

**Portland Utility Board**  
**Budget Committee Meeting**

January 17, 2019 11:00 am – 1:00 pm

1900 SW Fourth Avenue, 1900 Building, Room 2500C

**Attendees:**

*PUB Members:* Colleen Johnson  
Allan Warman (Conference Call)  
Ted Labbe  
Dory, Robinson  
Robert Martineau  
Micah Meskel  
Lee Moore (Conference Call)  
Heidi Bullock  
Van Lee, ex-officio  
Ana Brophy, ex-officio

Absent:

\*Dan Peterson  
\*Mike Weedall  
\*Vera Zaharova, ex-officio

\*Notice of absence provided prior to meeting

*Staff:* Cecelia Huynh (Director of Finance and Support Services, Portland Water Bureau)  
Jonas Biery (Business Services Manager, Bureau of Environmental Services)  
Cristina Nieves (Representative, Commissioner Fritz's Office)  
Yung Ouyang (Senior Financial Analyst, City Budget Office)  
Dawn Uchiyama (Deputy Director, Bureau of Environmental Services)  
Gabriel Solmer (Deputy Director, Portland Water Bureau)

*Public:* Carol Cushman (League of Women Voters)  
Janice Thompson (Citizens' Utility Board)

*City Leadership:* Commissioner Fritz

**I. Call to Order of Budget Committee #60**

Colleen Called the meeting to order. Allan and Lee are on the phone.

She reminded everyone that the meeting was of community volunteers tasked to advise City Council on items related to the Water Bureau and the Bureau of Environmental Services.

She gave an overview of the agenda: it focused on an update from Jessica Kinard on staffing, BES Program Summaries, BES and PWB Program Changes, and program level discussion.

Colleen noted the sign-up sheet for public comment. She noted comments were limited to three minutes.

**II. Disclosure of Communications**

-- DRAFT --

Colleen met with BES and PWB on issues that will come forward and address budget. Last year about this time, the PUB Committee proposed a letter and unfortunately it fell through the cracks due to staff changes and now the priority is to draft and send that letter. We will ask CBO if they can delay that letter and talk about it during the 5<sup>th</sup> and submit the letter later that week. Cinthia will send it out. I would like to acknowledge that Commissioner Fritz is here.

Ted said he had usual interactions with bureau of environmental services mid-level staff.

Ana talked to BES

[Heidi Bullock] had a conference call regarding Portland Harbor.

Dory in communication with fritz office.

Colleen to provide me with edits.

Dory is from Bureau of Development Services.

### **III. Public Comment**

No public comment.

### **IV. Staff updates with Jessica Kinard**

Jessica said Cinthia is on assignment through May and as for the analyst, there are three options. The third one is a temporary analyst working 20 hrs. a week.

Colleen said that what she liked about the temp positions is that there is immediate support with strong background of analytical work. But also asked if that model make sense? Melissa was full time and was doing a lot of work.

Lee clarified about it being one full time and one part-time position.

Jessica said that will be decided later on, after seeing how that plays out

Micah asked what the priorities and objectives of the two roles will be. There is concern around the interview process.

Lee said nothing would prevent the person in the position to apply for the position.

Jessica said that is correct.

Rob asked if the chairs are in support of this 3<sup>rd</sup> option.

Allan said that Colleen and he are relying on Jessica's expertise with confidence.

Rob does see the role fitting in on a part time basis.

Dori asked about succession planning and ensuring the PUB and CBO are creating a path way for them to stay.

Jessica said staffing is changing. CBO needs a new BES analyst. We will have a new analyst from Portland Police Bureau, Elizabeth Gallagher, who will be the dedicated analyst for BES. Another analyst to provide direction for PUB.

Micah we should ask for testimony.

Rob motioned to take a vote on a half time to support the PUB with analysis by the end of the month.

Allan second the motion.

Colleen asked for comments before voting on the motion.

-- DRAFT --

Janice indicated that she was on the Blue Ribbon Commission whose recommendations led to the formation of the PUB and shared the history from that group that lays the groundwork for her concern about this proposal. The Blue Ribbon Commission report did not recommend two staff people for the PUB. Rather it recommended one staff person for the PUB and mentioned that one full-time employee for CBO analysts of PWB and BES was also needed to ensure that a new PUB staff person wasn't also given the responsibility of doing CBO analysis on the utility bureaus. The Public Utility Review Board (PURB) that proceeded the PUB got part-time administrative support from CBO and the understanding of the Blue Ribbon Commission was that would continue and accompany the one new full time analytical staff person for the PUB. A difference between the current operation of the PUB and the PURB is the two meetings a month meeting schedule of the PUB. For Janice to support more than one full time staffing level for the PUB, she needs to see a cost benefit analysis of the value of two meetings per month given the frequency of low attendance levels. On a short-term basis the current proposal is OK, but on an ongoing basis, the kind of cost benefit analysis that the PUB would likely request of either utility bureau should be done on its own two times a month meeting schedule.

Carolyn said her recollection is that the biggest complaint is that there is not a consistent person there was always someone. The consistency of one person for you to interact with is important. One job was supposed to include some analysis as well.

Ted said Janice's comment resonates with him. Waiting until the programs are complete and then having one longer meeting could be a better approach.

Rob said part time coordinator and part time analyst but what are we getting different from this position that we are not already getting from CBO analysts.

Ted said I think it's a good process, but we can give it try even if we don't like it.

Dory said that capturing what goes on the day to day and we still don't want them from growing in their career as well. Archive and record the patterns what goes on. She recognizes concerns. She supports this decision, because in the brief time she has been a member of PUB there has been enough discussion.

Colleen maybe one longer meeting is best during budget season. Lots of presentation very little discussion. Give us some data to look at. All those in favor of the motion say aye.

Allan is voting in favor.

Lee said if what the PUB is saying this is an interim move then that's what he is supporting. Voted in favor.

Motion passed unanimously.

Jessica said that CBO is implementing a new software system and there is delay in the system, to create the projections. That has put strain in bureaus to create the reports timely.

**V. BES FY2019-2020 Refined Program Narratives, Jonas**

Jonas said that he didn't anticipate taking up much time, but it could be done to collect feedback from PUB members if they have it. The changes are not very different from what has been seen in the past. BES added metrics but didn't go through the formal process of changing them. Wastewater functions is the same but expanded language. The last thing that will be added, Ken is working to get the numbers completed. Hopefully the next version BES sends PUB will have more complete numbers. Regarding narratives BES is locking that down and entering it into the software. If there are questions that come up, please send them.

Colleen – questions?

Rob asked about employee development and equity impacts - the distribution of the opportunities for that communication to employees whether represented or not represented and the equity impact of that. This should be in the communication program. Rewards should be communicated.

-- DRAFT --

Micah agreed and mentioned the need to provide more communication about owners and renters regarding a different program.

Jonas communicate benefits and the idea of imbedding employee development within each division or wrap it all around in one centralized program.

Colleen asked about performance measures and if BES will have a metric by next meeting in general because some programs don't have metrics.

Jonas next year we expect to have better metrics.

Ana pointed that the metrics needed to tie to the community and strategic goals of the employee development program.

Dory asked who the equity contacts is to help develop these impacts are because the metrics are weak.

Dawn said this whole fall period BES has not had an equity manager. Dawn said that she and Jonas have had a few weeks to develop those metrics.

Dory referred to the equity plan as only having broad action plans that reference the action plan but no description on how those will be done. Equity is not just what equity people do, but as a banker, analyst, director, it should be their lens, more so than anyone else.

Dawn said they aim to follow that model (name of model?)

Jonas said those are the questions that you need to consider as part of your request. Victor was gone, and we had to do this without guidance.

Dory said it would be a good idea to parallel with PBOT's action plan.

Colleen referred to page 35 that has numbers but "why those numbers?" How do we judge if 60K is a good goal or not?

Jonas said that's good question, he will follow up on that.

Colleen said the flooding event the 2018 actuals were 60 and then 100. Was 2018 a good year and you plan to go back?

Jonas said no more than 100 is the goal. This is an example of the metric that they need help with and flooding is something BES needs more preparation for.

Colleen referred science and wild life to page 56, are these good numbers or how do we measure, under what scale?

Jonas said in that first program they will add that context to be included. It should be included and will work with CBO. Maybe that's a recommendation to include that with the budget.

Yong said that this is the first year that CBO is doing that. We can try to work with what the bureaus provide. There should definitely be a section that includes that context.

Colleen referred to page 24, under changes and programs said that 4 FTE were requested in the adapted budget. Colleen wanted more explanation confirming if BES did get those 4 positions filled and if BES is still asking for another 3.

Jonas confirmed with a yes.

Colleen explained that the way it's written makes her think that they were not filled.

Ted there is a lot of/ the watershed that goes on, we need better metrics. Mike Reed. A metric there can be "dollars saved in permitting". I look forward to seeing the metrics next year.

-- DRAFT --

Jonas said they are doing a bureau wide research and pointed to Dawn asking if she has a comment.

Dawn said they have Maya to talk about performance metrics and that they do need metrics that relates to people and that they care about. I know that OEHR is launching accountability training and leadership to participate in it. This training will have impact on developing the metric. 8-month cohort with all the bureaus.

Colleen said that even if the metrics are going to change next year. Referring to the pay equity issue, colleen asked if members wanted to say anything about that

Jonas said the impact for BES effectively brought folks up to equitable pay 400k a year. We are fortunate that OMF central services identified a decrease in cost of services that was able to offset their pay equity expense.

Rob said regarding metrics and key performances that finding a way to show comprehensively how the metric was created, and how it is a SMART goal, would be useful.

Jonas said the work is being done to get it flushed out and it was really hard to meet the threshold because is it meeting the publics expectations? It's hard to have that discussion but at least it's a good goal. We want input, so it will be meaningful.

Micah encourages metrics that relate to the public but also make program offers more efficient.

Colleen said that the metrics are to hold bureaus accountable.

Jonas said it's a tool to explore and answer questions.

Ted referred to pg10 metric says 2.85+, can you explain that?

Jonas explained that it's because we have to pay for this first million \$ debt so they can collect the other amount.

Ted asked, is this a good report then? It would be nice to have that celebrated here somewhere.

Jonas said the most meaningful metric is combined (BES/PWB).

Colleen asked, if this single family is this just BES?

Jonas said yes.

Colleen said it would be more meaningful to see both Water and BES numbers together.

#### **VI. PWB FY2019-2020 Refined Program Narratives, Cecelia**

Cecelia what we handed over on Friday, the deadline to get into the system is Monday. We work with CBO to extend the deadline.

Yong said yes, they have a meeting next Tuesday.

Cecelia said they are thinking about describing the context of what we put forward. The numbers are a draft and we want to continue to massage. Your feedback is appreciated. Comments?

Colleen asked "Questions?"

Cecelia said that what you are seeing is what will be in the budget.

Colleen said that there are 11 programs now. Question on the testing of the meters and replacement. Is there a schedule to replace an X number of smalls and x number of large?

Cecelia - yes, there is a schedule to replace the meters. It's best to replace a small one than a big one. The strategy is targeting the meters that are used the most instead of replacing them based on age, replace meters that are used the most.

-- DRAFT --

Rob said the meters track that information and it is not uncommon to see a serial number. The employee can check the usage in the meter. The customer service function shows that information.

Ana asked about the kind of system.

Rob said that Cayenta is the meter system.

Rob- I am aware in BDS is looking at significant cut cost. Is that in the radar of either bureau? Regarding potential impacts.

Dawn- BES is tracking the issues of the layoffs at BDS. We get the updates and we are collecting resumes because we know the cuts will come. They have been abreast with the cycles.

Colleen the issue with BDS is growth is slowing less permitting is happening and less work is needed.

Rob said that when they are up they are really up, and this affects both bureaus. There are things we can do to redeploy

Gabe said they are also aware and that is something that directors are tracking. And we are seeing how we can help. We are in a less volatile state than BES. I would not anticipate having a big impact.

Cecelia said they are being very careful to not over spend.

Colleen asked if there are any question.

#### **12:55 pm Discuss next meeting Agenda**

Colleen – We are ahead of schedule and we can discuss the letter to council. The previous letter was dated 21<sup>st</sup> of Jan. We don't have the full budget. We don't have the letter written. We will have to submit and will go to CBO for support and the submission of the letter will be late. Cinthia will send the letter to all.

Ana clarified what the course of action was.

Colleen explained PUB will be using the same letter as a framework and that the edits will be discuss and approved during the meeting on February 5<sup>th</sup>. She asked all bureaus to submit materials by Friday before.

Ana- can we send comments prior to the 5<sup>th</sup>

Rob volunteered to start a draft.

If people want to send the comments, that would be great. Colleen said she would draft the letter.

Rob mentioned that in the past Melissa provided support with the technical stuff and asked if the new coordinator role would be the one supporting PUB with that. His concern is that the PUB would not have anything drafted by the next meeting.

Colleen confirmed that the PUB will definitely have something drafted by then.

Ted asked if the point of the next meeting is to discuss the letter and approve it.

Colleen said yes that is the point of the meeting and Cinthia will send out the letter from last year. All will send comments to Cinthia, Cinthia will compile.

Ana volunteered to write the letter.

Colleen reiterated the motion was to have Cinthia send out last year's letter, everyone is responsible for reading that making revisions and edits and sending those to Cinthia and then we will compile those and have a draft ready to go over during the next meeting. Do we have a second? Comments for the public?

No comments

-- DRAFT --

Colleen all in favor say aye.

Carol asked about the timing of the meeting changing from the evening to the afternoon.

Heidi proposed we leave the meeting at that time.

Colleen said maybe Cinthia could send Carol the meeting information.

Ted asked what the water bureau doing to address the drought. Water efficiency program. What is PWB doing in response to that? It's on time to be discussed because the city just passed on water efficiency mandate. The longer it goes the more insistent I am going to be.

Colleen – in terms of water issues. We are meeting with Commissioner Fritz the 28 of January. She has identified issues and mentioned Gabe will be prioritizing.

Gabe said the drought and water issues is something that will be on the list of priorities.

Ted said it's more democratic to decide as a group what the prioritize should be.

Rob said he would like that conversation to include how in the low income distant program, if the City is helping someone with their water bill then the City should be able to ensure water is being used efficiently in those areas.

Colleen said ok and asked if anyone wanted to motion to adjourn.

Rob seconded to adjourn.