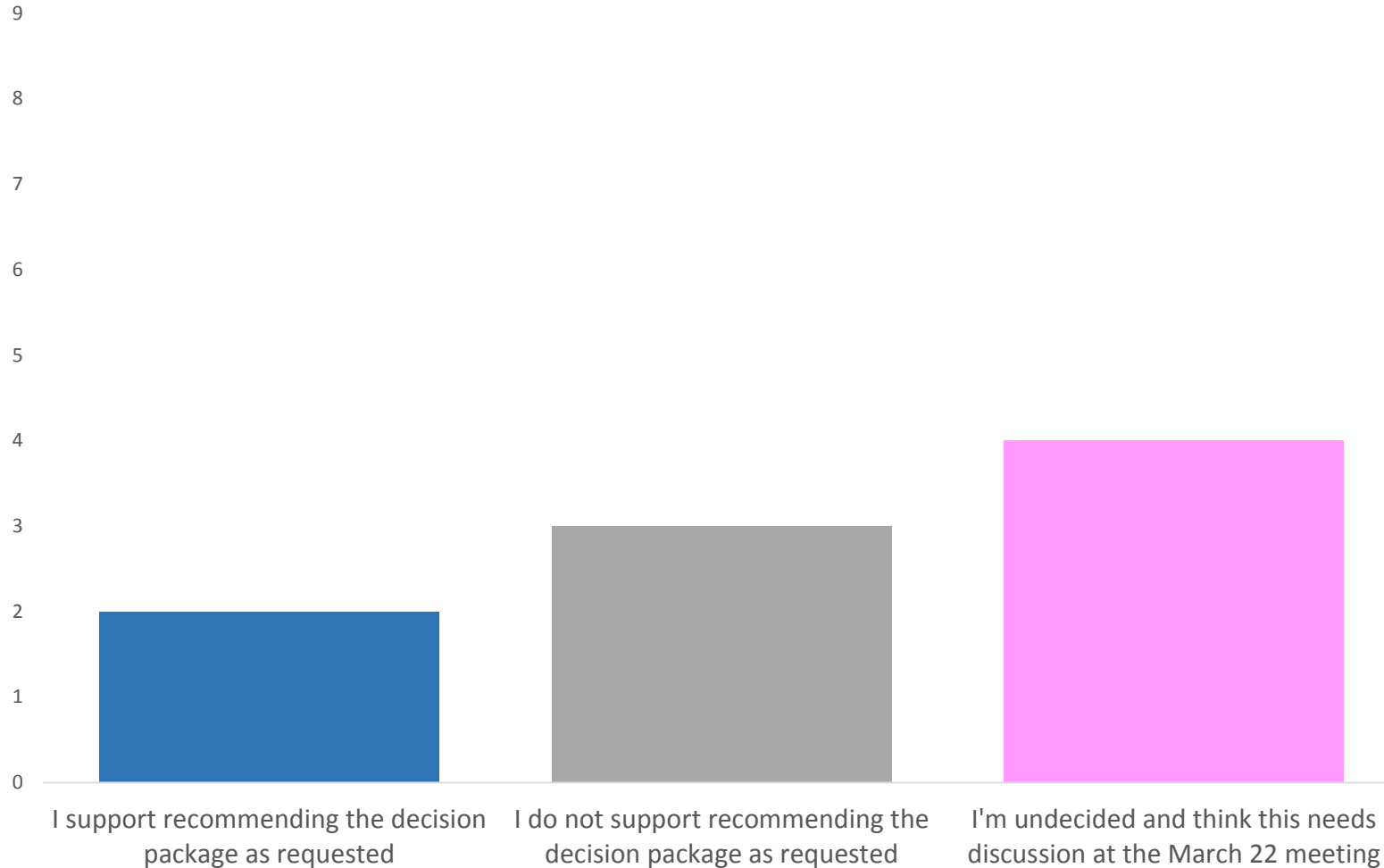
As I understood it, the value of the crisis voucher was set to a sliding scale. I agree that the top end of the scale should be at \$500, which matches the States subsidy. - Micah

See submitted notes. - Colleen

I believe the program manager and one staff person should be hired before the specific mechanism on financial assistance is firmly settled. I honestly am not sure this is something the PUB should be a decision maker on. - Mike

Regarding the multi-family program; we can't wait until we have a 'perfect' program - we need to start helping families stay in their homes. I don't mind making some mistakes and maybe getting something wrong, helping people is more important. - Alice

## WA\_08 Mt Tabor Historic Preservation package as requested



### Member Comments:

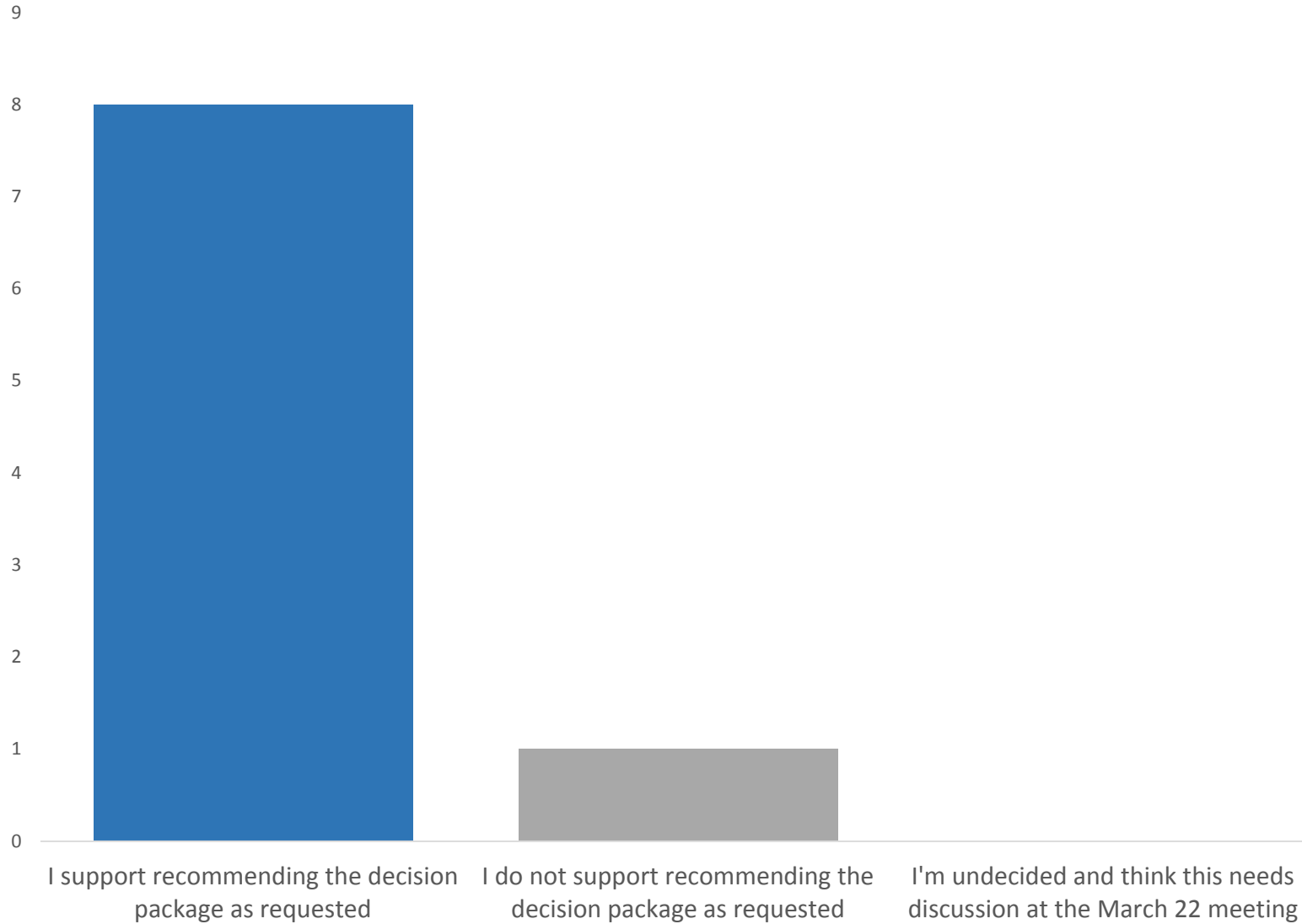
Unfortunately a commitment made by the elected that should be revisited. I would support the request for the general fund set aside, but the funds should not be spent until this issue and its costs are brought to Council attention again. - Scott

Not yet sure; would like to hear discussion. - Colleen

Per CBO review, other city funds should be secured for this project. - Mike

A one time General Fund request. - Ana

### WA\_09 Parks Maintenance package as submitted



#### Member Comments:

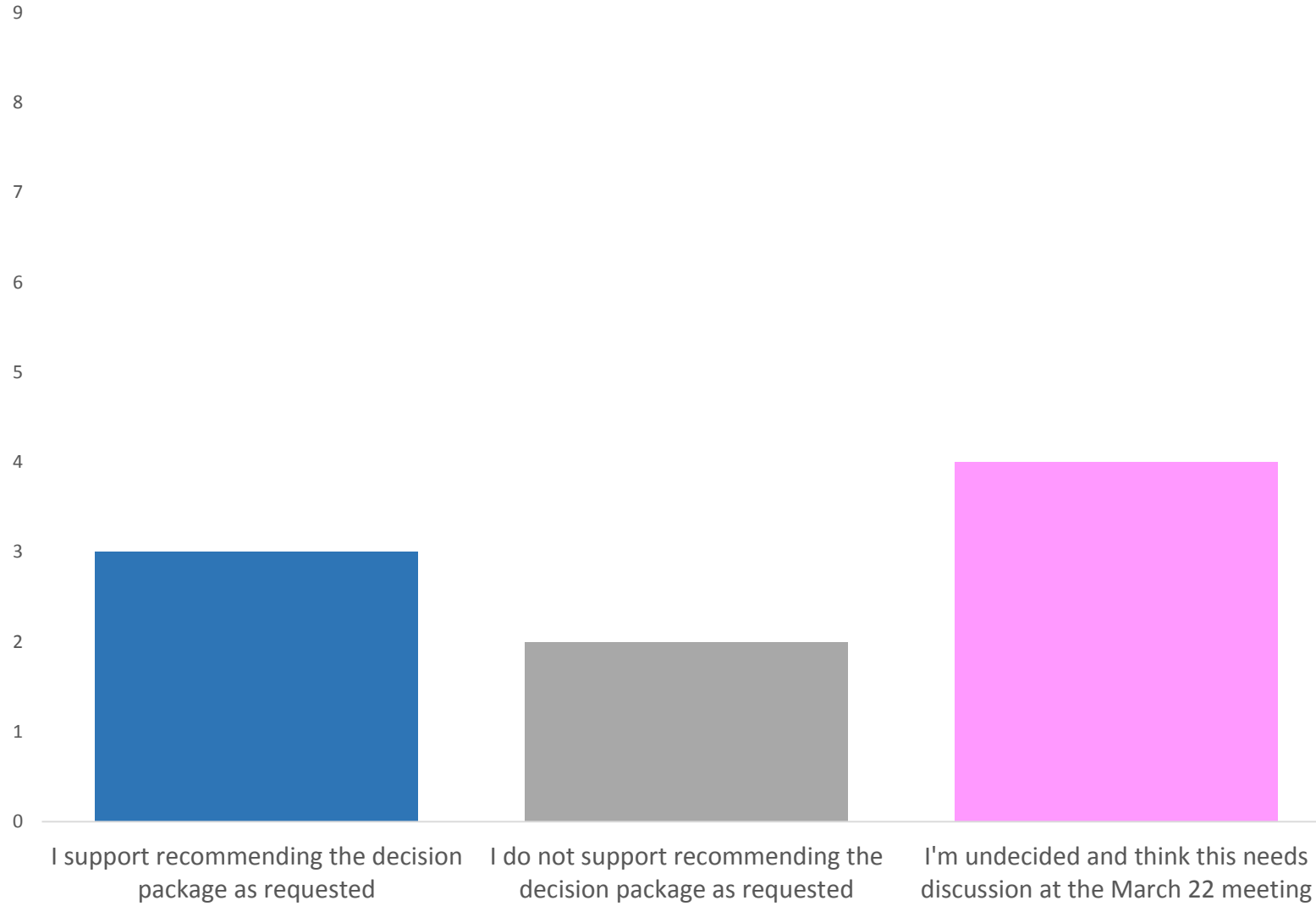
These costs are guided by the Anderson decision. - Scott

Per CBO review, I support this approach. - Mike

General Fund ongoing. - Ana



## WA\_10 Decorative Fountains as proposed



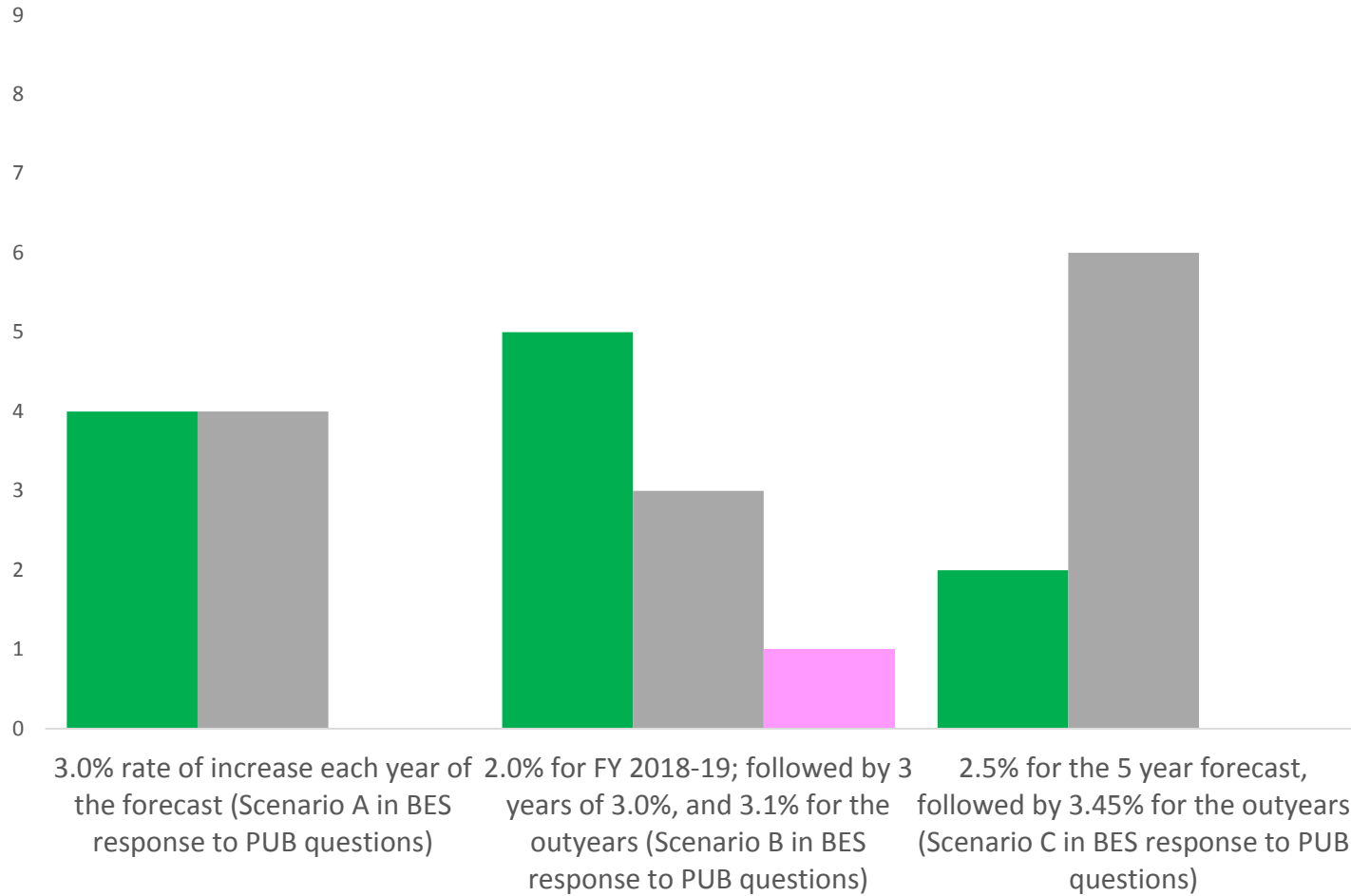
### Member Comments:

I support the shift, but I believe the amount \$620,000 seems high relative to the amount originally picked up by Parks. - Scott

May be better fit for general fund. If it stays in WB, it would be on low end of priority list. - Micah

Portland's decorative fountains are lovely, but adding in \$620,000 to be funded by water rates will increase the retail rate by 0.4% when the proposed 8.9% increase is already too high. - Colleen

Please indicate your current thinking on the options presented for the rate of increase for BES



■ I support recommending FTE ■ I do not support recommending FTE ■ I'm undecided and think this needs discussion at the March 22 meeting

Member Comments:

I could support either the first or second proposed rate of increase, but not the third one. - Ted

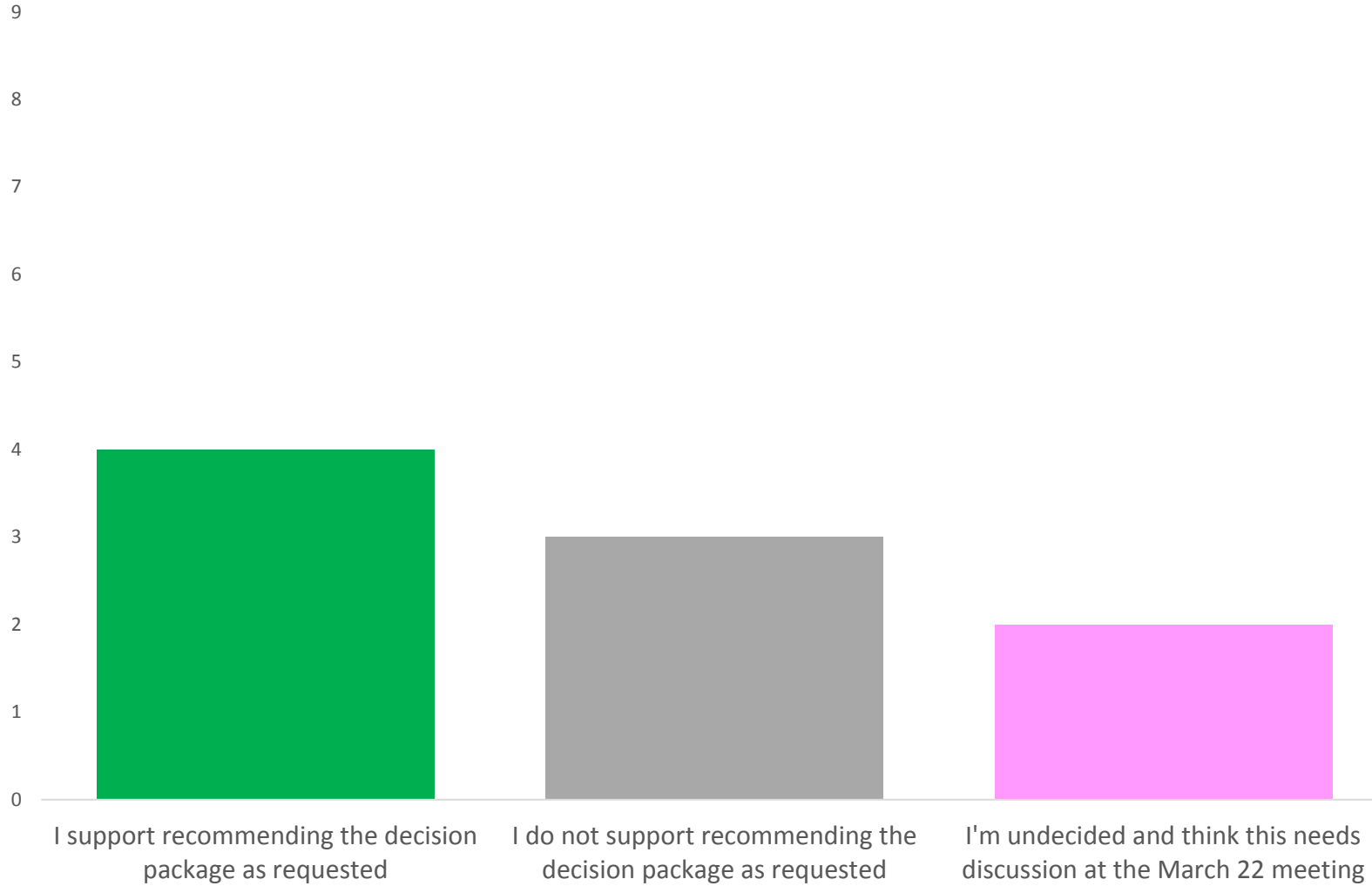
Short term rate decreases now will set an unrealistic expectation for ratepayers in the future that will make increases more difficult. Rate stabilization fund should be saved for future when it can be used to offset more significant rate increases. - Micah

The 2% next year would bring the total retail rate increase down to 4.3%, even without any reduction by PWB. Jonas has said that BES would work to bring the 3.1% in outyears back to 3% (and thought that was possible) and that BES was open to looking at similar adjustments over the next couple of years. Also, this scenario will not affect Moody's rating (already done) and unlikely to affect S&P's rating, but the 2.5% would likely be a red flag due to the outyear increase to 3.45% - Colleen

I prefer the 2.5% approach as I believe that given the projection of 3.4% in the out years, that is highly speculative. Modeling is most accurate in the 2-3 year time frame, so locking in 2.5% for several years gives the Bureau a firm target to work with. Rate projections 5+ years out again, are speculative despite the modeling and likely to be impacted by events/needs over the next few years. - Mike

I support limiting the 'rate shock' this year, but we shouldn't reduce rates over the next 5 years knowing that means higher rate increases in the future. - Alice

## ES\_01 Service Delivery package as requested



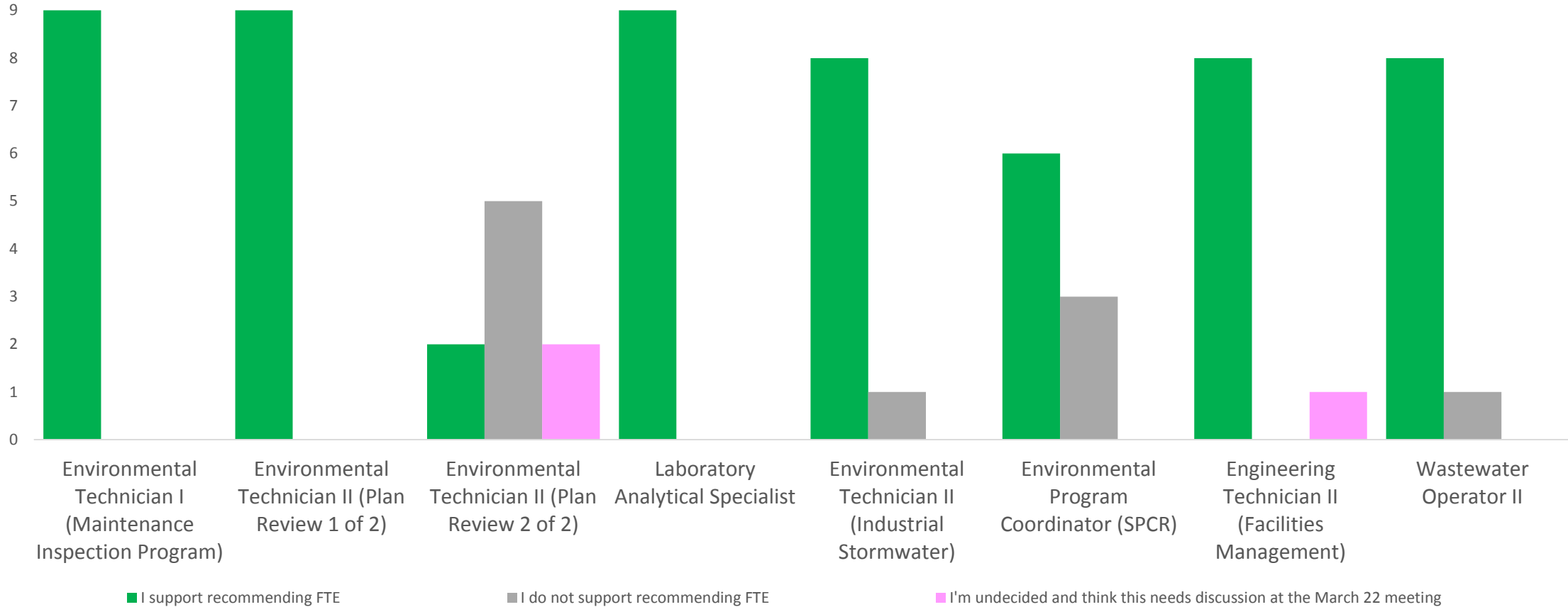
### Member Comments:

The request should be prioritized and reduced to 5. - Scott

I support the package but not all the FTE. - Colleen

As with Water, there are too many positions requested that can be justified given the rate impacts and ability of BES to absorb all of these positions. Plus, if the FTE count is reduced, perhaps the proposed rate impact proposed can be further reduced. - Mike

Please indicate your current thinking on each position requested by BES in ES\_01 Service Delivery



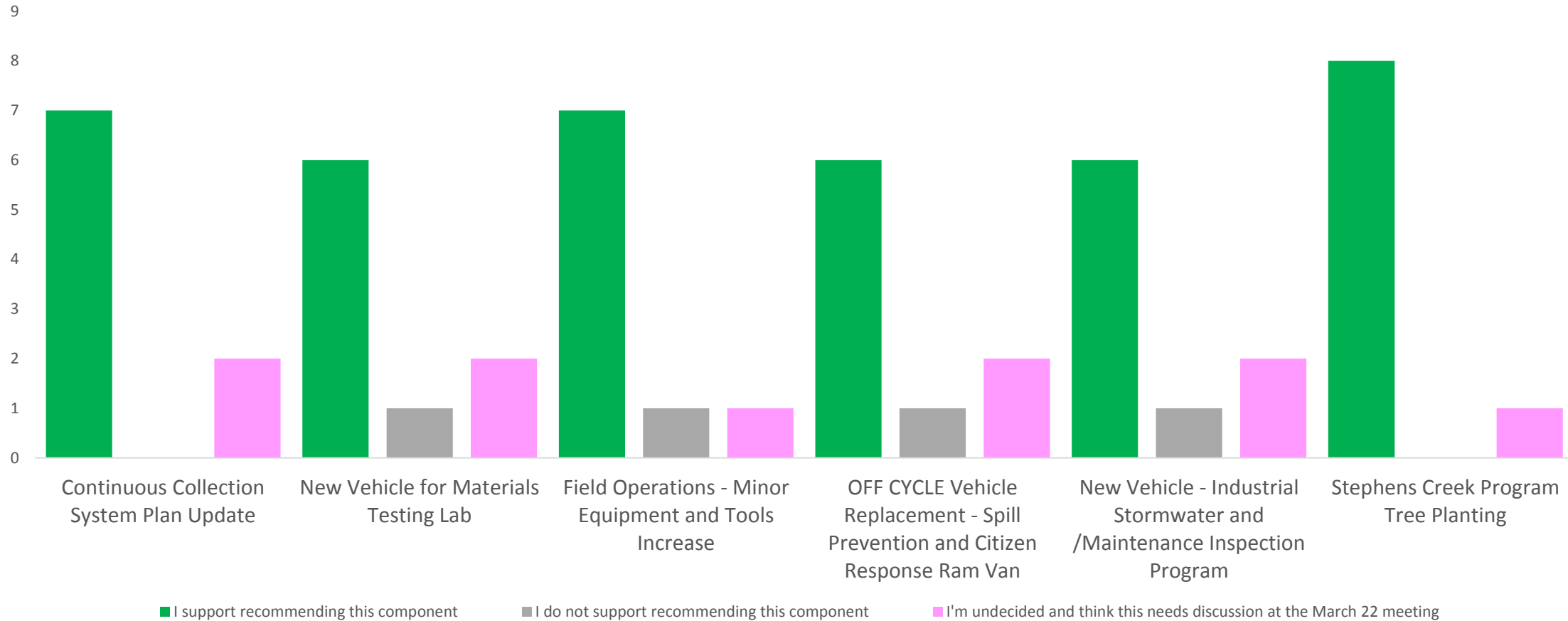
Member Comments:

See submitted notes on individual FTE. – Colleen

Work process improvements make the second environmental tech II position less important than originally thought - should wait to see how things go this year. - Alice

The technician positions could be contract employees. If need increases and worker performs well, the position could be made permanent in the next budget. - Ana

Please indicate your current thinking of the non-FTE components requested by BES in ES\_01 Service Delivery

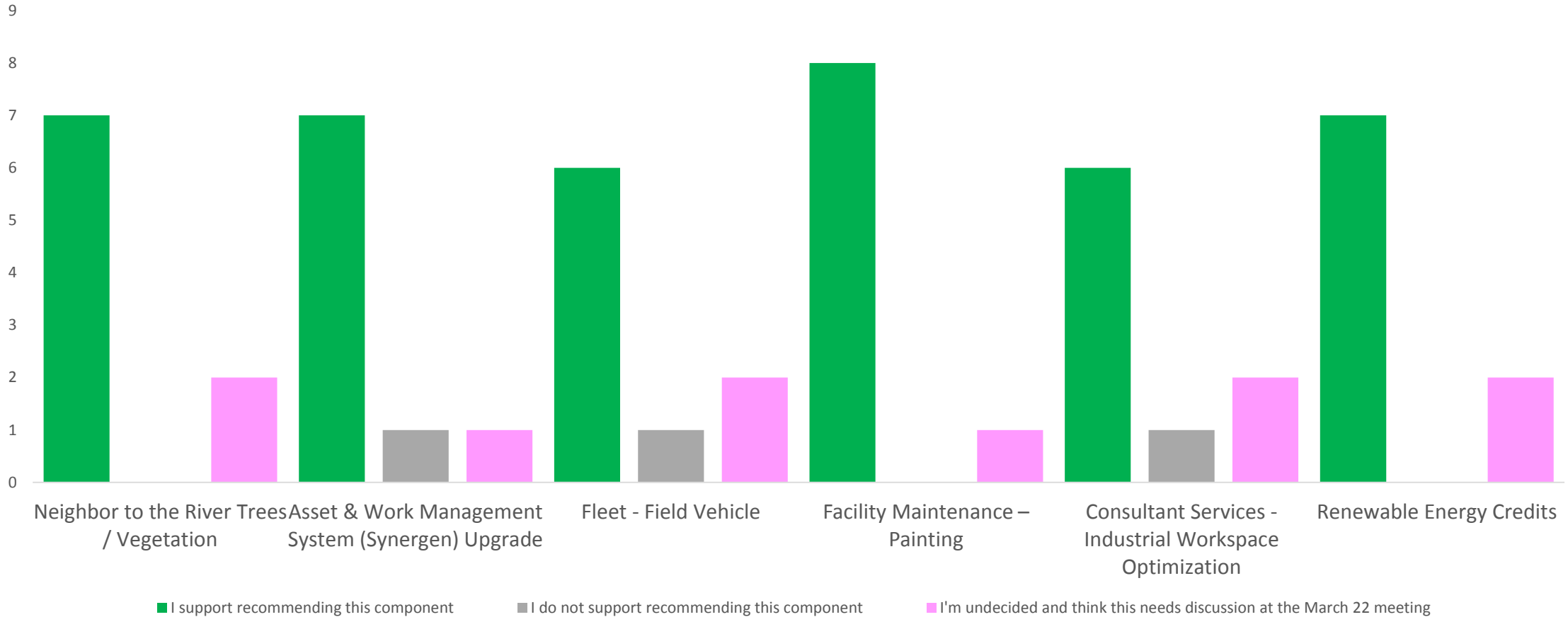


Member Comments:

I don't see the proposed reduction in the combined basins portion of the Private Property Retrofit Program, but since it's a reduction of \$200,000 I support it! - Colleen

I don't believe we need to debate these individual projects and what should be prioritized as the PUB. Rather, we should make our recommendations on a rate target and what positions should be approved. Then BES should figure out the program prioritization. - Mike

Please indicate your current thinking of the non-FTE components requested by BES in ES\_01 Service Delivery

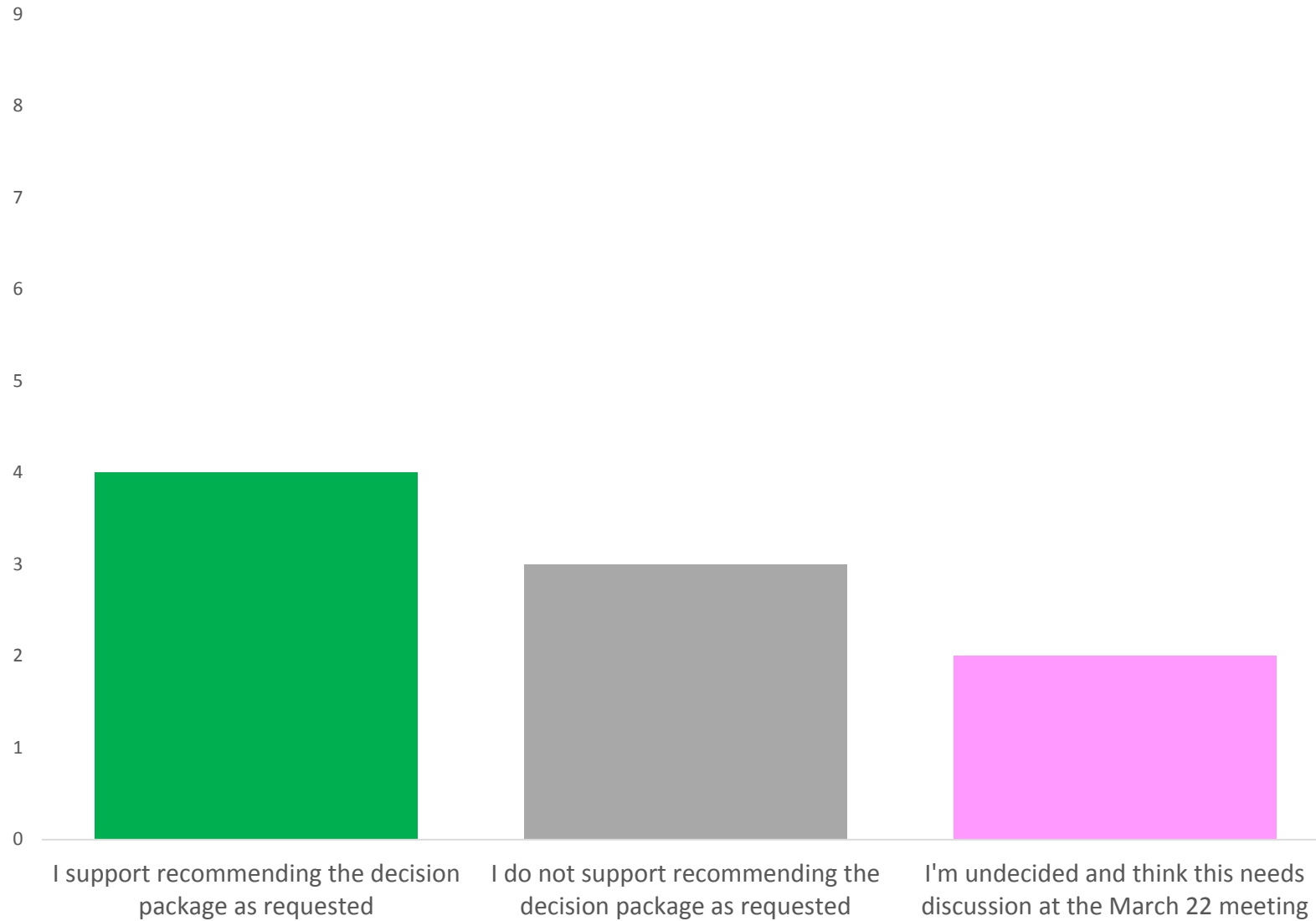


Member Comments:

I don't see the proposed reduction in the combined basins portion of the Private Property Retrofit Program, but since it's a reduction of \$200,000 I support it! - Colleen

I don't believe we need to debate these individual projects and what should be prioritized as the PUB. Rather, we should make our recommendations on a rate target and what positions should be approved. Then BES should figure out the program prioritization. - Mike

## ES\_02 CIP Planning and Delivery Improvements package as requested

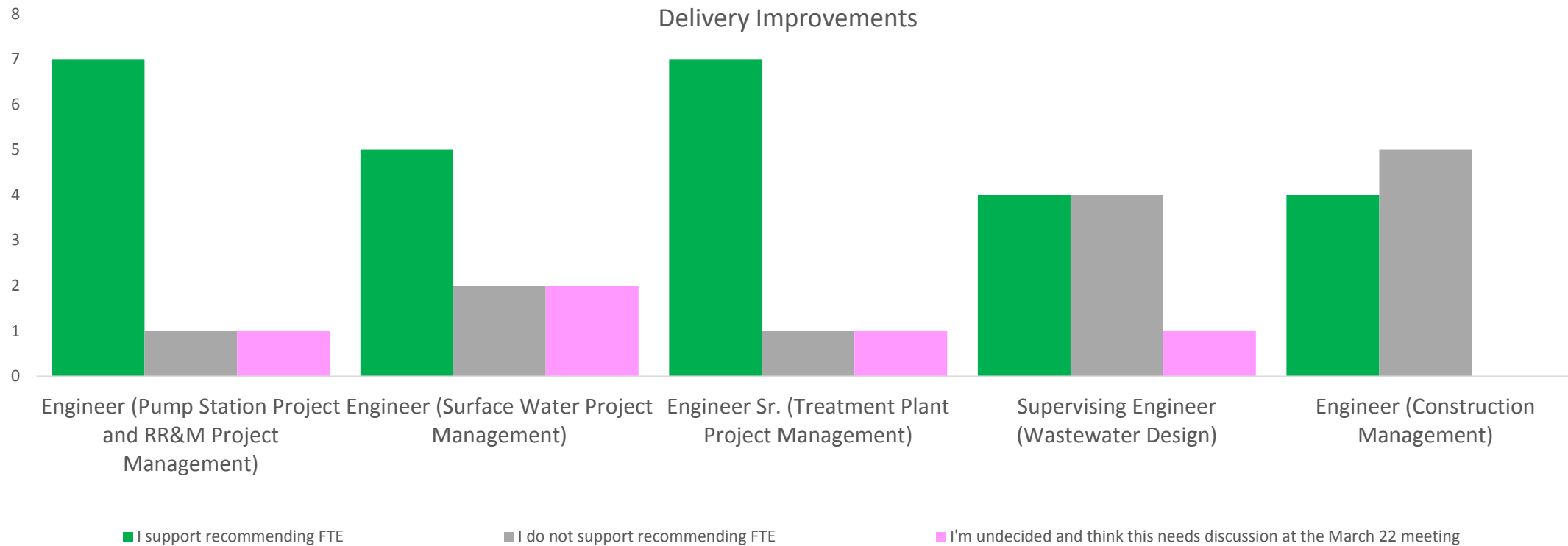


### Member Comments:

The request is to add 10 positions to a program that isn't yet designed. Prioritize and layer them in as the program moves forward. - Scott

I support the package but not all the FTE - Colleen

Please indicate your current thinking on each position requested by BES in ES\_02 CIP Planning and Delivery Improvements



Member Comments:

See submitted notes on individual FTE. - Colleen

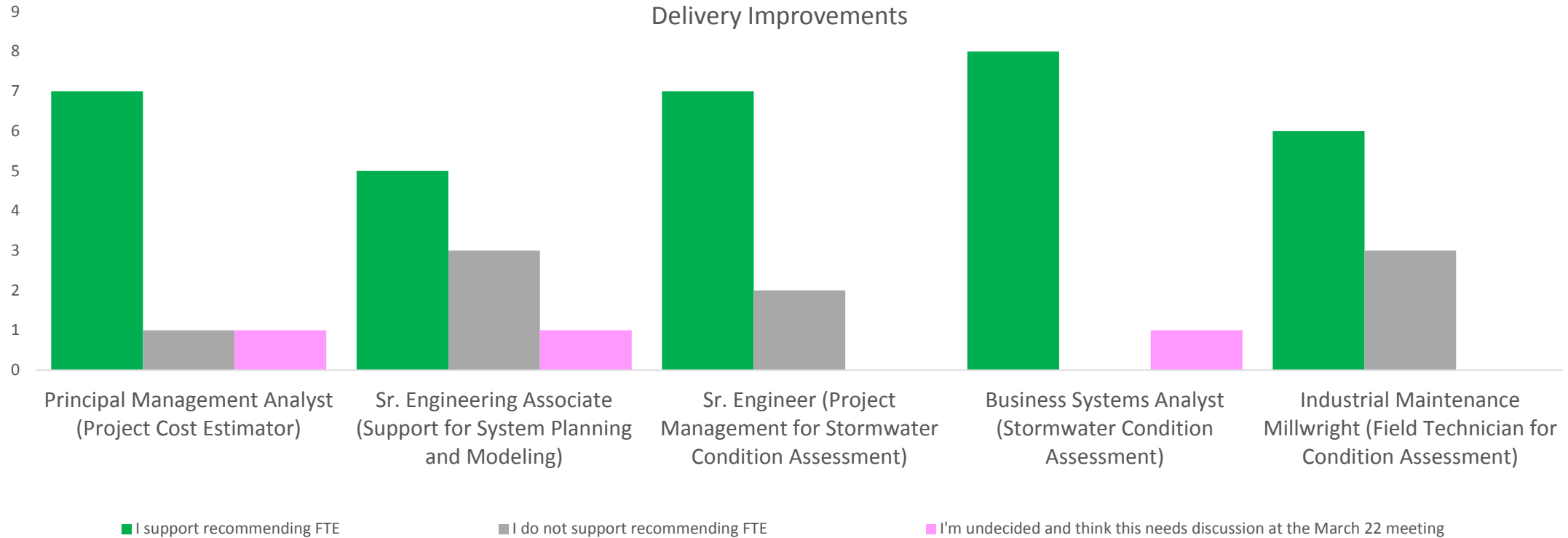
One of the proposed supervisory positions requested has not been filled from last year, as I understand the current situation. The other supervisor is not needed as the existing span of control is still reasonable. The other positions are not needed as the current work force can absorb the work. - Mike

There will always be some vacancies in an organization this large, so waiting until all are filled and seeing how the work goes is like chasing one's tail. There will never be 'full' staffing, by approving the positions we'll make sure the work can continue. - Alice

The three engineer positions may not end up where they are listed due to the bureau reorganization. These positions could be contract employees for now. - Ana



Please indicate your current thinking on each position requested by BES in ES\_02 CIP Planning and Delivery Improvements



Member Comments:

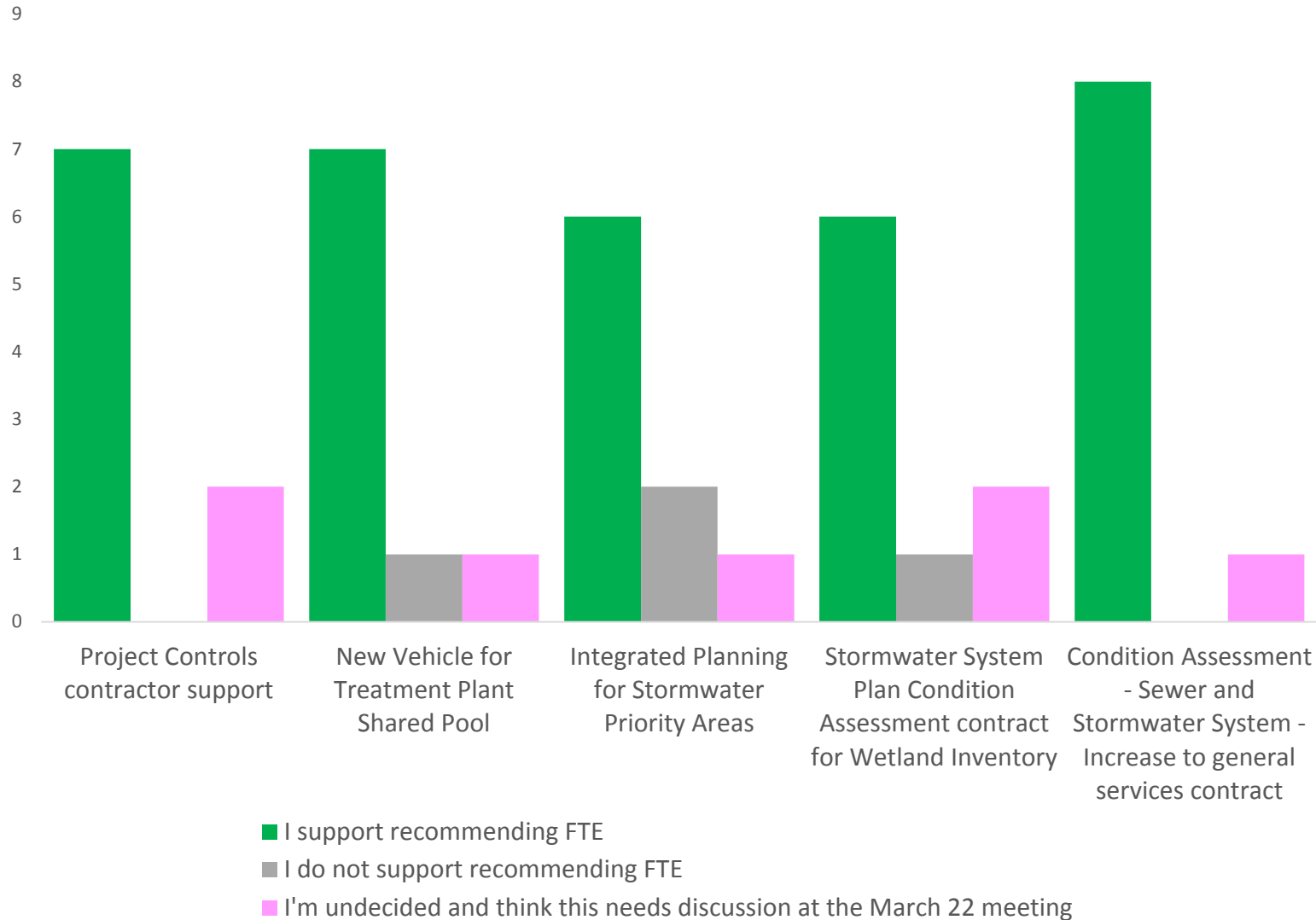
See submitted notes on individual FTE. - Colleen

One of the proposed supervisory positions requested has not been filled from last year, as I understand the current situation. The other supervisor is not needed as the existing span of control is still reasonable. The other positions are not needed as the current work force can absorb the work. - Mike

There will always be some vacancies in an organization this large, so waiting until all are filled and seeing how the work goes is like chasing one's tail. There will never be 'full' staffing, by approving the positions we'll make sure the work can continue. - Alice

The three engineer positions may not end up where they are listed due to the bureau reorganization. These positions could be contract employees for now. - Ana

Please indicate your current thinking of the non-FTE components requested by BES in ES\_02 CIP Planning and Delivery Improvements



Member Comments:

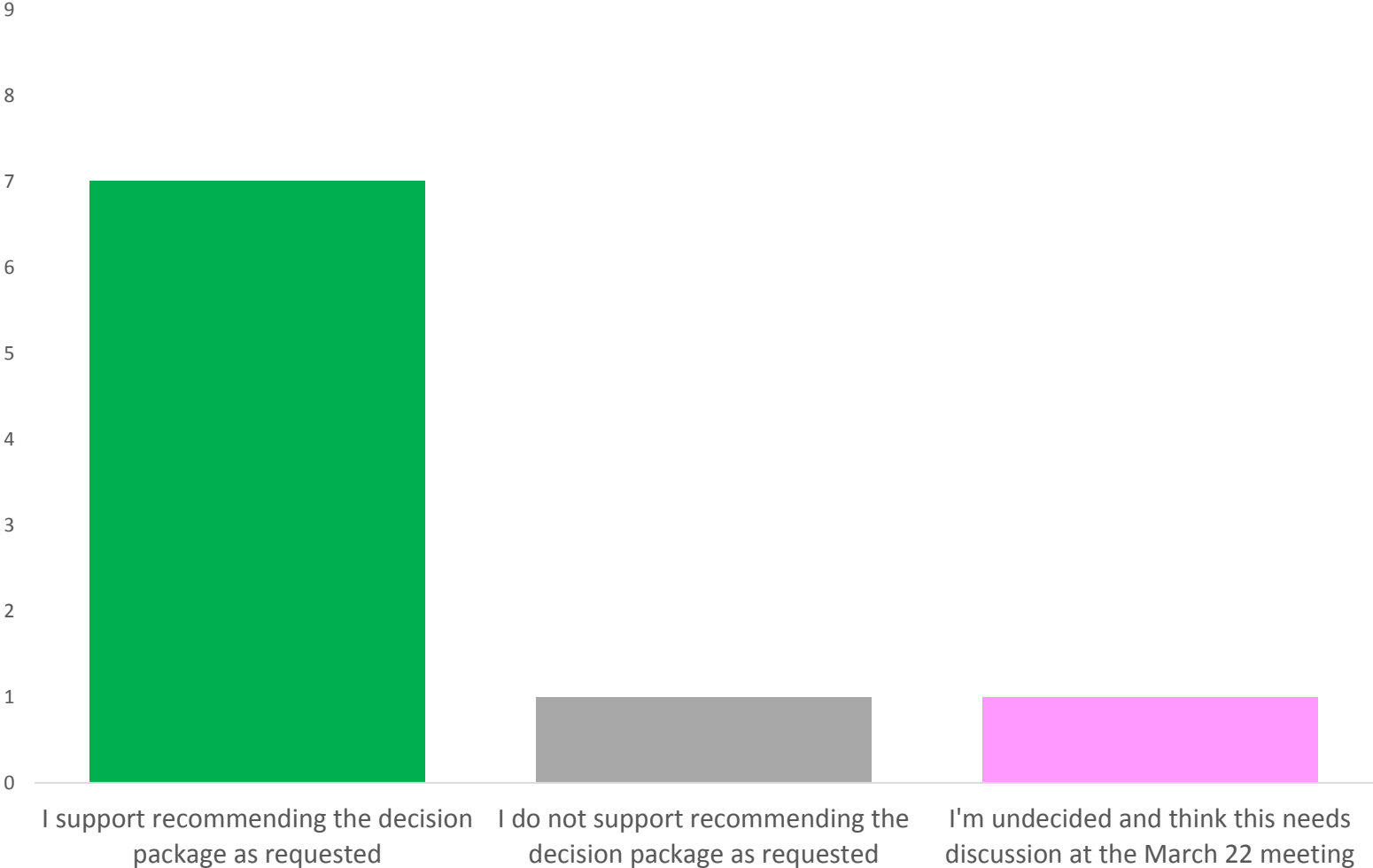
As CBO notes, BES received \$100,00 (ongoing) in FY17/18 for system planning and it is unclear why more ongoing funding is needed. I agree with CBO that the bureau should wait until the recommended FTE are hired before requesting more ongoing funding for system planning. – Colleen

I don't believe we need to debate these individual projects and what should be prioritized as the PUB. Rather, we should make our recommendations on a rate target and what positions should be approved. Then BES should figure out the program prioritization. - Mike

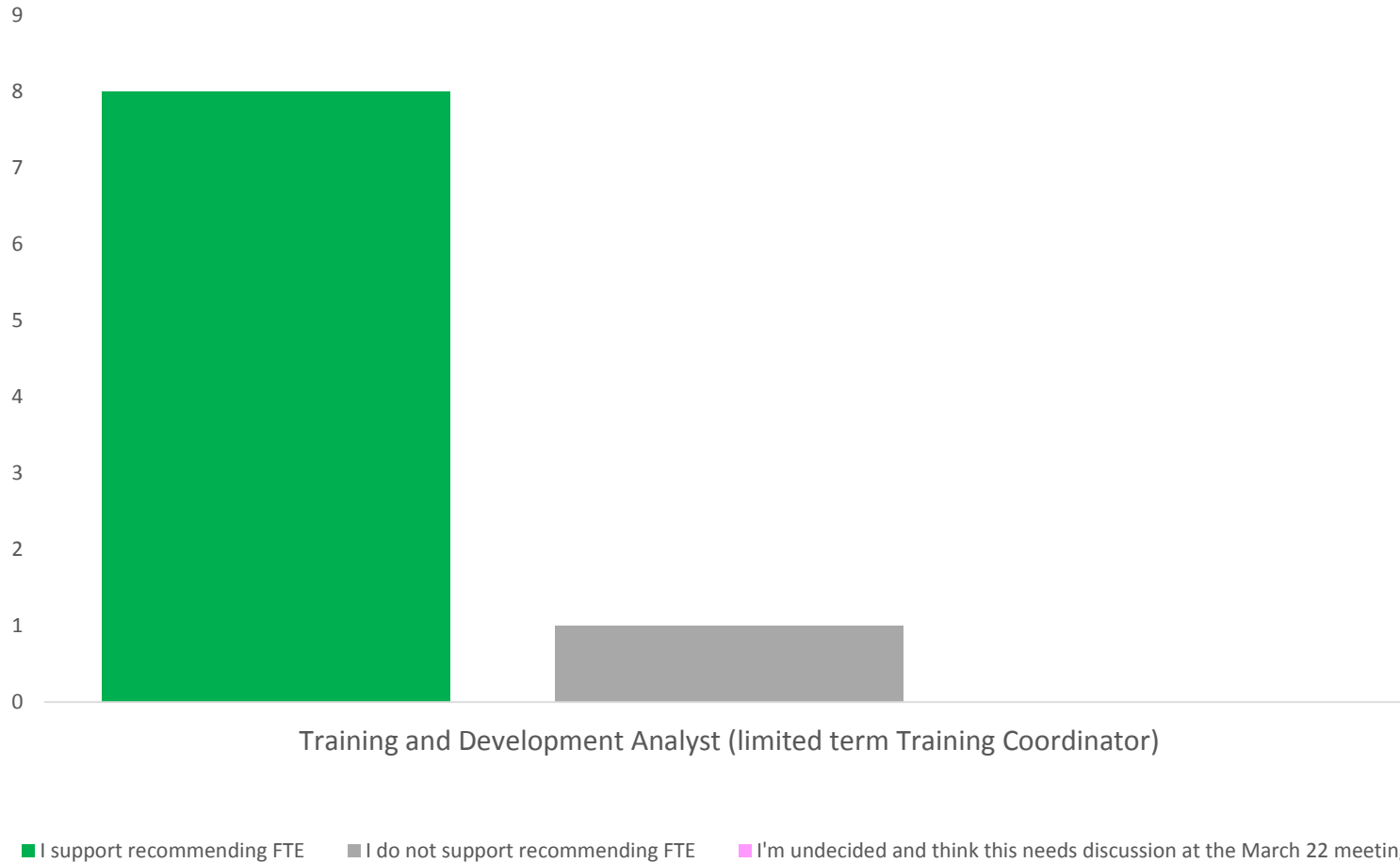
ES\_03 Workforce package as requested

Member Comments:

None.



Please indicate your current thinking on each position requested by BES in ES\_03 Workforce

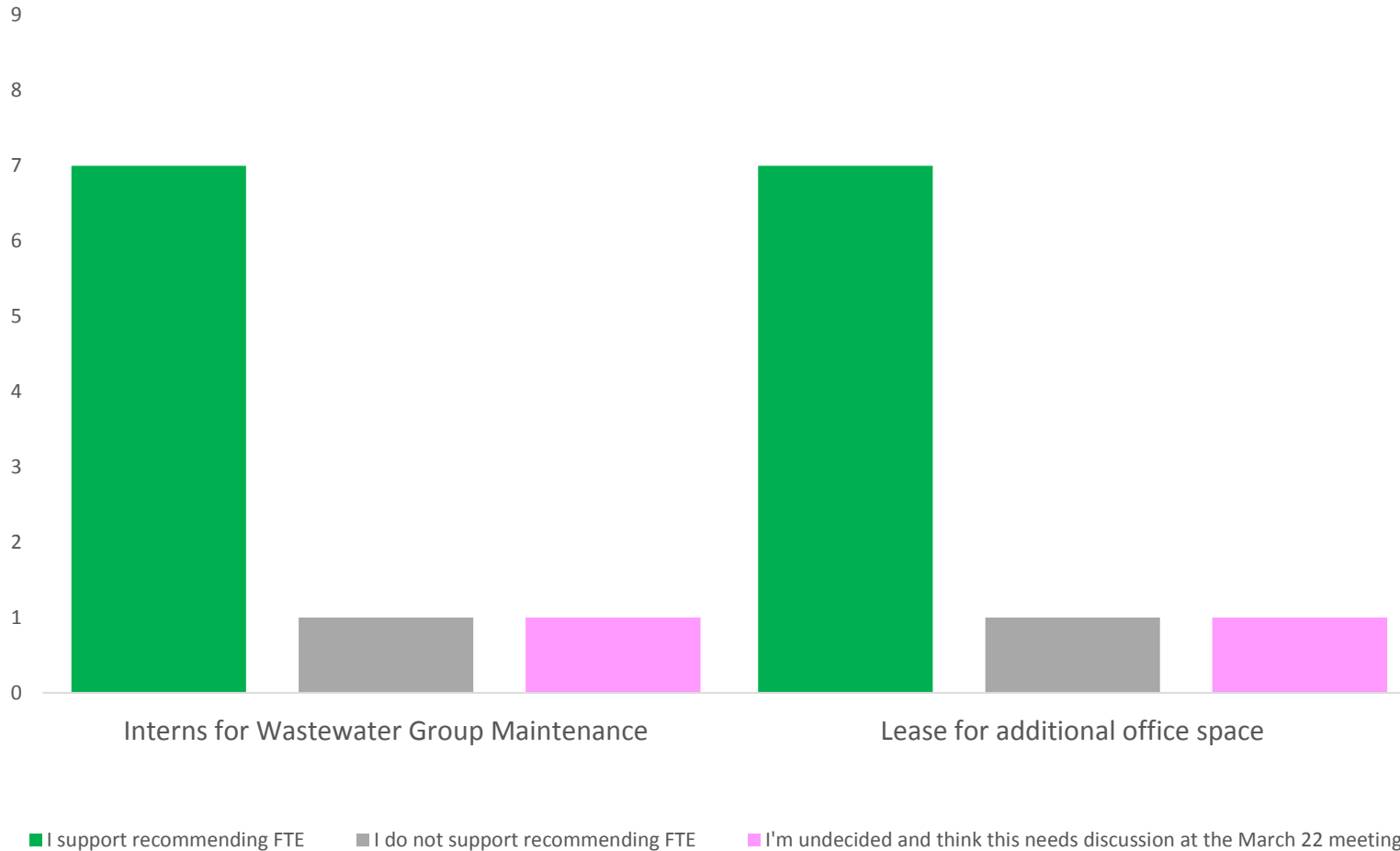


Member Comments:

Limited term FTE whose output will be absorbed in the ongoing responsibilities of other existing positions. There will be an equity component and a training program tied to career ladders. I do hope that there will be metrics and a timeline established to track the success of this position, and that PUB will be provided that information. - Colleen

Coordination of training is an ongoing issue at the bureau - this position will create efficiencies and save resources. - Alice

Please indicate your current thinking of the non-FTE components requested by BES in ES\_03 Workforce Development



Member Comments:

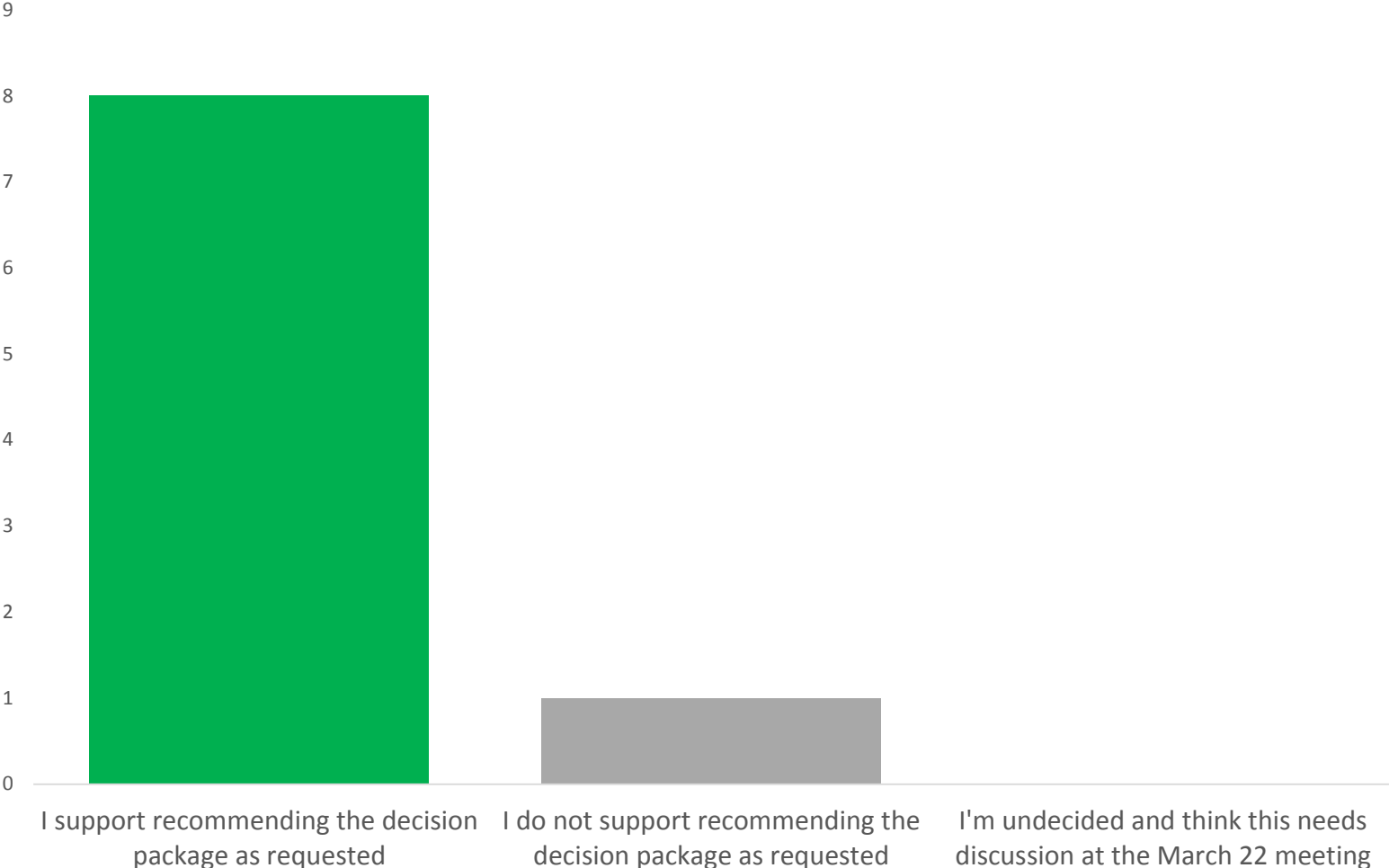
While I support the intern program concept. It seems premature when BES is trying to undertake culture change from within. - Scott

I don't believe we need to debate these individual projects and what should be prioritized as the PUB. Rather, we should make our recommendations on a rate target and what positions should be approved. Then BES should figure out the program prioritization. - Mike

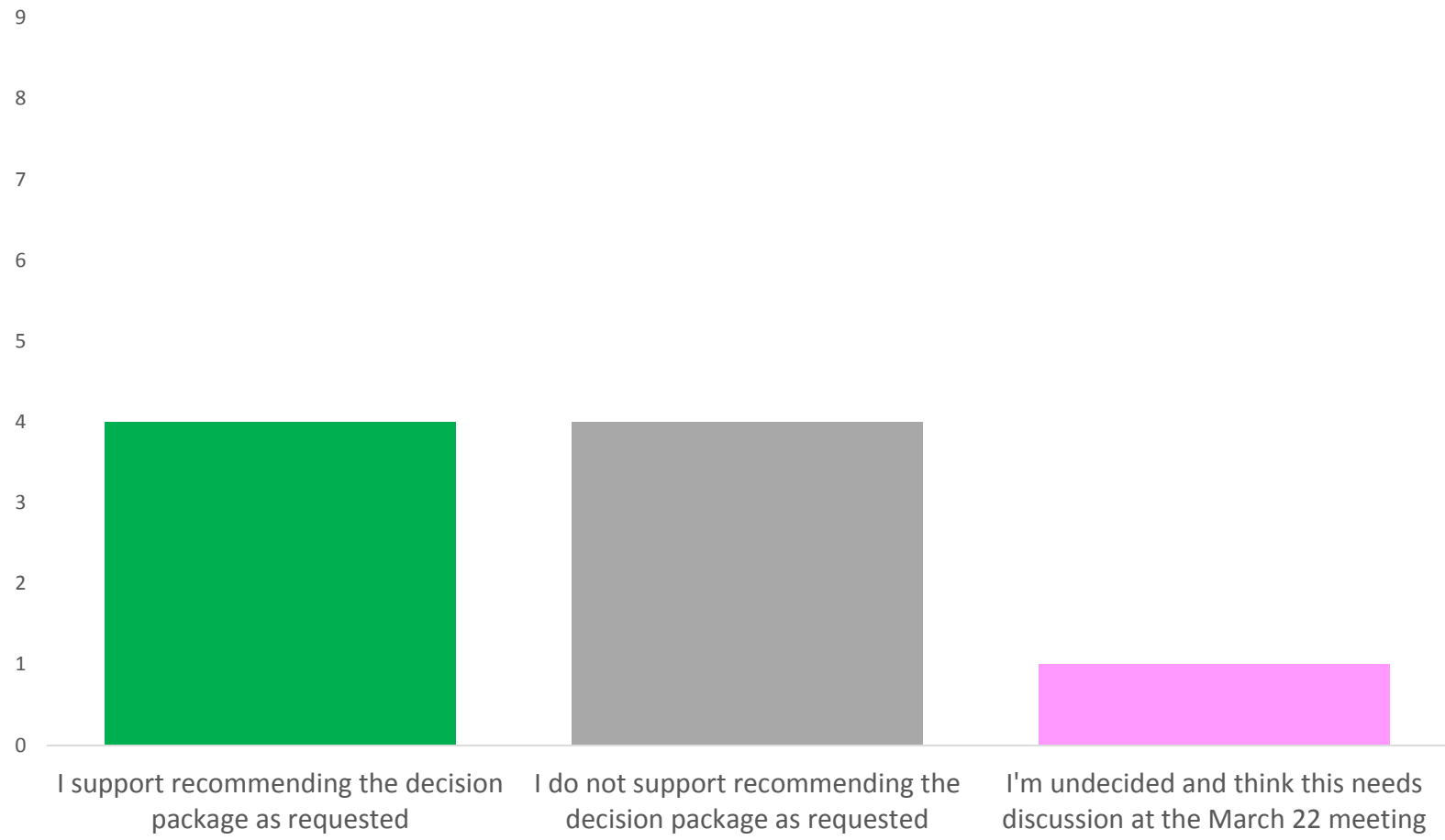
Please indicate your current thinking on the decision package ES\_04 - Bureau Culture as requested.

Member Comments:

None.



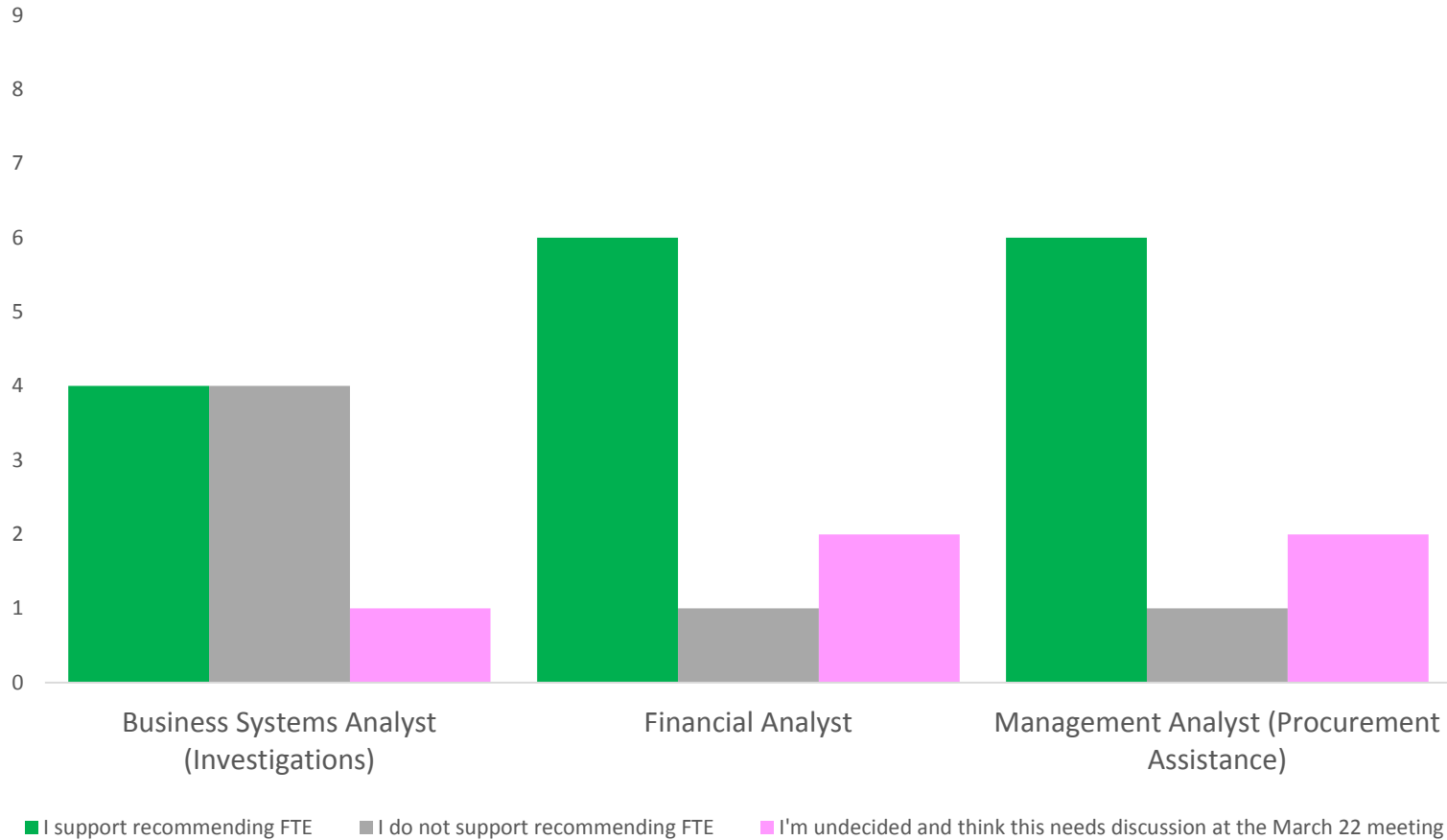
Please indicate your current thinking on the decision package ES\_05 - Responsive Business Systems Workforce as requested



Member Comments:

I support the package but not all the FTE. - Colleen

Please indicate your current thinking of each position requested by BES in ES\_05  
 Responsive Business Systems



Member Comments:

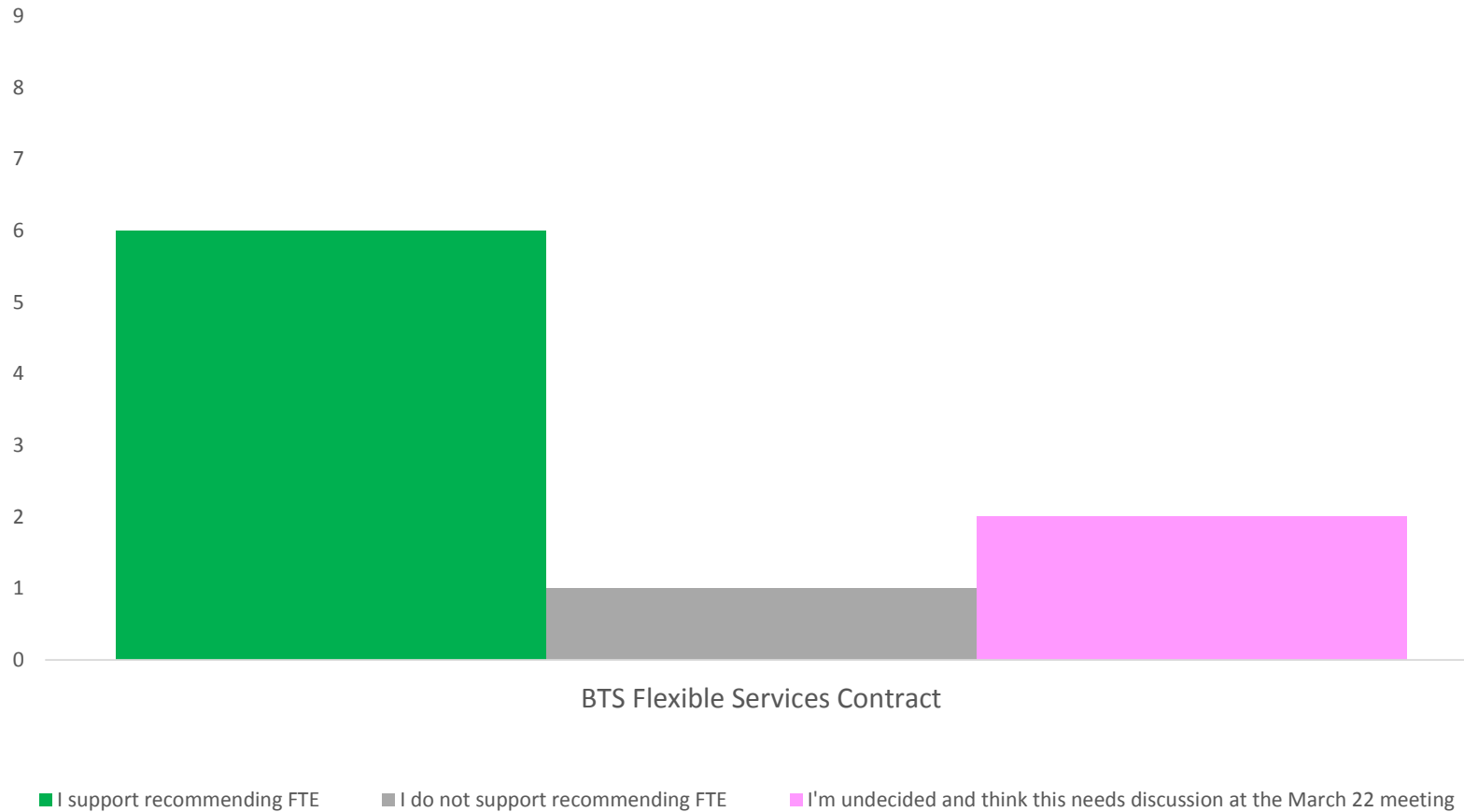
I support adding 2 of 3. - Scott

BES just hired a Data Strategist for this division in December 2017 and there are two vacancies in Data Acquisition and Management. I would suggest filling those two vacancies and then re-evaluating the need for this position after those three positions have had a chance to mitigate the workload. - Colleen

There are currently vacancies that should be filled in the business analysis area before new staff is approved. Work might be able to be restructured once those individuals are hired and brought on board. - Mike



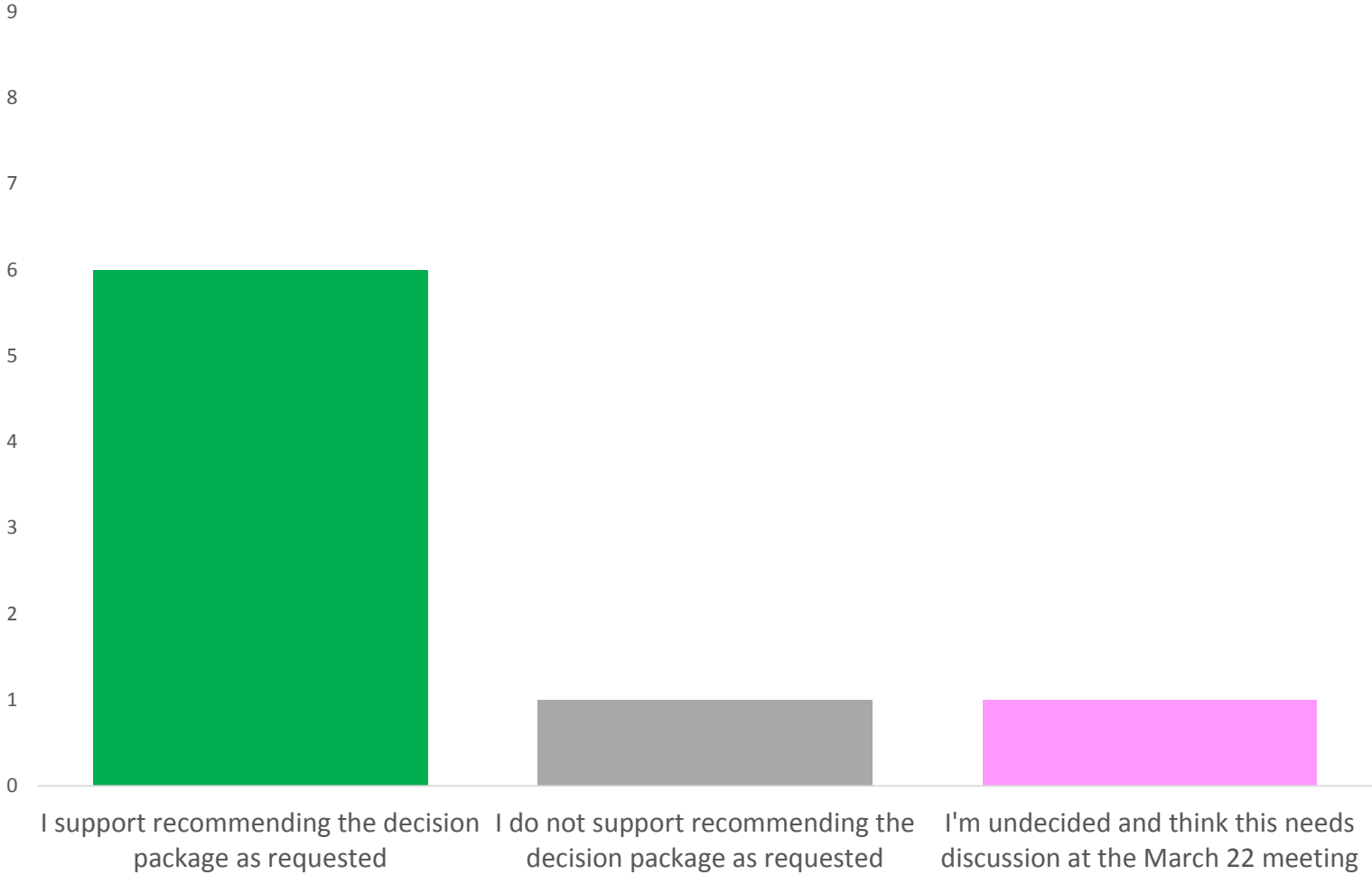
Please indicate your current thinking of the non-FTE components requested by BES in ES\_05 Responsive Business Systems



Member Comments:

I don't believe we need to debate these individual projects and what should be prioritized as the PUB. Rather, we should make our recommendations on a rate target and what positions should be approved. Then BES should figure out the program prioritization. - Mike

Please indicate your current thinking on the decision package ES\_06 - Community Relationships as requested. (There are no FTE in this package so there will be no specific FTE question)

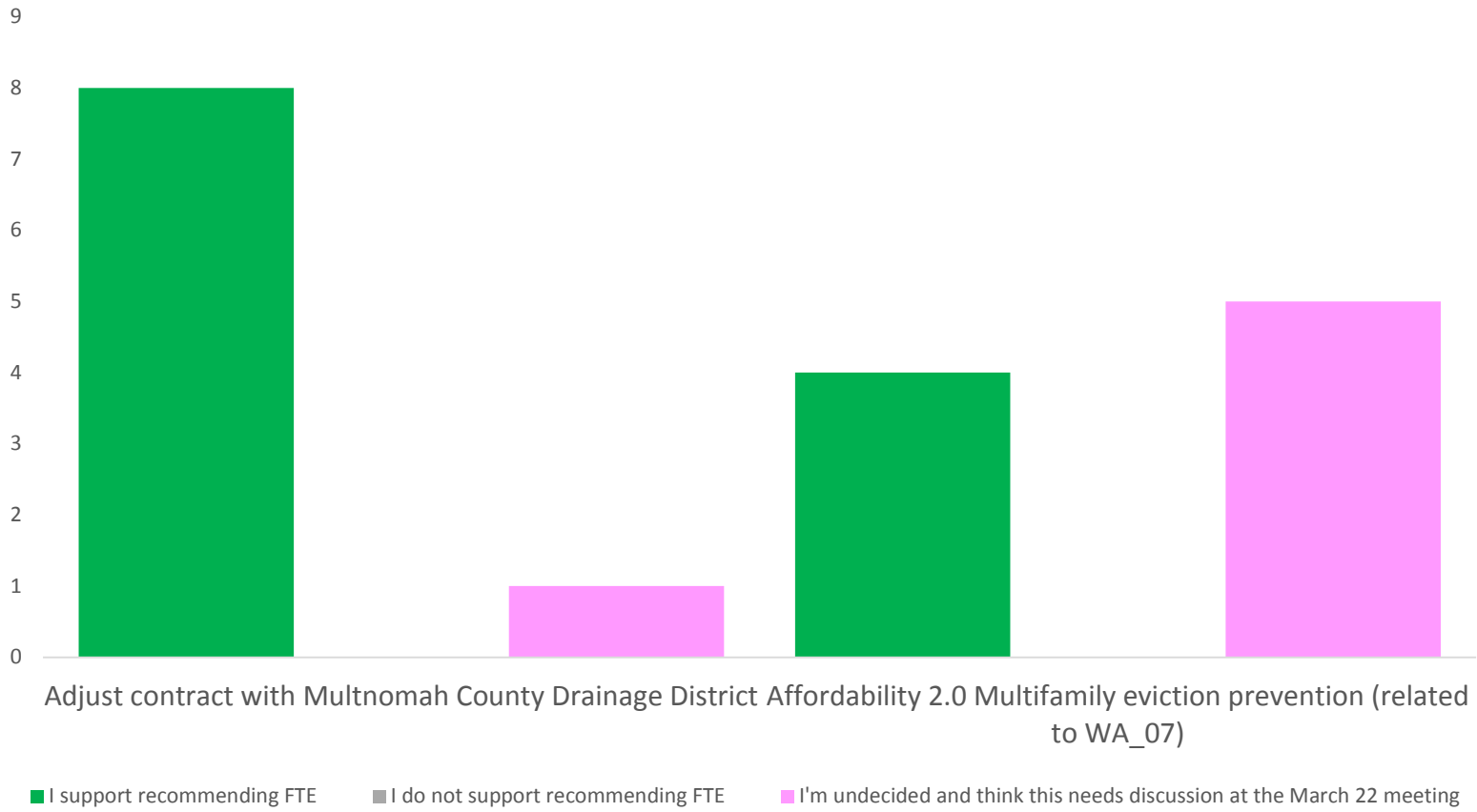


Member Comments:

See submitted comments. - Colleen

This should allow the program to be started and moved thoughtfully forward. - Mike

Please indicate your current thinking of the non-FTE components requested by BES in ES\_06 Community Relationships



Member Comments:

I like the multi family assistance concept. Think it needs further development and possibly a smaller pilot. - Scott

See submitted comments. - Colleen

I don't believe we need to debate these individual projects and what should be prioritized as the PUB. Rather, we should make our recommendations on a rate target and what positions should be approved. Then BES should figure out the program prioritization. - Mike

Please indicate your current thinking on the decision package ES\_07 - Leadership in City Government as requested. (There is only one request in this package: \$20,000 for disaster response trailers. There are no FTE in this package so there will be no spec

Member Comments:

I support this but would like some sense this is coordinated city wide and also with PBEM. - Scott

