

BES Responses to Portland Utility Board Questions (as of 2/25/19) on FY2019-20 Requested Budget

General Questions:

1. BES staffing trend has been increasing since FY 2013/14 when FTE stood at 519.3. The requested FTE in FY 2019/20 would bring the staffing total to approximately 612 FTE. Is this pace of hiring likely to continue and is it sustainable in the event of a downturn in the economy (see Oregonian 2/16: "Home prices slide for the first time in 7 years) that could affect SDCs and other revenue streams, further limiting rate increases?

Over the past few budget cycles, BES has identified a need to increase staffing to continue to meet community expectations and regulatory requirements, and to improve delivery of capital improvements that support a utility that is resilient and sustainable over the long-term. We expect that requests for staffing increases will continue over the next few budget cycles.

BES Financial Planning staff (in collaboration with the City Budget Office and OMF-Revenue and Finance) monitors economic conditions and adjusts the financial forecast accordingly. The current financial/rate forecast accounts for a potential economic downturn by assuming a decrease in future SDC collections, very limited customer growth, and increases in low-income eligibility.

2. 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 (assumedly they mean BES) to believe the targets and spending for the coming year can be achieved?

The value of the Capital Improvements Program (CIP) is determined by high risk condition assessments; reducing the budget only pushes the problems out. This can lead to more expensive repairs, asset failures, and worse. Delivering a larger portion of the CIP will be achieved through a combination of improvements in delivery efficiency and right-sizing of our staff. The Project Management Office is anticipated to kick off in FY2019-20; the organizational and process changes it introduces will make us more efficient. Adding more staff will provide the horsepower we need to deliver a larger quantity of work. We optimistically assume a majority of staff requests/new hires will be filled at each budget cycle. With turnover and staff promotions, there is little to no net sum gain in resources. Until this gap is closed (open vs. required positions), which is a focus, we will underperform but aspire to achieve.

We recognize that we can utilize contract staff to help level our workloads when needed, to address staffing gaps where possible. As noted in BES's FY2019-20 Requested Budget submittal, we recognize that by utilizing contract staff the knowledge gained through the work does not stay in the City (i.e., contract turnover is typically higher than turnover among permanent City FTEs). Adding in-house FTEs creates more productive and cost-effective outputs over the long-term and allows the City to retain the knowledge invested in FTEs.

3. For capital projects at Tryon Creek, with the uncertainty of where events might evolve with Lake Oswego, why make these significant investments right now?

While minor work at TCWTP continues, major investments at TCWTP are currently paused while Lake Oswego explores an alternative treatment option. Despite the current uncertainty about the long-term future, near-term capital improvements are likely to be required at TCWTP in order to maintain adequate operations and regulatory compliance until a new treatment alternative (if any) is able to be placed in service. BES continues to await a determination of feasibility on the treatment alternative and will modify capital plans at TCWTP accordingly, if needed, once that information is known.

4. 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.

The City's project cost estimate confidence rating guidelines govern the levels. Confidence Level is based on the progressions of the current project schedule phase as defined below:

- **Projects in the design phase up to 60% completion = LOW**
- **Projects in design between 60% to 90% = MODERATE**
- **Projects in design at 100% to Advertise Phase= HIGH**
- **Notice to Proceed to Construction = OPTIMAL**
- **Construction Substantially Complete = COMPLETE**

The confidence score is directly related to the project phase (i.e. , design, construction, etc.). This is a formal City policy about assigning cost estimate confidence ratings. As a result, any project in the early design phase will have a low confidence score, and by definition the design alternatives process involves getting to progressively higher confidence in both scope and cost estimates. This should not be misconstrued as low confidence in the project. This is before projects go out to bid, which is when we need to have the high confidence rating. We have to proceed with the best project cost estimate we have in developing the CIP each fall/winter, so that new projects can be included in the adopted budget, approved to start, and be assigned staffing resources to do the design work to get to a more fully developed cost estimate. Once a project starts in design, that "low" cost estimate confidence rating goes through many "check points" at milestones along the way to decide how/whether to proceed and to adjust the budget projection for the CIP.

5. What is the threshold for projects to be approved against the criteria of BR? For many analysis, this type of ratio is used to seek projects with a greater than 1.0 BR as being worthy of analysis. Please use Beech Essex Project which has a ,56 BR as a discussion point in your answer.

"Cost to benefit ratio" (CBR) is a misprint and should have been "net benefit cost ratio (nBCR). Projects with an nBCR greater than zero (net benefits > costs) are considered for analysis.

6. Why is Debt Coverage not a KPM?

There is a performance measure for First Lien debt coverage and another for Combined First and Second Lien debt coverage. Please see the Finance program offer.

7. Why is the 2019 target (ES_0014 – percent of BOD Removed) less than the Actuals for the past two years?

The target is always based on the NPDES permit requirement of 85% BOD & TSS removal.

8. For Target ES_0022, why is the cost to maintain the treatment plants per million gallons treated significant higher in 2019 (\$900) compared to the actuals for the past two years?

The significant increase in the cost per million gallons treated target is due to the \$3.5 million expense add in FY2018-19 (via the FY2018-19 Fall BMP) for the Biosolids Inventory Reduction Program (BIRP).

9. For target ES_0035, why is the 2019 target for number of participants (10,000) almost half of the actual for 2018?

This performance measure reflects the requirement in our MS4 permit for public involvement. The target will not be updated until that permit is revised.

10. For ES_0037 (linear feet of pipe repaired/replaced), why is the amount of linear feet of pipe (57,000) significantly less than the past two years of actuals?

The shift in focus (small to large diameter) is one of the primary reasons for the reduction. BES's pipe rehabilitation program will be shifting focus from primarily low-risk residential streets (high yield linear feet of pipe per year) to ramping up the large diameter sewer rehab work, which tends to deliver projects with a lower total footage of pipe. This work will be focusing on higher-risk areas. We are also embarking on rehab of pipes in our Central Business District, which will not yield the same production values as rehab work in neighborhood streets. The work is riskier, more precise, and requires an incredible amount of internal and external stakeholder coordination.

Questions on BES Program Offers:

Administration & Support

11. A more detailed explanation of how the BES Equity Plan provides *measurable* actions would be beneficial. What are those actions? Can a PM be developed to reflect the success of this plan?

The BES Equity Plan (see attached "BES Equity Plan FY 2016-2021.pdf) was completed and approved in September 2016. It includes a vision and 24 action items each of which is paired with a specific metric. The actions and accompanying metrics are organized into three goal areas (1. Literacy, 2. Service Delivery and Business Practices and 3. Workforce). Last year the BES Equity Manager conducted an internal evaluation of these 24 actions based on his observations and discussions with the subject matter leads. He reported the results to PUB in

the spring of 2018. As expected, there were areas we did well and areas where there is clear need for improvement.

As the bureau's thinking and approach to equity is constantly evolving and maturing, it will be a top priority of the new Equity Manager (expected to come on board in March 2019) to update the metrics to reflect our gained experience and knowledge. We also know that the 9-month, city-wide, Results Based Accountability training that OEHR is hosting this year will greatly influence our current metrics. BES Leadership looks forward to introducing our new Equity Manager to PUB and reporting on the impact RBA training has on all of our metrics, not just our Equity Plan metrics.

12. Are there ways to measure the improved efficiency, collaboration, and program outcomes as a result of the FTE reorganization?

The Bureau is currently undertaking a comprehensive review of performance metrics that will be associated with target outcomes connected to the Bureau's Strategic Plan goals and initiatives. We will be seeking PUB input during metric development and expect improved metrics to be included along with the FY2020-21 Requested Budget.

13. Shouldn't there be some mention of the limited term FTE (Analyst III?) that is added? Or was it added in 2018/19?

This position was added in FY 2018-19 as a limited-term to assist with the transition project.

Bureau Support

14. Explain why these PMs are good numbers. PM that measures contracts awarded to MWESB businesses over time.

The current performance measure indicates that the bureau's safety measures are effectively preventing both injury to employees and loss of productivity due to injury. For example, an industry benchmark would be the "Public Utilities-Water, Sewage and Other Systems"- NAICS Code 2213 with a State average of 3.7 incident frequency rate (IFR) and Federal of 4.2IFR.

The Bureau has been long interested in gathering more robust data on equity outcomes related to procurement/contracting. BES Contract Management staff have been working with OMF-Procurement Services to improve collection of and access to procurement data – and will continue to advocate aggressively for improved outcomes. BES is currently establishing a performance target (and associated metric) to increase the dollars awarded to Disadvantaged, Minority and Women-owned firms in professional services contracting by 5%. The baseline average utilization is 31.5%. BES intends to expand equity metrics to other areas of contracting as greater access to data becomes available through the City's new Contract Compliance and Reporting System (CCRS) software.

Communications

15. Can you measure minority participation in the education programs/where they are delivered? Besides education programs, how else does BES increase transparency and public awareness?

Clean Rivers Education tracks a variety of program data, including number of programs delivered, location, student contacts, program type, among others. Measures such as race/ethnicity, percent enrollment of underserved groups (as defined by the Oregon Department of Education), Title I status, etc., are provided by the school districts and tracked by Clean Rivers Education. (see: Portland Public School Enrollment Characteristics <https://www.pps.net/Page/942>)

BES uses a variety of strategies and tactics to increase transparency and public awareness. The bureau engages in robust public involvement and public information efforts for its planning and capital delivery programs, including attending and hosting neighborhood and business association meetings, direct print mail, email/text messages/webpage updates, door-to-door outreach, signage, tours, and “office hours” in the field, among others. The bureau utilizes traditional and social media to raise awareness and engage with our community regarding a variety of issues including breaking news (e.g- traffic impacts, sewage overflows); program, policy, and project updates or changes; and opportunities for public involvement and participation in incentive programs. Lastly, BES distributes information in quarterly bill inserts and publishes an annual newsletter.

16. Capital outlay was 0 in 16/17 and 17/18, then 35,000 in 18/19, and now back to 0 in 19/20. Why?

The \$35,000 reflects a life-cycle replacement vehicle expected to be acquired in FY 2018-19.

Employee Development

17. Do all employees complete 8 hours of racial equity and workplace training annually? If not, how many do (%).

Currently, the City’s Equity 101 class is a one-time requirement and encompasses 3.5 hours. The Bureau’s Equity Plan includes an action item to provide each BES employee 8 hours a year to support disability and racial equity activities in addition to required training. That action item has not yet been implemented, but is a deliverable expected of the Equity Manager when they are hired.

Finance

18. Can a PM be developed around the Finance Program’s management of the financial assistance programs in BES?

See prior response (Question #12 above) regarding performance metric development.

19. What will the rate study include?

The rate study will consider BES rates and fees comprehensively, including cost allocation for sanitary sewer and stormwater fees, distribution of costs to categories of customers (including discount programs), SDCs and other fees. As discussed with PUB on February 21, we are currently in the RFP process and hope to select a rate study consultant in Spring 2019 to conduct the bulk of the rate study work during FY2019-20. We will ask that the consultant

pursue input from PUB early in the process, and we expect to provide a more comprehensive update to PUB once the consultant is under contract.

Information Management

20. Can you explain why 2 FTE were transferred to BTS?

As discussed at the February 21 PUB meeting, BTS has been requesting that all Citywide staff in the Principal Information Systems Analyst classification be functionally housed within BTS. These two FTE are among the last remaining Principal Information Systems Analysts in the City that have not been shifted to BTS. The current staff will remain embedded in the BES MDAS division (Information Management program area) to perform their same duties and responsibilities for BES, and will continue to be fully funded by BES via an interagency agreement with BTS.

Engineering

21. Are there measurable “positive racial equity outcomes on all Engineering activities and projects”?

BES maintains statistics on Minorities, Women & Emerging Small Businesses (MWESB) contractor and subcontractor utilization and BES Engineering Services plays an important role in BES’s accomplishments because of the large dollar amounts going out to bid for CIP projects. Public involvement activities associated with each project also contain an equity component customized to meet specific project needs, including the location of the project within the community and our goals to meet positive equity outcomes. Public involvement efforts are described in the Public Involvement Plan and are reported by BES’s Communications Division in the Director’s Office, but Engineering staff play an important role in connecting the public involvement to the project design and construction outcomes. Engineering Services has also been using best practices for our recruitment processes in an effort to acquire the most diverse candidate pools possible.

As part of the bureau’s metrics development, Business Services has adopted a new metric for increasing DMWESB utilization in PTE service contracts by 5% over a baseline of 31.5% (which is a 10-year average) based on award data. BES also has new reporting tools that are in the process of being analyzed, which may have new reporting capabilities to report on actuals instead of award data. Please refer to the Bureau Support Program Offer response from BES Business Services for additional information.

22. How are staff “using technology in a much more significant way to improve productivity, communication and records management”? What’s the reduction in turnover?

Engineering Services adopted e-Builder in the summer of 2016. This new technology improved productivity, communication and records management. We saw some major improvements in the following areas:

- Going paperless (i.e. Inspection was able to get off of triplicate forms and use iPads in the field in conjunction with e-Builder for inspector daily reports, referencing plans, submittals, etc.).

- All (capital) invoices, workplan approvals, status updates and change management (scope, schedule & budget) are handled electronically via e-Builder, which has cut down processing time and loss of vital records.
- Contractor submittals, payments, change orders, certified payroll and all contract management has been moved to e-Builder as a one-stop shop for contractors and consultants for easier collaboration.
- All project documents are housed in e-Builder and pushed to TRIM (City records repository) via an interface at every phase change of the project life for records retention.
- e-Builder is cloud-based and is accessible via any internet browser for easy access.
- e-Builder has brought increased transparency with our internal stakeholders as well as with our contractors/consultants.

In addition to the improvements we've seen with this new technology, many staff have also changed from desktop computers to laptops during regularly scheduled life cycle replacements, which allows staff to take notes electronically and complete tasks remotely to improve productivity, communication and records management.

Reduction in turnover is not directly related to the technology and efficiency statement. The Engineering Services Organizational Development Project is focused on changing work culture around collaboration, constructive feedback, and "soft" skill improvements within the management team of Engineering Services, which is a long-term effort. We have not yet completed a multi-year comparison in turnover rates. Our anecdotal sense in the recent months is that turnover may be starting to decelerate, but currently with a strong engineering/construction market, many promotions that create a "domino effect" and backfilling due to retirements and new opportunities at BES and other City bureaus, we don't expect to see a true stabilization and full impacts of the culture change efforts for another year or more. Upcoming reorganization efforts being conducted by BES will further compound this instability. We can provide turnover statistics if requested, but the challenge is that those numbers will include people who have left or moved workgroups for a variety of reasons and will not accurately represent our current turnover situation.

23. Why the almost \$300,000 reduction in Internal Materials and Services?

To better and more accurately manage the budget for many City central services (such as Fleet and Printing and Distribution), the budget for those services was consolidated into the Bureau Support Program resulting in a decrease to Internal Materials & Services for programs throughout the bureau and a corresponding increase in the Bureau Support Program.

Asset Systems Management

24. Structure a PM around "incorporating equity considerations into the risk evaluation and project prioritization processes."

See prior response (Question #12 above) regarding performance metric development.

25. What's the net cost/savings of replacing contract services with the 1 FTE? Will the program continue to use contract staff?

The loaded cost of an FTE engineer is 30 to 40% less than current rates for a contract engineer. That does not include the cost of lost efficiency due to the necessity of on-boarding contract engineers that tend to leave for permanent positions elsewhere on average once every two years. The program will continue to use contract staff to manage peaks and valleys in work load and as necessary when FTE positions approvals lag resource needs.

Construction Services

26. Are there statistics on compliance requirements?

Safety compliance is measured in statistics such as:

Owner Controlled Insurance Program (OCIP)-Capital:

- Phase V loss ratio is 3% vs State average of 30% (loss ratio: incurred losses/standard premium)
- Remain in the top 5% of SAIF insureds in Oregon.

Risk/Safety/Loss Prevention-Operations:

- Recordable incident rate is: 2.18; State Public Utility Average 3.6; and Federal average is 4.2
- Injury 5 year trend is static, approximately 11 recordable injuries/year, which is excellent.

For the construction quality compliance referenced above, quality is specified in the contract and the work is not accepted until compliance is achieved.

27. What's the expectation for increased staffing in this area given the issues with contract staff?

The expected ongoing need into the future is 4-6 more FTE (construction managers, technicians and inspectors). That is a very minimal request that assumes continued reliance on contract staff as CIP work ramps up. Since FY2015-16, the Construction Division has added 4 permanent Technician II positions and 3 Inspector/Senior Inspector permanent positions, helping better balance the ratio of permanent City staff with contract staff. For technicians, that moves us from relying on approximately 6-7 contract technicians to currently relying on 2-3. For Inspectors, it has helped reduce our historic reliance on more than 12 contract inspectors for baseline (year-round) work. There will always be needs for higher numbers of contract staff during peak work times (e.g., summer construction season), but ideally, we would "convert" more of the ongoing contract work to City positions to help stabilize the workforce. In the last two budget cycles, the Engineering Group has requested those 4-6 additional FTEs for Construction (construction managers, technicians and inspectors), but these requests have been consistently deprioritized due to constraints on FTE requests and the 3% maximum rate increase target. This has resulted in focusing on top priorities for FY2018-19 and 2019-20: design engineer, modeling engineer and project manager positions, which are the hardest and least desirable to rely on contract staff for. While the preference is to have permanent Construction positions added, in a FTE-constrained environment, we will continue to rely on contract technicians and inspectors in favor of permanent project manager/engineer positions. Turnover in technician classes is high right now for permanent

City positions as well as contract positions, as it is an entry-level job in a competitive job market.

28. What is the plan to reduce overhead costs to 12% in 2019 from 2018 actuals of 14%?

12% is a target for average programmatic costs of administering Construction contracts within the CIP. Costs vary considerably depending on the type of project and specific details associated with a project. Very large contracts for expensive work (e.g., tunneling) can often be delivered for 5% or less. Some large projects with particularly difficult work like the Yamhill and Morrison project completed in FY2017-18 are very expensive to deliver due to the high level of coordination necessary between the contractor and business owners that is managed by City staff and due to the large number of changes that occur due to the many abandoned utilities and other features in our main city core area. Small contracts in the Prime Contractor Development program often have high costs due to additional assistance the contractor sometimes needs. These costs for FY2017-18 were on the high side (14%) due to the Yamhill and Morrison project specifically, as well as one large rehab project that experienced unexpected challenges. We will continue to monitor cost of delivery to identify areas that should be addressed.

Design Services

29. What's the context for choosing the numbers for the PM "amount of wastewater processed annually"?

Design Services Program (which includes the Treatment and Pumping Systems Division) is responsible for designing projects for both the Columbia Blvd and Tryon Creek Wastewater Treatment Plants; however, the volume of water treated varies seasonally based on stormwater flows received by the treatment plants, which are a function of actual rainfall and intensity that results in controlled combined sewer overflows to the Willamette River. Upon further evaluation, we have determined that Design Services does not have a strong connection to this Performance Measure and it will not be included alongside the Design Services program in the future.

30. This program added 4 FTE in 2018/19, but "constraints on further FTE additions...have kept the anticipated program improvements from fully materializing." Explain. Were the 4 new FTE hired this year?

Of the 4 new FTEs approved for the Design Services Division for FY2018-19, 2 of the positions have been filled, 1 of the positions has recruitment underway and nearly complete, and 1 is currently on hold in accommodation of the bureau's reorganization planning efforts (and expected to be filled during FY2018-19). Delays in the hiring occurred due to management changes and heavy workloads in the Design Division, which impacted time and available resources to complete hiring processes. These issues are resolving now. The impact to CIP design work output will be measurable when staff are fully trained and up to speed on projects. Note that 3 of these FTEs are design/project management positions but 1 is a supervising engineer for TPSD, which is not a full-time engineer/project manager position that would take on unassigned project workloads.

Projects are prioritized and planned within the constraints created by annual rate increase limitations set by the commissioner, which results in approval of fewer FTEs, which then constrains the number of projects Design Services can work on. The initial need for design/project management positions for budget development in FY2018-19 was 8, but only these 4 were ultimately prioritized in the Requested Budget (and ultimately approved). When restrictions are placed on the number of new FTEs, and/or requested positions are not approved, underdelivery of projects becomes more likely.

31. Will adding 3 more FTE lead to significant improvements? Why and how can that be measured? 7 FTE in one program over two years seems like a lot and there should be some clear way to measure the benefit/success of such a decision.

The 3 new FTEs requested and the 4 that were previously approved are only a portion of the total projected need. However, once these positions are filled, they will be able to manage projects and/or contracts for consultants who do design work, which will help complete projects on Design Services' Unassigned CIP Projects Summary (see attached - the "Unassigned CIP Projects Summary" refers to current FY vacant positions, including some of the 4 approved for FY18-19. The 3 new requested positions for FY19-20 are assumed to take on other unassigned projects on the list). The projection in recent years has been that 11 design/project management positions are needed to address the staffing gap; however, limitations on FTE increases have prevented those requests from moving forward en masse. Projects are delayed and pushed into future years without additional FTE resources, which continues to compound the backlog of projects. We will be able to measure the benefit/success of adding more FTEs to Design Services by reducing the Unassigned CIP Projects list and ultimately achieving CIP delivery targets.

Materials Testing Lab

32. An earlier PM was "# of lab analyses performed each year." Why was that eliminated for this program?

The measure was removed from this Program as it is a measure of the number of lab analysis done at the Water Pollution Control Lab under the Environmental Investigations and Monitoring Program. It is not a Materials Testing Lab measure.

Capital Program Management and Controls

33. Can the scoring data mentioned in the Equity Impacts be used to develop a PM?

See prior response (Question #12 above) regarding performance metric development.

34. Are the changes in personnel--\$5m from 17/18 to 18/19 and \$3m from 18/19 to 19/20--the result of allocating personnel to CIP? If 130.4 FTE are allocated to CIP in 19/20, how many were allocated in 18/19?

The increase between FY 2018-19 Revised Budget and FY 2019-20 Requested Budget is primarily a result of salary and benefit cost increases (PERS, COLA, merit, etc.) as there are approximately the same number of FTE allocated (130 FTE) in FY 2018-19. The dollar increase

is also impacted by different classification of positions being allocated at different rates depending on expected need.

The change from FY 2017-18 actual to FY 2018-19 budget includes:

- Additional positions allocated to CIP in FY 2018-19.
- Longer than expected vacancies in FY 2017-18 leading to personnel underspending.
- Fewer capital projects delivered in FY 2017-18.
- Changes to PERS, COLA, merit, etc.

Note: FTE counts for FY 2016-17 and FY 2017-18 are not actual and are based on Adopted Budget FTE allocations for those years.

35. Under the Capital Improvement Program Management and Controls Program, Measure Title - Why is their measure Construction management cost as a percentage of total construction cost?

This measure doesn't directly apply to the work of Program Management and Controls staff, but is reflected in CIP project costs because this program contains the actual CIP. Also, see prior response (Question #12 above) regarding performance metric development.

Systems Development

36. How does equity training lead to improved assistance to home and property owners with little experience with permitting?

The Bureau of Development Services -- the bureau charged with acting as the coordinator of the City's unified permitting process -- often hears feedback that the permitting process is so complicated that only those with experience understand how to navigate it efficiently. Major permitting process improvements are underway, including a new online permitting system and electronic plan review, as well as many special programs aimed at supporting specific groups of customers (from large-scale commercial to underserved business and property owners). Equity training is critical for all City employees to understand the concept and how we may need to tailor our customer service and programs to provide equitable service to all permitting customers, not just the "frequent fliers". Home and property owners who rarely visit the permit center or submit permits are one of the groups of customers that BES frequently encounters through the Nonconforming Sewer Program, who may require additional assistance and support from us to successfully navigate the system and bring their sewer service into conformance.

37. I'm confused about the "Equity Impacts" and the "Changes to Program" narratives. In the Equity section it mentioned "an additional staff" and then in the Changes section is talks about a "new Customer Service Supervisor position." In addition the FTE numbers don't correspond to the Staffing description. Staffing description says 33 positions with 6 allocated to Capital, which would indicate 27, not the 28.55 under the V52 column.

The initial drafts of the program offer referred to "an additional staff", but that reference was removed prior to the Requested Budget (per correspondence with the PUB Co-Chair on February 4th). The "new Customer Service Supervisor position" is a new position resulting from a reclassification to better align with the needs of the program. The 1.55 FTE difference is as a result of an allocation of FTE from the Construction Services program. There is a

corresponding reference in the Construction Services program to the 1.55 FTE being allocated to Systems Development.

Portland Harbor

38. A PM focused on how the City ensures those disproportionately impacted by the contamination are involved and experience some relief would be appropriate for measuring success in this area.

See prior response (Question #12 above) regarding performance metric development.

Pollution Prevention Administration

39. Does BES collect data on the activities listed in the Equity section?

See prior response (Question #11 & #12 above) regarding performance metric development.

40. The 4 FTE include the position transferred from Admin & Support this year, right?

Correct. The transfers were done in the FY 2018-19 Fall BMP and already reflected in the FY 2018-19 Revised Budget FTE count.

41. Why the decrease in internal materials and services?

See the response to Question #23 above.

Environmental Investigation and Monitoring

42. Can you explain why these numbers are appropriate for the PM? What's the context?

This PM is a workload measure for the Water Pollution Control Laboratory. The target value is based on a review of anticipated analytical requests for FY2019-20, as well as past trends in analytical service delivery. While the laboratory cannot control the flow of analytical requests to the laboratory, what makes the target a viable number is the recent reissuance of the WPCL national accreditation, the full-staffing status of the laboratory, field sampling resources that deliver samples to the WPCL, ongoing need for chemical analyses to support bureau goals and requirements, and assessment of expected magnitude of work for FY2019-20.

43. 2 FTE were added in 2018/19 and an additional 3 FTE are being requested for 2019/20. One of those FTE is for a Business Analyst who would work closely with MDAS in the Information Management Program. But that program already has 6 Business Analysts and transferred 2 FTE to BTS.

Environmental Investigations and Monitoring provides data generation, evaluation, management, and delivery functions to the majority of other program areas within the bureau, as well as to other bureaus. Therefore, the program has unique and substantial requirements for business processes and systems affiliated with a wide variety of data types and designated end uses. The Business Analyst requested in Environmental Investigations and

Monitoring would develop and implement data quality standards and protocols, coordinate database systems, and improve the path between data generators and data users which will ultimately lead to more defensible and cost-effective decision-making. This specialized work will be managed within the Environmental Investigations and Monitoring Program where process improvements affiliated with databases housed within the program area are needed, but the nature of the work will require collaboration with MDAS for alignment with external data systems, outside of the program area. (Note that the Business Analyst classification exists in many work groups Citywide.) See also the response to Question #20 above regarding the transfer of staff to BTS.

Environmental Compliance

44. Why is \$10,000 a good number for the PM? Is there data to show “positive equitable outcomes for all communities” due to the environmental compliance program?

This performance measure refers solely to the services provided by the Coordinated Site Analysis (CSA) section. The measure reflects average costs per site investigated or remediated. In its current form, the metric serves only as an indicator of the nature of work completed (e.g., if actual costs/site are higher, could indicate that work focused on more complex or larger sites). For FY2019-20, the \$10,000 estimate is based on current understanding of anticipated work requests as well as trends in past costs. This metric has been slated for replacement during the performance metrics improvement initiative currently underway. As CSA section is managed under Environmental Investigations, equitable outcomes are addressed within the Environmental Investigations & Monitoring program area.

45. FY 2018/19 added 3 new FTE; FY 2019/20 requesting 1 FTE, a GIS Tech III. Program no longer has internal support from Asset Systems for modeling. However, Asset System Mngt is requesting 1 new FTE, an engineer to support the modeling team, and the program currently has 2 GIS technicians. Is it possible to add the engineer in ASM to help with modeling and see if contract staff could add the needed modeling help in Compliance, re-evaluate in 2019/20 and then request a new FTE in 2020/21 if still needed?

The functions needed to support the Environmental Compliance program are most adequately provided by a GIS Tech III position. The use of an Engineer position to perform these tasks is not an appropriate use of that resource, nor an essential function of the Engineer position. Historically, ASM provided external support to the MS4/UIC sections within the Environmental Compliance program via their modeling team support staff (not an engineer position) because at the time no other resources with the technical skills were available within the bureau to perform this work. ASM’s modeling analysis capacity has increased to a point they are no longer able to provide the level of service required. Therefore, we are requesting this internal GIS tech III position again, in FY 2019-20, to support the EC program. Funding this position will develop internal technical capabilities and alleviate dependency on ASM, and ensure that we are able to comply with regulatory requirements through the thorough and timely analysis and functionality of stormwater assets.

EC program is an on-going regulatory driven program with strict oversight and annual deadlines. This requires consistent, reliable and knowledgeable resources to complete the

work. With the high turnover rate experienced with contract staff, this work would suffer greatly by using contract staff as the supporting resource.

46. Also, I'm unclear about the FTE numbers v. the staffing narrative. There were 55 FTE in 2018/19, but there will be 50 FTE in 2019/20? Where did the 5 FTE go?

Staffing totals for FY 2019-20 reflects 6 Source Control Plan Review FTE moved from Environmental Compliance to the Systems Development Program. That coupled with the new GIS Tech III explains the difference.

47. This program added 1 FTE but personnel went down slightly. Is this due to the 6 FTE moved to Systems Development? There were 55 FTE, then 1 FTE requested, then 6 FTE allocated to another program, right?

Correct. See Question #46

Watershed Services

48. How do we interpret the index?

In FY 2010-11, BES began a rigorous assessment of Portland's watersheds, looking at a variety of indicators including water quality, hydrology, habitat and biological communities to calculate the Watershed Health Index (WSHI). This performance measure looks at one component of the WSHI: the citywide score for water quality. This is a rolled-up score based on in-stream water quality monitoring at 128 sites across the City over a four-year cycle. The score includes data about several water quality indicators that relate to state and federal water quality regulations, human health, and impacts on fish and wildlife (e.g., E. coli, mercury, temperature).

The baseline score from the first complete four-year data set was reported in 2015. Data is collected annually, but robust statistical comparison (trending) against the baseline is available at the end of each 4-year sampling cycle and therefore the index is updated only at the end of these cycles. The current figure was reported in 2018, after the second complete four-year data set was available. It is the first time the measure has changed. Technical experts consider this is a small variance and potentially not significant and are examining the data behind the scores to understand which factors or locations might have contributed to the change in the score.

49. Is there any data to support the claim that "land acquisition programs protect and restore natural areas in low-income, racially diverse and underserved communities?"

Of over 275 acres acquired through the Johnson Creek Willing Seller Program, all had flood risk and more than 50% are considered "vulnerable" in the Bureau of Planning and Sustainability's Vulnerability Risk Analysis. The Risk Analysis is a tool that identifies census tracts within City of Portland that have higher-than-average populations with characteristics including communities of color and lower incomes. The Bureau's Watershed Land Acquisition Program has an equity component as part of its criteria for identifying target areas. All properties are acquired to meet stormwater management goals and system needs.

50. The Senior Administrative Specialist position will be filled on a temporary basis at .9 FTE. What's the plan for this position? Why not fill it permanently? Is this FTE included in the FTE summary? It isn't mentioned in the staffing narrative (unless Senior Admin Specialist = Admin Specialist II)

The existing Senior Administrative Specialist position has been reclassified to a new non-rep classification: Admin Specialist 1. We are filling this permanent budgeted position on a temporary basis for one year, in order to fulfill a current administrative support need until the move back into the Portland Building is completed, and the reorganization discussion occurring via the Transition Teams produces a clearer picture of the overall Bureau needs. This maintains future flexibility; bureau needs may be different once a new organizational plan is approved.

Science, Fish and Wildlife

51. Same question as Watershed Services, how to interpret the index.

See response to Question #48 above.

52. Can you develop a PM that clearly shows the work with regional tribes, etc and how the program aids in understanding environmental justice in Portland?

See prior response (Question #12 above) regarding performance metric development.

Sustainable Stormwater

53. Why the number of trees planted as a PM? Does it matter where they are planted? If 75% of ESTP trees are planted in equity geographies, what is the data/mapping that shows this? Are low-income areas usually low-canopy areas?

All trees in the city provide stormwater management and other environmental and human health benefits. The Urban Forestry Management Plan (2004) and our own bureau and program goals challenge us to deliver services equitably and to invest in the urban forest so that it serves all Portlanders equitably. Generally, benefits provided by the urban forest increase with increasing tree canopy. For this reason, we get more net benefit planting trees in low-tree-canopy areas, and residents in low-tree-canopy areas experience greater benefit from increases in tree canopy. We plant trees with willing partners who take on long-term maintenance of the trees. We focus outreach efforts in low-tree-canopy, low-income, racially diverse communities to reduce the inequitable distribution of urban tree canopy. We call these areas "equity geographies." Low income areas and communities of color co-occur with below-target tree canopy cover, especially in North and East Portland where communities have been historically underserved. The ESTP tracks tree-planting data in a database that contains site address, so trees can be mapped as needed. The Grey to Green Initiative (FY2008-2009 to FY2012-2013) set targets for tree planting and required annual reporting—both of which continue in this performance measure. Trees planted are also reported to DEQ as part of our NPDES annual report.

See also:

<https://www.portlandoregon.gov/BES/article/509607> (ESTP Low-Canopy & Under-Served Neighborhoods)

54. \$690,000 to fund 2 FTE (Engineering Techs) and a PTE contract. How does this breakdown?

- \$240,000 – 2 FTE (Engineering Techs)
- \$400,000 – SWSP Asset Condition Assessment PTE (including Local Wetland Inventory Assessment)
- \$50,000 – SWSP PTE for Risk Assessment Coding, Tool Development, Map Application, Maintenance

55. (also touches Watershed Revegetation), why is there a significant drop in the number of trees planted, yet the budget is significantly higher?

Funding for tree planning is unchanged in this budget. The budget increase is largely attributable to the Stormwater System Plan condition assessment also managed under this Program. Also, see response to question #53 above.

Watershed Management

56. Not clear on why # of participants is a good PM. Why would the number decrease from 19,000 to 10,000? Shouldn't it be per capita or a percent of total population if it's an important tracking number?

This performance measure reflects the requirement for our MS4 permit for public involvement. This target will not be updated until that permit is revised.

The City's stewardship activities vary by watershed and include sponsorship, presentation, partnership, and public participation efforts. The City actively works with and co-sponsors activities with the Columbia Slough Watershed Council, the Johnson Creek Watershed Council, the Tryon Creek Watershed Council, Crystal Springs Partnership, Tualatin Basin Public Awareness Committee, Friends of Trees and more. Citizen outreach routinely is conducted via presentations to neighborhood associations and other community groups, open houses, and individual outreach to property owners. Topics include invasive species and riparian restoration, watershed stewardship, green streets and stormwater facility installations, tree planting and community greening, and other pollution prevention efforts. Stewardship activities also include technical data collection and distribution efforts.

This work supports one of the bureau's six strategic goals: to build strong community relationships and be a trusted service provider. Use of partnerships and a racial equity framework also support the City's equity goal to strengthen outreach, public engagement and access to City services for communities of color and immigrant and refugee communities.

57. All of the examples listed in the Equity section look like they could be tracked with data.

See prior response (Question #12 above) regarding performance metric development.

Watershed Revegetation

58. I understand the rationale for moving from contracted services to in-house FTEs, but wouldn't it be more prudent to add 2 FTE and then re-evaluate how that shift works in practice before adding an additional 2 FTE? What's the likelihood of hiring 4 (identical?) FTE in this program in a single year?

The request is to convert contract resources to 4 people because this would make up one 4-person green street maintenance crew (as currently provided by the contractor). In the summer, when we need to irrigate 2,400 green streets, we can break the 4-person crew into two 2-person crews to help work through the facilities. Hiring two FTEs to comprise a crew would be difficult because if one was sick, on vacation or out, it would not be safe or prudent to have a one-person maintenance crew. When we have peak season work, a 2-person crew is insufficient to clear green street inlets before or during heavy rains.

The hiring is aimed at developing a workforce that reflects the diversity of the community we serve. The hired maintenance crew will benefit from an entry level position in the City that will allow and foster professional development and future career opportunities. Because it is an entry level position, the likelihood of hiring 4 in a single year is more likely than if it were specialized.

Wastewater Services

59. How does BES demonstrate to state and federal regulators the equitable distribution of sanitary and stormwater services?

While state and federal permits do not require the equitable distribution of services, BES develops and submits to DEQ for its review and approval regulatory implementation plans (MS4 Stormwater Management Plan, UIC Management Plan, Wastewater Capacity Management Operation & Maintenance Plan) for each Citywide permit (NPDES-MS4, WPCF-UIC, NPSES-Wastewater) that describes the methods and practices that the City employs to comply with these permits and relevant state and federal regulations. Each plan describes the methods in which the City plans, responds, tracks, and reports those services that are provided to ratepayers and users of the City's assets. These plans, therefore, reflect BES commitment to equitable distribution and application of these services.

60. Biogas Manager (Analyst III) will be housed in this program rather than Treatment. Have Program Offers been updated to reflect this? Is this position the "FTE allocated to the Treatment Program"?

Apologies for the confusion. When we responded to an earlier question from the PUB Co-Chair, we incorrectly indicated that the new Biogas Manager was in the Wastewater Services Program. The Biogas Manager is in the Requested Budget in the Treatment Program (in the Methane Utilization subcategory within that program).

Collection System

61. Same equity question as Wastewater Services.

See response to Question #59 above.

62. There are currently 11 Industrial Maintenance Millwrights with BES requesting an additional 2. Measure of success/improvement?

The Bureau has expanded its pump station and odor control facilities over the last 10 years with the addition of several large and complex pump stations (PS) including the SICSO, SW 86th Ave, S. Airport 42nd and 47th Ave PS, as well as the SW Taylors Ferry Ventilation/Odor Control Facility. As these assets age, they require predictive and preventive maintenance (PM) to meet levels of service, support the program's reliability-centered maintenance strategy and ensure a failure does not occur. These additional PS facilities have added an additional 1,116 PMs (Avg PM time is 1 hour). PUMA Millwright staff has become increasingly stressed with keeping up with the workload of these new facilities as well as the increase in emergency repairs as evidenced by the 695 PM work orders that had to be cancelled/rejected in FY 2016-17 and 733 in FY 2017-18, resulting in deferred maintenance. In addition, in FY2017-18 an additional 146 motor lubrication PMs were activated for the 98 pump stations. A new detailed Air/Vac (ARV) PM procedure must be initiated for proper maintenance of 52 ARVs (this equates to 624 PMs on an annual basis) and staff are experiencing additional drive time in the vehicles to get to the 98 pump stations around the City due to increased traffic volumes in the Portland area. Due to deferrals in capital projects for pump station upgrades, we are required to rebuild more pumps/valves to keep PS operating longer and respond to additional failures, which only adds to the workload. We will also be working to create an asset inventory for all active controls in the system and develop a maintenance strategy to properly address these. Insufficient staffing to properly maintain these assets increases the risk of asset failures leading to permit violations and increased repair costs over the life of the asset, resulting in an increased cost to the ratepayer. A full evaluation of the annual workload including a detailed breakdown of the maintenance hours required to effectively address this additional workload is shown below:

Work Description	Hours Reqd
1,116 New Asset PMs @90% PM Comp	1,0004
714 Avg Cancelled PMs @90% PM Comp	643
146 Motor Lube PMs @90% Comp	132
624 ARV PMs @90% PM Comp	562
Addtl Drive Time (.5 hr per IMM/day)	1,144
TOTAL RQD HOURS:	3,485 HOURS

Assuming 1 FTE is approximately 1,500 effective work hours, this equates to 2 Full Time Industrial Maintenance Millwrights. This service impacts all areas of the City and aligns with the bureau's goals of advancing workforce equity as well as equitable service delivery and business practices as these positions will support BES' vision of providing access to a healthy and safe environment for all Portlanders. This request also positively impacts the community and the environment by increasing our ability to reliably meet collection and treatment regulations and proactively addressing assets before they fail.

63. Why the \$2.5m drop in capital outlay? (Or, why did it increase so much in 18/19?)

The \$2.5 million drop is attributable to fewer life-cycle replacement vehicles purchases than the prior year. Approximately \$1.7 million reduction was for Wastewater Group fleet replacement and the remaining \$800K reduction was for PBOT MO vehicles.

Maintenance

64. Need context for #4; Same equity question as Wastewater Services and Collection System

See response to Question #59 above.

65. What appears to be an increase in FTE is actually a correction for a condition assessment position originally allocated to the Watershed Reveg Program. Was that position adjusted out of that program—it doesn't look like it.

Yes, the position was adjusted out from the Revegetation Program to the Maintenance Program in the FY 2018-19 Fall BMP and is already reflected in the FY 2018-19 Revised Budget FTE count.

Treatment

66. Same equity question as above.

See response to Question #59 above.

67. Why the drop in capital outlay?

The reduction in capital outlay is attributable to life-cycle fleet replacements expected to occur in FY 2018-19.

68. In the "Changes to Program" it looks like there are 3 new FTE requested: Manager of the Biogas program, an Automation Support Team Supervisor, and a Wastewater Operator trainee position made permanent. I believe the Biogas Manager (Analyst III) is under Wastewater Service, correct?

See response to Question #60 above.

ATTACHMENT - 1
BES EQUITY PLAN FY 2016-2021

BES Equity Plan

2016-2021

Equity Vision

All Portlanders deserve access to a healthy and safe environment. Access to Bureau services is not limited by a person's race, gender, sexual orientation, disability, age, income, where you were born or where you live. BES promotes equity in our community, in our business practices, and within our Bureau.

Equity Goals

1. **Equity Literacy:** Each BES employee understands his or her role in equity.
2. **Equitable Service Delivery and Business Practices:** Portlanders share the benefits and burdens of BES work equitably.
3. **Workforce Equity:** A diverse BES staff reflects the demographics of the region.

Bureau Director has reviewed and approved the plan and supports the implementation of these changes over the coming five years

Director Signature



Date

September 7, 2016

Priority action for all goals

Action			0-1 yr	1-3 yrs	3-5 yrs	Lead	Metrics
Hire an Equity Specialist.				X	X	Bureau Director, CED	An Equity Specialist is hired to address equity, inclusion, and diversity strategy, implementation, and tracking at BES.

Goal 1 Equity Literacy: Each BES employee understands his or her role in equity.							
	Action		0-1 yr	1-3 yrs	3-5 yrs	Lead	Metrics
Skill Building	1a. Provide each BES employee 8 hours a year to support disability and racial equity activities in addition to required trainings.		X			Lynne Casey	A tracking number is created for employee hours related to disability and racial equity activities (trainings, mentorship, etc.)
			X			CED	CED develops a list of sample qualifying activities
			X			Individual managers	In year 1, 25% of employees track 4 or more hours of disability and racial equity activities.
				X		Individual managers	In year 3, 50% of employees track 4 or more hours of disability and racial equity activities.
					X	Individual managers	In year 5, 75% of employees track 4 or more hours of equity activities.
	1b. Support the current Committee for Equity and Diversity budget to provide equity focus groups, tracking measures, trainings, and other opportunities.		X			Director's Office	A \$10,000 budget is established for the Committee for Equity and Diversity.
	1c. Management commits to working with Committee for Equity and Diversity to effectively implement the Bureau's Equity Work Plan.		X			CED	The Equity Plan is introduced at BES Management Team Meeting.
			X			Equity Specialist, managers	All managers introduce their teams to the Equity Plan.
				X	X	BLT	BLT is engaged twice per year on Equity Plan implementation: updates are provided to and from BLT on progress, and input is provided to and from BLT on direction.
				X	X	managers, Equity Specialist	All managers have a disability or racial equity item at regular team meetings.
1d. Train all employees on how to apply an equity lens to their work.		X			BLT	BLT selects one BES group to pilot development of a group-specific disability and racial equity lens, with participation from all divisions.	
			X		BLT, Equity Specialist	The disability and racial equity lens pilot is assessed for effectiveness and evaluated for implementation across all groups.	
Accountability	1e. Add a section on the Employee Annual Performance Review form that addresses equity and diversity.			X		Equity Specialist, Shane Davis	The next Employee Annual Performance Review form has a section that addresses disability and racial equity and diversity.
	1f. Publish an annual bureau-wide Equity and Diversity Report that clearly conveys our equity and diversity goals, and tracks equity metrics and challenges.			X	X	Equity Specialist	A BES Equity and Diversity Report is published annually, tracking progress and metrics.
	1g. Create an equity database to track metrics in this plan and other equity information.			X		Equity Specialist	An equity database is created.
				X	X	Equity Specialist	The database is used regularly to track the metrics in this report.

Goal 2 Equitable Service Delivery and Business Practices: Portlanders share the benefits and burdens of BES work equitably.

	Action		0-1 yr	1-3 yrs	3-5 yrs		Metrics
Purchasing	2a. Increase participation in training for managers and staff on the different types of contracts available for underutilized firms.		X			Contracts Manager, Equity Specialist, Lynne Casey	In year 1, 50% of staff who administer contracts have taken Social Equity in Contracting class.
				X		Contracts Manager, Equity Specialist, Lynne Casey	In year 3, 100% of staff who administer contracts have taken Social Equity in Contracting class.
	2b. Work with Procurement to develop improved reporting processes for MWESB utilization.		X			Director or Deputy Director, Andi Gresh	In year 1, BES Director or Deputy Director advances a request to Procurement for increased access to MWESB utilization data.
				X		Director or Deputy Director, Andi Gresh	In years 1-2, BES Director or Deputy Director meets with Procurement to develop a plan for how BES and Procurement can coordinate on improved reporting processes.
	2c. Increase BES Project Manager participation in existing outreach activities for underutilized firms, presented by Business Services.			X	X	Andi Gresh, Group managers	Ten BES project managers participate in each meet-and-greet hosted by Business Services for underutilized firms.
	2d. Evaluate opportunities in construction for projects that could increase MWESB utilization.				X	Deputy Dir, Construction Div Mgr, Chief Engineer, Design Division Mgr, Andi Gresh, Equity Specialist	A plan is developed for steps at the predesign, 30%, and 60% stages to increase MWESB utilization on construction projects.
						X	Construction Division Mgr, Chief Engineer, Design Division Mgr, Andi Gresh, Equity Specialist

Impact on Communities	2e. In the next Strategic Plan update, identify opportunities to improve disability and racial equity within and outside the bureau, and track internal data to use in service delivery.		X			Director's Office	The new Strategic Plan explicitly addresses opportunities to improve disability and racial equity.	
			X			Director's Office	The new Strategic Plan explicitly addresses opportunities to track data for service delivery.	
	2f. Increase public involvement interactions with communities of color and the disabled community.				X	X	Megan Callahan	BES attends or staffs culturally specific or disability focused events annually.
						X	Megan Callahan Bill Ryan	A policy is created and funds are used to hold meetings at local cultural community centers or small businesses owned and operated by people of color and persons with disabilities, when possible.
				X			Karen Martinek	The Green Sheet is updated to include options for translation.
	2g. Collect demographic data including race/ethnicity and disability status of individuals served in the outreach process (attendance at open houses, end of construction surveys, etc.)					X	Megan Callahan	Data is disaggregated by race/ethnicity and disability, and it is reported where disparities exist to ensure that services are provided proportionately and successfully to historically underserved communities.
	2h. Examine bureau policies, practices, and procedures to assess the impact of institutionalized disparities on communities of color and the disabled community.					X	Equity Specialist	Data is disaggregated on customer, participant, and stakeholder satisfaction is collected, tracked, and evaluated.
						X	Equity Specialist	Data is reviewed annually and service discrepancies are identified and addressed.
	2i. Equity Specialist and/or senior bureau leadership meets regularly with organizations that support and represent historically underserved communities, such as the Coalition of Communities of Color, Urban League, and disabled organizations to request input on BES programs and policies.				X	X	Equity Specialist	Equity Specialist and/or senior bureau leadership members have a total of at least ten in-person meetings with community organizations or representatives each year.
					X	X	Equity Specialist	Meeting discussion topics, community input, and follow-up from meetings are documented.

Goal 3 Workforce Equity: A diverse BES staff reflects the demographics of the region.

	Action		0-1 yr	1-3 yrs	3-5 yrs	Lead	Metrics	
Hiring	3a. Train management on how to address disability and racial equity and diversity in recruitment and hiring.		X			Lynne Casey, Shane Davis	Six presentations per year are offered on recruitment and hiring best practices to incorporate disability and racial equity.	
			X	X	X	Managers, Lynne Casey, Shane Davis	All managers complete training on hiring equity before hiring. <i>Exceptions can be made for a manager to meet this requirement one-on-one if the regularly scheduled presentation is not available.</i>	
			X			Equity Specialist	At least one question about equity is a required part of all interviews.	
			X			CED	CED will make available a list of sample disability and racial equity hiring questions.	
	3b. Partner with regional high schools and colleges to expand internships and other learning opportunities for student populations underrepresented at the bureau.				X	X	Director's Office	A high school internship program is implement for students from disadvantaged communities.
						X	Equity Specialist	A new short-term job shadow opportunity is created for high school students to interact with different areas of the bureau.
		X	X	X	Megan Hanson, Andi Gresh, Lynne Casey, Ron Lilienthal	Track and annually increase the number of student contacts made through events like career fairs and facility tours.		

Retention and Promotion	3c. Utilize tools to train staff on equity literacy, diversity, respectful communication, acknowledging individuals' contributions and workstyle in order to create a supportive work environment and inclusive workforce.		X			Equity Specialist	A disability and racial equity training matrix is created for bureau employees with required and optional topics, timeline, and local and online providers.	
			X			Equity Specialist	Staff are alerted of upcoming learning opportunities through bureau-wide communication at least once per month.	
	3d. Network and partner with other agencies and bureaus to learn best practices to recruit, develop and retain people of color and persons with disabilities.				X		Lynne Casey, Equity Specialist	A recruitment and retention plan with a focus on disability and racial equity is developed.
			X			Lynne Casey	Exit interviews, either online or in person, are instituted.	
		X			Lynne Casey, Equity Specialist	A pipeline plan is developed for prospective employees with disabilities and of color, including communications with historically black colleges and other local and national diverse institutions.		
	3e. Starting with the next Annual Workplace Environment survey, add disability and racial equity and bureau workplace culture questions.		X			CWE, Equity Specialist	The Annual Workplace Environment survey has at least 3 questions on disability and racial equity and bureau workplace culture.	
	3f. Provide leadership development opportunities for existing staff to prepare a diverse group of internal staff for promotion.				X	X	Director's Office, BLT, Equity Specialist	A program for mentorship and leadership training is instituted based on best practices for diverse internal leadership development.
	3g. Improve onboarding to create an inclusive workplace for staff.		X			Lynne Casey, Equity Specialist	An orientation is conducted for all new employees to the Bureau's strategic plan, Equity Plan, and affinity groups.	
		X			Deputy Director, Equity Specialist	A quarterly new employee orientations is implemented to cover topics including the strategic plan, our various bureau locations, and groups and resources that support an inclusive and supportive workplace.		

ATTACHMENT - 2
UNASSIGNED CIP PROJECTS SUMMARY

BES - ENGINEERING SERVICES - UNASSIGNED CIP PROJECTS SUMMARY

For CBO - Snapshot as of 2/12/19

Projects active/approved in FY18-19 and in requested budget for FY19-20 that have no available PM/Design Task Lead to manage.

(Note: some of these may show in Heron as having a PM name assigned, but are not moving forward due to assigned staff being over capacity)

Project Number	Project or Program Name	PM	FY20 Budget	Life Budget of Unassigned		Section
				Project(s)		
E08247	JC Brunkow	VACANT ENGINEER	\$ -	\$ -	770,000	Surface Water Design
E10584	Crystal Springs Lake Predesign	NOT ASSIGNED	\$ -	-	TBD	Surface Water Design
E09113	1% for Green	NOT ASSIGNED	\$ -	-	TBD	Surface Water Design
E10691	Shattuck Rd Culvert Replacement	VACANT ENGINEER	\$ 600,000	\$ -	1,214,000	Surface Water Design
E10721	Stephens Creek ROW Retrofit	NOT ASSIGNED	\$ -	-	TBD	Surface Water Design
E10809	Culverts Phase 3	NOT ASSIGNED	\$ -	-	TBD	Surface Water Design
E08782	WIF Shell	NOT ASSIGNED	\$ -	-	TBD	Surface Water Design
E10028	South Tanner	VACANT ENGINEER	\$ 4,000,000	\$ -	8,300,000	Surface Water Design
E10899	Oak Basin A - Collectors	VACANT ENGINEER	\$ 60,000	\$ -	10,000,000	Surface Water Design
E10900	Oak Basin A - Sandy Blvd Trunk	NOT ASSIGNED	\$ 850,000	\$ -	13,611,284	Surface Water Design
E10251	Tryon SS Protection: 1A TCWTP to Hwy 43	NOT ASSIGNED	\$ -	\$ -	4,310,000	Surface Water Design
E11056	SW Corridor BES Systems Development Prj	NOT ASSIGNED	\$ 500,000	\$ -	600,000	Surface Water Design
E11121	Basin 3/Tryon Headwaters Primary	NOT ASSIGNED	\$ 144,000	-	TBD	Surface Water Design
E10877	NE 47th Ave: Buffalo-Crystal SanSwr, FM	VACANT ENGINEER	\$ 600,000	\$ -	637,065	Surface Water Design
SUBTOTAL SURFACE WATER DESIGN:			\$ 6,754,000	\$ -	39,442,349	
Gap addressed when current vacancies filled:			\$ 5,260,000	\$ -	20,921,065	
Remaining gap:			\$ 1,494,000	\$ -	18,521,284	

E10679	Council Crest-Homestead Sewer Rehab Phase 2	VACANT ENGINEER	\$ 2,000,000	\$ -	3,501,000	Collection System Design
E10681	North Hillsdale Sewer Rehab	NOT ASSIGNED	-	-	TBD	Collection System Design
E11135	North Council Crest Basin I&I	VACANT ENGINEER	\$ 1,149,000	\$ -	9,000,000	Collection System Design
E108683	Goose Hollow Sewer Rehab South	VACANT ENGINEER	\$ -	\$ -	5,700,000	Collection System Design
E11012	Sullivan Gulch Trunk WZ-02 Rehab	NOT ASSIGNED	\$ 4,000,000	\$ -	5,965,100	Collection System Design
E11088	Sheridan Trunk WZ-03 Rehab	NOT ASSIGNED	\$ 1,000,000	\$ -	2,155,000	Collection System Design
E11010	Stark Trunk WZ-02 Rehab	NOT ASSIGNED	\$ -	\$ -	340,000	Collection System Design
E11017	Carolina Trunk SZ-05 Rehab	NOT ASSIGNED	\$ 400,000	\$ -	1,345,000	Collection System Design
E11025	Creston-Kenilworth Trunk Rehab	NOT ASSIGNED	-	-	TBD	Collection System Design
E11016	Carolina Trunk SZ-04 Rehab	NOT ASSIGNED	\$ 250,000	\$ -	765,000	Collection System Design
E11013	Sullivan Gulch Trunk SZ-06 Rehab	NOT ASSIGNED	\$ 200,000	\$ -	975,000	Collection System Design
E11023	Sullivan Gulch Trunk WZ-05 Rehab	NOT ASSIGNED	\$ 150,000	\$ -	1,575,000	Collection System Design
E11018	Sheridan Trunk SZ-05 Rehab	NOT ASSIGNED	\$ -	\$ -	945,000	Collection System Design
E11021	Sullivan Gulch Trunk SZ-03 Rehab	NOT ASSIGNED	\$ -	\$ -	9,045,000	Collection System Design
E11019	Stark Trunk WZ-03 Rehab	NOT ASSIGNED	\$ -	\$ -	1,292,500	Collection System Design
E11022	Sullivan Gulch Trunk SZ-04 Rehab	NOT ASSIGNED	\$ -	\$ -	3,475,000	Collection System Design
E11020	Stark Trunk SZ-01 through SZ-07 Rehab	NOT ASSIGNED	\$ -	\$ -	6,649,300	Collection System Design
SUBTOTAL COLLECTION SYSTEM DESIGN:			\$ 9,149,000	\$ -	52,727,900	
Gap addressed when current vacancies filled:			\$ 3,149,000	\$ -	18,201,000	
Remaining gap:			\$ 6,000,000	\$ -	34,526,900	

Note: This section has 2 other vacancies. The Senior Engineer, when filled, will serve as a program manager across multiple large diameter program projects listed above, and will not directly manage any individual projects. The Engineer Associate position will not manage any of these large projects, but will be assigned smaller projects in a program not shown here.

Project Number	Project or Program Name	PM	FY20 Budget	Life Budget of Unassigned Project(s)	Section
E04819	Rehab, Repair & Modifications (RR&M) Secondary Project	VACANT ENGINEER	\$ -	\$ 225,000	TPSD
E10657	101st Ave PS Upgrade	VACANT ENGINEER	\$ -	\$ 3,000,000	TPSD
E10910	NE 33rd PS Upgrade	VACANT ENGINEER	\$ 600,000	\$ 2,900,000	TPSD
E04820	Rehab, Repair & Modifications (RR&M) Secondary Projects (multiple projects. Total value = subset of overall program budget)	NOT ASSIGNED	\$ -	\$ 1,775,000	TPSD
E06072	CBWTP Lagoon	NOT ASSIGNED	\$ 6,700,000	\$ 16,700,000	TPSD
E06923	WWTF Outfall Diffuser Improvement	NOT ASSIGNED	\$ 444,000	\$ 7,152,000	TPSD
E07947	CBWTP Secondary Trmt Expansion - Major Electrical	NOT ASSIGNED	\$ -	\$ 7,300,000	TPSD
E07947	CBWTP Secondary Trmt Expansion - Standards & Guidelines	NOT ASSIGNED	\$ -	\$ 500,000	TPSD
E10033	CBWTP Biogas (RNG)	NOT ASSIGNED	\$ 700,000	\$ 13,599,000	TPSD
E10657	92nd & Marx PS Upgrade	NOT ASSIGNED	\$ -	\$ 4,000,000	TPSD
E10657	Fazio PS Upgrade	NOT ASSIGNED	\$ -	\$ 3,000,000	TPSD
E10657	Holman PS Odor & Elec Upgrades Inverness PS Electrical and Generator Upgrade	NOT ASSIGNED	\$ -	\$ 2,000,000	TPSD
E10657	Oregonian PS Upgrade	NOT ASSIGNED	\$ -	\$ 4,000,000	TPSD
E10581	TCWTP Secondary Clarifier Addition	NOT ASSIGNED	\$ -	\$ -	TPSD
E10901	SLRT/Vault Monitoring Install FY18-22 (Shell)	NOT ASSIGNED	\$ 940,000	\$ 4,868,000	TPSD
E11039	CBWTP Digesters 1-4 Updgrade	NOT ASSIGNED	\$ 200,000	\$ 14,900,000	TPSD
E11038	CBWTP Blower System\Building Imps - in FY19- 20 CIP	NOT ASSIGNED	\$ 80,000	\$ 12,056,000	TPSD
E11159	CBWTP New Willamette Building & West Columbia Ct Property Acquisition (New- In FY19-20 CIP)	NOT ASSIGNED	\$ 500,000	\$ 2,500,000	TPSD
SUBTOTAL TPS DIVISION:			\$ 16,724,000	\$ 101,225,000	
Gap addressed when current vacancies filled:			\$ 3,149,000	\$ 6,125,000	
Remaining gap:			\$ 13,575,000	\$ 95,100,000	

NOTE: This list assumes all TCWTP remain on

Total unassigned projects assuming all current vacancies filled:

\$ 21,069,000 \$ 148,148,184

Does not include any assumptions about new FY19-20 FTE

Assigned projects list (not shown here) includes projects assigned to temporary contract engineers