

PWB REQUESTED BUDGET FY 2019/20

ISSUES/CONCERNS

FTE

Do staffing numbers include the requested limited term positions? PWB said there were no new FTE requested, but there are 4 limited-term FTE added (see below). How are those counted? The total number increase in FTE for FY 2019/20 is 0.4 (615.85 to 616.25).

Answer: Yes, staffing numbers include limited-term positions. PWB said no new FTE requested and has not requested any new authorized permanent positions in the FY 2019-20 Requested Budget. Limited-term positions are not permanent positions, can only operate for up to two years, and do not require Council authorization.

The FTE in the Program Budget needs to be fixed. Also under Staffing narrative could PWB indicate which FTE are allocated to capital (like BES).

Answer: PWB agrees that the FTE information needs to be fixed in the Program Offer reports. PWB hopes to work with CBO to fix the Program Offer reports to reflect accurate FTE information. PWB plan to include capital FTE information in future updates of the Program Offers.

Equity

The City is clearly emphasizing equity considerations in its budget process. While I think that's appropriate, I think the City needs to demand more than an Equity Impact statement in the Program Offers. As with BES, I would suggest that there be at least one clearly articulated and quantifiable equity performance measure for most programs. In many cases there is language that could be translated into a PM that would track the success of equity progress.

Response: PWB agrees and plans to include equity performance measures as we work to review and develop performance measures over the coming months.

Performance Measures—Meaningful and Measurable

Most Program Offers don't have any Performance Measures, although I do realize that this is a new budget format and process and that the Bureau will be working on developing PMS during this coming year. As these metrics are developed, it's important to include an explanation or some context as to why a particular PM is an important indicator of success and/or what it means. Also, if the point of POs is to increase transparency and accountability, then it seems like there should be specific, measurable expectations of improved outcomes for increases that are justified on the basis of efficiency and effectiveness.

Response: PWB agrees and in future updates of Program Offers will include explanation of performance measures that are included in the Program Offers.

Changes in Budget

In general I think it would be helpful to include a short explanation of large increases/decreases, especially capital outlay. For example, a statement that a majority of the \$9m increase in capital outlay in the Treatment Program is due to the filtration and corrosion control projects rather than making residents look for it.

Response: PWB agrees and will include explanations of changes in the capital program.

Willamette River Crossing started at \$57m and is now up to \$88m with a confidence level of moderate. What does that mean? How likely is it to increase?

Answer: The level of confidence is established by a City Council Resolution No. 36430, adopted by City Council July 26, 2006. Levels of confidence are generally set by what level of work has been done, the level of trust that can be placed in the estimate at the time, and what level of contingency is needed. This closely follows industry standards for cost estimating. PWB went to Council for approval of the Design-Build contract last summer with an estimated budget of \$88 million. This level of confidence generally matches that of a large project with no design and the project just beginning.

Attached link provide more information on assigning confidence rating to project cost estimates <https://www.portlandoregon.gov/citycode/article/133341>

PWB PROGRAM OFFERS

Bureau Support—2 FTE (limited term)

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Data on translation, interpretation and accommodations requests? What does “more equitable community engagement” look like?

Answer: The bureau does not currently track translation, interpretation, and accommodations requests. Currently, individual programs fulfill these requests when they come in. The bureau would benefit from tracking this information and will raise this question with the new Equity Manager.

“More equitable community engagement” would mean considering who benefits and who is harmed by potential community engagement strategies. In the past, the

tendency Citywide has been to hear from people who already enjoy positions of power and have the time and resources to access public meetings or Commissioners' offices. Our bureau is exploring ways to target community engagement to seek feedback and ideas from people traditionally underrepresented in decision-making processes.

2 limited term FTE are requested for the Communications group, one new and one converted from part time to full time. What's the purpose of these two positions? What will they do? Of the 58 FTE in Bureau Support, how many are assigned to the Communication group?

Answer: A limited-term position was added in the Communications group – Public Information Manager. The other limited-term position that was converted from part-time to full time was to assist with the Strategic Business Plan. Of the 58 FTEs in Bureau Support, about 7 FTEs (including limited term) are assigned to the Communication group.

Explain the increase in capital outlay from \$100,000 to 36,772,000.

Answer: This increase is in the capital program. It is PWB's share of the Portland Building Renovation Project.

In the Fund Expense, contingency went down while Fund Transfers went up and the Ending Fund Balance went down. I understand the numbers changed but why?

Answer: The contingency and ending fund balance figures are decreasing in FY 2019-20 primarily because of the excess balance (more revenue than planned, fewer expenses than planned) that is reflected in the revised FY 2018-19 figures. The rate models are based on cash balances, so these modified accrual basis balances do not match beginning and ending fund balance for rate making purposes. The increased fund transfer activity is driven by increased capital expenditures in FY 2019-20, which results in increased Fund Transfer – Expense from the Construction Fund to the Operating Fund.

Data Management

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Employee Investment

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

PM for equity-focused trainings? What about the Training and Development Officer's work. Can that be used to develop a PM in the area of equity? Could the bureau track employees' requests for accommodations?

Answer: PWB will be working to develop performance measures around equity. PWB currently does not track accommodation requests. The Bureau could track employees' requests for accommodations, but it may be difficult to do so.

Planning

Why did the PM 'Debt service coverage' go from 3.22 to 1.90? What does that mean?

Answer: The debt service coverage of 3.22 is the actual first lien debt service coverage for FY 2018-19. PWB plans for 1.90 debt service coverage on first lien revenue bonds.

Why does it say that "This budget change does not have clear equity impacts" when above it talks about climate change and its impact on vulnerable populations and the bureau's strategic plan development has involved equity considerations.

Answer: The budget change in the Planning Program Offer described an increase of \$200,000 for consultant services to help with wholesale contract review. It is unclear if there is equity impacts from the review.

Water Efficiency

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Under Equity Impacts, the last sentence doesn't make sense given what's above it. Is there a tracking of what barriers are being reduced or what materials are translated into other languages.

Answer: The last sentence reflects that there are no changes to this budget. The program itself could have equity impacts, but the lack of change in the budget does not itself have any clear equity implications. The program is working to identify barriers to participation in the Fixture Repair program but is not yet tracking reductions to those barriers. The program currently tracks materials that are translated.

Is there information on the effects of water efficiency programs on low-income populations (as stated in the Program Description)?

Answer: For over 25 years, the Water Efficiency program has developed targeted programs for customers enrolled in the Financial Assistance program. Current programs include an increased rebate for toilet replacement, fixture repair and

replacement for homeowners, and an outreach program using customized home water use reports through a software called WaterSmart. Through a rigorous randomized-control test pilot study, PWB found that customers served through the WaterSmart program reduce water use by 1%. The same population reported an increase in satisfaction with the bureau as a result of the pilot. Toilet replacement on average saves 13.2 CCF per year (saving the customer \$203.54 in today's water and sewer rates). 5% of all toilet rebates in FY 17/18 were issued to financial-assistance recipients. Long-term water-savings from the fixture repair and replacement program are difficult to assess, since most recipients of this assistance have water leaks. The program is working to increase uptake in toilet rebate participation and to identify methods for evaluating the water-savings from the fixture repair program.

What's the \$100,000 increase in personnel for?

Answer: The new Water Loss position approved in the FY 2018-19 budget was moved to the Water Efficiency Program.

Customer Service

2 FTE transferred to Meters Program; 2 limited-term FTE eliminated. Are the 2 limited term FTE related to the 2 limited term additions in Bureau Support (reallocated?)

Answer: No, the two limited-term FTE that were eliminated in the Customer Service Program are unrelated to the two limited-term positions that were added in Bureau Support. They are very different positions.

Why is the stated PM a good measure of success? Is there historical data on how many customer calls were answered over the last 5-10 years? Same with online inquiries and walk-in customers?

Answer: The performance measure "percentage of calls answered within 60 seconds" tells us how well we are doing in minimizing the amount of time customers are on hold. 80% within 60 seconds is the industry standard. There are 10 years of data on this performance measure. Information on the numbers of online inquiries and walk-in customers provide added information on the volume of work within this Program.

Since this program administers the Financial Assistance program, shouldn't there be PMs track the numbers and show how successful it is or how it is improving over time?

Answer: PWB currently tracks number of participates and discounts provided by the Low Income Program, the number of fixture repairs offered, number of participants in the Safety Net Program, etc.

Why that last sentence under Equity Impacts? There seems to be a number of PMs that could be developed from this area.

Answer: The last sentence is a reference to the budget changes requested in the Customer Service Program and that the changes would unlikely to have impacts on equity.

Grounds

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

“The Bureau could start to examine the equity impacts of the Grounds program by overlaying work areas with demographic data.” Sounds like a ready made PM that tracks equity.

Answer: PWB agrees and will develop performance measures when we overlay the demographic data.

What about Dodge Park?

Answer: PWB will not be requesting General Fund to support campsite uses. PWB is working to determine best approaches to maintain and secure the property.

Security/Emergency Management—1 FTE (limited-term)

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Last sentence under Equity Impacts?? How does the EM staff prepare for a potential natural disaster to mitigate any disproportionate?

Answer: By preparing through resiliency efforts (see the Natural Hazard Mitigation Plan for a list of projects), PWB strives to restore water service as quickly as possible following disasters. Communities without access, transportation or funds to purchase bottled water after disasters would be impacted negatively without restoration of services quickly. In our planning with other regional partners (Multnomah County and the Regional Disaster Preparedness Group) for emergency water distribution needs in the region, PWB is also emphasizing the critical need to provide that water where the highest populations are concentrated, along with community shelter locations.

Natural Hazard Mitigation Plan:

<https://www.portlandoregon.gov/pbem/article/585563>
<https://www.portlandoregon.gov/pbem/article/585475>

Distribution Mains

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Is the program intending to overlay the condition of the mains with demographic data to demonstrate the equity impacts?

Answer: PWB intends to overlay the condition of the mains with demographic data in the future.

Why does it say that there are no budget changes when capital outlay increased \$43m? Is that increase due mainly to the Willamette River Crossing.

Answer: There are no operating budget changes. Yes, the change is in the capital program and the increase is primarily due to Willamette River Crossing which in FY 2019-20 is expected to be under construction.

Fountains

No PMs.

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Field Support

No PMs.

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Why has the Internal Materials and Services line item been a negative \$1m+ every year for the last 3 years, plus expected FY 2019/20?

Answer: Internal Materials and Services includes fleet services. PWB develops internal fleet rates to allocate costs to projects and programs. Fleet rates include depreciation which is not a line-item budget resulting in a negative amount from allocation of fleet costs.

Hydrants

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Is it possible to analyze data about hydrant condition v. geography? What value might that be?

Answer: Yes, it is possible to analyze data about hydrant conditions by geographic areas. This may help better schedule work in areas that have hydrants in poor or very poor conditions and help identify systemic maintenance issues by area.

Meters

2 FTE in Customer Service will be reallocated to the Meter Program, reclassified as Water Meter Technicians.

No PMs.

Response: PWB will be reviewing and developing performance measures over the upcoming months.

What about Smart Meters and the ability to improve equitable customer access to water use data. What does that data look like?

Answer: Smart Meters can provide customers access to data by way of a customer portal. The portal can provide usage information right down to the day used (as opposed to the 90 day look currently available with quarterly reading.) Providing this data can help customers manage their own use as well as proactively alerting them to potential leaks. For example, there are potential leak alerts when a household has nonstop use in a 24-hour period. It also provides a calculator that allows customers the ability to put in different consumption amounts to project what their bill would be if they used X number of units. It provides the customer the timely data to control their billed amount to the best of their ability.

Any data about how often staff in this program need interpretation services?

Answer: In 2016, we used our language line services 1017 times. 2017 = 868 calls. 2018 = 1144 calls. We track the number of calls and dollars. We do not track if the customer needing this service is enrolled in any specific program.

Pump Station/Tanks

No PMs.

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Why did capital outlay decrease by approximately \$2.6m and external materials and services by about \$1m? Shouldn't there be an explanation in Changes to the Program? Where's the one-time funding for Fulton Pump Station?

Answer: Major capital projects, including – SCADA System Upgrade, Council Crest Tank Roof Replacement and Washington Park Pump Station 2 transformer replacement are scheduled to complete \$3.5 million of work in FY 2018-19, that is reduced to about \$450,000 to complete the project in FY 2019-20. In FY 2019-20 the new Greenleaf Tank 3 project will get underway.

Services

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Is there a plan in place for replacing service lines that can be used as a PM?

Answer: PWB will be consider as we review and develop performance measures for this Program.

Can an equity PM be developed around the condition of services overlaid with demographic data?

Answer: PWB will be consider as we review and develop performance measures for this Program.

Does corrosion control fit into this program or is it strictly in Water Quality & Regulatory Compliance program or Treatment?

Answer: The Corrosion Control Improvement project is within the Treatment Program. The Lead Hazard Reduction Program and lead testing are in the Water Quality & Regulatory Compliance Program.

Valves/Gates/Regulators

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Last sentence under Equity Impacts. Can a PM be developed around the equity impacts described?

Answer: PWB will be consider as performance measures for this Program are reviewed and developed.

Hydroelectric Power

Context for the PM?

Answer: The power sales agreement with PGE specifies the amount of power to be sold annually to PGE. PWB will include this explanation in the performance measure in future updates of the Program Offer.

Water Quality & Regulatory Compliance

Does the program track the number of critical health materials/water quality notices by area of the city to look a equity distribution? Last sentence??

Answer: Many of the critical health materials, including the lead brochure and city-wide boil water notice materials, are for city-wide distribution and when used, are distributed to residents in all areas of the city. Localized water quality notices are due to a loss of pressure at customer meters as a result of a main break or unexpectedly closed or broken valve. These tend to happen near pressure zone boundaries or in hilly areas of town. Since 2007 there have been 39 localized water quality notices due to pressure loss:

- one-third have occurred in SW Portland (hilly)
- one-third have been in NE (many pressure zones)
- 8 in SE
- 3 in N
- 2 in NW

Bull Run Watershed

PM: Explain why this number is important as a measure of success? Why did it go down to 80% in 2018/19?

Answer: The 80% for YTD Actual in FY 2018-19 was related to early drawdown of supply in the Bull Run Watershed. PWB used the wellfield to augment water supply during the summer of 2018.

Last sentence in Equity Impacts?? Seems as though all three areas could lead to a PM that tracks equity.

Answer: PWB will be consider as performance measures for this Program are reviewed and developed.

Why \$1.2m increase in capital outlay?

Answer: The Dam 1 Needle Valve and Road 10R projects are scheduled to be in construction.

Groundwater

No PM.

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Last sentence under Equity Impacts??

Answer: The last sentence is a reference to the budget changes requested in the Groundwater Program and that the changes would unlikely have impacts on equity.

Data to show that education outreach has seen an increase in diverse participation?

Answer: The Water Bureau, through its outreach partner the Columbia Slough Watershed Council, began collecting demographic information from groundwater event participants in 2017. This information will enable analysis to address questions such as this one in subsequent years but not enough data has been collected yet to evaluate the effect of outreach on diverse participation.

Why the decrease in capital outlay (about \$700,000)?

Answer: The groundwater transformer project and the emergency repairs to various well pumps and motors will be completed in FY 2018-19.

Treatment

2 FTE (limited-term) eliminated due to permanent positions in 2018/19 budget. How does this show up in the budget? Personnel costs increases by about \$1m in FY 2018/19 and again by \$300,000 in FY 2019/20 even though 2 FTE were eliminated.

Answer: The FY 2018-19 budget increase of \$1 million is primarily for the seven new positions that were approved with the Treatment Decision Package. The FY 2019-20 increase of \$300,000 is related to additional staffing allocated to Treatment capital projects and increases to personnel costs.

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Data to track lead problems by geographic/demographic overlays?

Answer: PWB has data from in-home lead testing by geographic areas. Lead results are tracked by geographic area and there are demographic overlays that could be added. Currently the bureau has not used a demographic overlay for any lead results.

Capital outlay increase by over \$9m? Shouldn't there be some reference to that in the Program Budget? Is this due mainly to filtration and corrosion control projects?

Answer: Yes, the increase is in the capital program related to both filtration and corrosion control projects.

The capital improvement plan summary shows a \$1.6m request for Corrosion Control and a \$12.7m request for Filtration for FY 2019/20. Can you explain how that gets distributed in the Treatment Program Offer?

Answer:

Corrosion Control	Budget
Capital Outlay	\$830,000
External Materials & Services	\$124,114
Internal Materials & Services	\$2,019
Personal Services	\$644,867
Grand Total	\$1,601,000

Filtration	Budget
Capital Outlay	\$9,000,000
External Materials & Services	\$2,294,908
Internal Materials & Services	\$4,713
Personal Services	\$1,435,379
Grand Total	\$12,735,000

Why did external materials and services decrease by \$2.5m (40%)?

Answer: The FY 2018-19 External Materials and Services includes consultant services for planning the filtration project that cannot be capitalized. Since the project is now more defined, the FY 2019-20 consultant work will be capitalized, and funds will be from the Capital Outlay account.

On page 6 of the PWB FY 2019/20 Final Requested Budget, it states "The Transmission and Terminal Storage Program represents about 21% of the CIP." But from the Program Offers, 'Conduits/Transmission Mains' and 'Terminal Reservoirs' are two separate programs. Do they get lumped together in the CIP? If so, why are there separate Program Offers? Why not one? Capital outlay in both programs increases close to \$5m. Is that due to Washington Park Reservoir project?

Answer: Page 6 of the PWB FY 2019-20 Requested Budget describes the CIP at the 7 Programs level. The Transmission and Terminal Storage Program includes the Program Offers -- Conduits/Transmission Mains and Terminal Reservoir. Yes, the increase is primarily due to the Washington Park Reservoir project.

Capital Improvement Plan Summaries, p. 47 on Conduit and Transmission mains...

The Project Description says the Bureau will rehabilitate 4-5 miles of conduits each year at an estimated cost of \$4-5 million dollars/mile. However, the Total requirements for years 2020-2024 below this description show annual total costs of \$2-10 million, increasing over time. Is this an error? Or else, please explain this discrepancy.

Answer: The conduit condition assessment done over the last 2 years showed the conduits being in better condition than originally assumed. Replacement work will still be needed over time but it not in imminent danger of failure. New conduit work will be needed to connect the filtration plant with the existing conduits so over the next couple years, PWB is assessing which portions to rehab and which to replace. In the meantime, PWB has reduced the budget requests for the conduits.

Conduits/Transmission Mains

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Why did capital outlay increase by about \$1.5m and external materials and services decrease by \$500,000? See above paragraph

Answer: The increases and decreases in the budget categories are related to the change from assessment work which was not capitalized to major repairs and replacements that will likely be capitalized.

Terminal Reservoirs

No PMs

Response: PWB will be reviewing and developing performance measures over the upcoming months.

Any data on Powell Butte visitor facilities?

Answer: No, PWB does not have data on Powell Butte visitors.

Why did capital outlay increase about \$3.5m? See above paragraph

Answer: The increase is primarily due to the Washington Park Reservoir project.

Planning: Why was Debt Service \$600,000 in 18/19, but 0 in 17/18 and 19/20?

Answer: These are bond issuance costs that were budgeted in the Planning functional area in FY 2018-19. They had previously been budgeted in Bureau Support and are reflected there in FY 2019-20 for consistency. Budget reports for FY 2018-19 were not reported on programmatically so the discrepancy was not obvious.

Fountains: Why the \$80,000 increase in External Materials and Services?

Answer: The increase in External Materials and Services is \$100,000. It is an increase in the capital program for major rehabilitation of fountains.

Meters: Why the \$230,000 increase capital outlay?

Answer: The \$230,000 increase in Capital Outlay is a shift from External Materials and Services to align with actual expenditures.

Capital:

- Similar to the past few years, the number of capital projects to be managed is ambitious. Past years have shown ambitious targets in the capital area have not achieved what was planned. What has been the learning curve for PWB to believe the targets and spending for the coming year can be achieved?

Answer: Two major projects - Washington Park, and the Portland Building are well into construction. The Willamette River crossing will soon have the design build contract in place. Over \$107 million in contract spending is budgeted for just these three projects which represents about 60 percent of the entire CIP.

- For all capital projects, what are the specific definitions used to determine if a project confidence level is labeled Low, Moderate, High or Optimal. For projects labeled "Low," what is the reasoning to proceed with budgets and dedication of staff resources until a higher level of confidence could be assigned. Please use the Pendridge Mains and Boones Ferry projects as examples of PWB thinking.

Answer: The level of confidence is established by a City Council Resolution No. 36430, adopted by City Council July 26, 2006. See link

<https://www.portlandoregon.gov/citycode/article/133341>

During the project lifecycle, the confidence level is updated as the project plans and specification evolve. When evaluated for the requested budget the Penridge project remained at low confidence. Boones Ferry design work was more complete and was assigned a moderate confidence.

- Is the Willamette Bridge Main Replacement Project being done in a way that is seismically secure? If not, given the overall risk for an earthquake, why not?

Answer: Please refer to page 36 for the project profile included as part of the 2017-18 CIP Annual Report:
<https://www.portlandoregon.gov/water/article/702940> New projects are designed to current standards which includes seismic resistance (i.e. it is meant to accommodate seismic movement with minimal damage and no loss of life – there are no standards for being seismically “secure”).

Hydro Sales: What is the reason for the significant drop in hydro sales? Please provide as much detail as possible, including marketing sales by month. Who is responsible for marketing and dispatching the hydro resource for the city? Specifically, why were sales in 2018 less than 1/5th of the sales of the previous year? Why is the 2019 Target (66,000 mwh) different from the Strategic Target of 84,800 mwh?

Answer: The drop in Hydro sales is a combination of the time period for FY 2018-19 being a partial year (July through December 2018), and less rainfall than FY 2016-17 and FY 2017-18. Historically, the highest volume months for power sales are November through June.

The strategic target is based on the historical long term mean power sales volume (more than 30 years of data). The FY 2019-20 target is based on an 80% election as specified in the Power Purchase Agreement with Portland General Electric. The Power Purchase Agreement articulates the terms of the power sales to PGE. Operations and maintenance of the Portland Hydroelectric Project is administered by Energy NW. The Eugene Water & Electric Board is responsible for power scheduling. Both services are provided through multiyear contracts. This is the actual MWh and planned MWh detail that informed the performance measure (Jul – Dec actual, Jan – Jun projected).

Jul – 1,149
Aug – 172
Sep – 222
Oct – 210
Nov – 4,567
Dec – 6,771
Jan – 9,539
Feb – 7,618
Mar – 9,058
Apr – 8,657
May – 6,857
Jun – 4,301

Customer Service:

- Why is the percentage of calls answered within 60 seconds different for the 2019 Target (80%) versus the Strategic Plan (100%)? If PWB is striving for 100%, why is the 2019 target (80%) lower than the past two years of performance (83% and 88%)?

Answer: 80% in 60 seconds is the industry standard. PWB has struggled to meet this metric in the past and have only most recently been able to do so. As PWB has allocated FTEs from the Call Center to other groups to help achieve these goals, PWB is keeping this metric in place for FY19-20. PWB will assess that impact in FY19-20 and will reevaluate throughout the year.

- Due to reduced call volumes 2 limited positions were eliminated and 2 Customer Service Representative positions were transferred to Meters program and reclassified as Water Meter Technician positions. What made shifting the positions to that program a priority? How was equity considered in deciding where the program need was greatest?

Answer: The two limited terms were eliminated because they expired in June 2019. They were not approved for the next fiscal year. PWB is reclassifying positions to meet the needs of existing programs. In the meter shop additional resources are needed to address meter replacements, meter repair and maintenance. The meters are the bureau "cash registers", and it is essential that they are operating properly. The Customer Self Service portal has helped reduce call volume and aided in the ability to meet service level goals for the Call Center and transfer these positions to the Meter Shop. Meters working properly assures that all customers are being billed equitably. If a meter under-registers then that customer is not being billed for and paying the appropriate amount which places a burden on the rest of our customers.

General Comment - Program Offers: To build on the learning curve with the new budget format, specifically Program Offer write-ups, where there are significant changes in budgets or targets for a program, the Offer should specifically address that change. Most of the write-ups appear to be general background on the program and are not a useful tool to address where changes are occurring. In a few cases, the write-ups state there are no changes, yet targets or budget do significantly change.

Response: PWB focused identifying changes in the operating budget and will also include capital program changes going forward.

Additional Comment for Commissioner Fritz/staff:

--The letter of transmittal for the budget should list the PWB specific rate increase and not just the blended target for the two bureaus. This facilitates transparency

consistent with BES listing both the blended and BES specific rate increase in their Letter of Transmittal.

Response: PWB will include the water rate increase going forward.

Low-Income: Please clarify the plans to evaluate the low-income offering for multifamily support? As discussed during the last PUB Meeting, good evaluation planning is to plan for data needs from day 1 of the program, and to ideally have the third-party evaluator under contract. Does PWB plan to use a third-party evaluator to ensure objectivity, and if so, when will that contractor be brought on board?

Answer: PWB will be evaluating how many households have taken advantage of the program and what the administration hurdles are to see if we can improve on those. PWB is documenting our outreach efforts to see if there are any improvements we can make there. PWB is also making note of any roadblocks or challenges our multifamily customers may face to see how to help Home Forward remove any of them. It is important to remember PWB and BES are providing assistance (paying in to) an already successful, established program, not administering that existing program. PWB plans to assess the financial assistance to Home Forward to ensure it is an amount that they can realistically administer in a given year.