

## **Portland Utility Board**

November 19, 2020, 11:00 a.m.  
Virtual meeting using Zoom platform

### **Meeting #91**

#### **Attendees:**

*PUB Members:* Amy Chomowicz, ex-officio  
Brian Laurent, ex-officio (arrived ~11:30)  
Dory Robinson, co-chair  
Gabriela Saldaña-López  
Heidi Bullock, co-chair  
Kaliska Day  
Karen Williams (arrived around ~11:50)  
Mia Sabanovic  
Micah Meskel  
Sara Petrocine, ex-officio  
Ted Labbe

#### *Absent:*

Karen Y. Spencer\*  
Robert Martineau

\*Notice of absence provided prior to meeting

#### *Staff:*

Amy Archer-Masters, Portland Utility Board Analyst, City Budget Office  
Angela Henderson, Bureau of Environmental Services  
Astrid Dragoy, Senior Policy Advisor, Commissioner Fritz's Office  
Cecelia Huynh, Director of Finance and Support Services, Portland Water Bureau  
Dawn Uchiyama, Bureau of Environmental Services  
Eli Rosborough, Bureau of Environmental Services  
Eliza Lindsay, Portland Utility Board Coordinator, City Budget Office  
Gabriel Solmer, Director, Portland Water Bureau  
Jessica Kinard, Director, City Budget Office  
Ken Bartocci, Bureau of Environmental Services  
Robert Cheney, City Budget Office  
Steve Hansen, Bureau of Environmental Services  
Yung Ouyang, City Budget Office

#### *Public:*

Ana Brophy  
Carol Cushman, League of Women Voters  
Janice Thompson, Citizens Utility Board  
Lorie McFarlane

Tom Liptan

### **Synopsis, Action Items, Decisions**

In these notes the acronym, PUB, stands for the Portland Utility Board, BES for the Bureau of Environmental Services, and PWB for the Portland Water Bureau.

Meeting Materials can be found here:

<https://www.portland.gov/pub/events/2020/11/19/portland-utility-board-meeting>

There was a presentation and discussion on PWB performance measures as well as a presentation and discussion of BES reorganization and changed program offers. Throughout the meeting Zoom's west coast technical issues and outages impacted audio quality. However, for the most part people were able to hear each other, understand, and respond.

**VOTE** The decision was made to delegate the decision of who to recommend to the interview team. Details on the vote can be found below.

**ACTION ITEM** PUB staff to follow-up with email regarding forming and scheduling PWB performance measures subcommittee.

**ACTION ITEM** Add MS4 to list of potential future topics for PUB meetings.

#### **I. Call to Order**

The Co-Chair called the meeting to order at approximately 11:00 a.m.

Virtual meeting guidelines were briefly reviewed.

#### **II. Disclosure of Communications**

Heidi participated in an ARC meeting in November and had her usual communications with BES staff regarding the Portland Harbor Superfund site.

Ted had the usual interactions with BES and PWB staff related to his non-profit work.

#### **III. Public Comment**

There was no public comment.

#### **IV. Approval of prior minutes**

The draft minutes for the October 30, 2020 and November 2, 2020 subcommittee meetings were approved as submitted.

#### **V. PWB Performance Measures**

Presentation link:

<https://www.portland.gov/sites/default/files/2020/pwb-performance-measures-pub.pdf>

The presentation begun at the October 6, 2020 meeting was continued. For the sake of time, PWB staff shared performance measures for the 5 program offers PUB had prioritized during the prior (FY 20-21) budget development process which are: Treatment, Conduits and Transmission Mains, Customer Service, Employment Investment, and Distribution Mains. PWB staff explained that the goal was to develop performance measures that would both inform how well goals and objectives are met and help establish service levels for each of the programs.

PWB staff indicated that the performance measure, number of assistance program information events, in the Customer Service Program offer was added on the basis of PUB's feedback last year.

### **Question and Answer**

PWB staff asked for questions, mentioning a special interest in questions related to PWB's performance measurement development process and whether PWB has the right performance measures. PWB staff also expressed interest in discussing how best to engage PUB in reviewing other program offer's performance measures and/or a deeper dive into PWB performance measures in general.

A PUB member thanked PWB for the format and content of the presentation and suggested forming a PUB subcommittee focused on performance measures.

A PUB member asked about if there is a place for performance measures that reflect the community's experience of their water service, i.e., the consumer-facing end of the experience, e.g., around water breaks in the street or billing challenges.

PWB staff asked if they were thinking of something like a feedback survey.

The PUB member clarified they were meaning something that was more on an ongoing basis, e.g., a performance measure around the number of accounts that are behind on payment or have been converted to the low-income assistance program. They explained the key was the performance measure would be coming less from a bureau-centric point of view and more from the perspective of a community member.

PWB staff shared an example performance measure PWB uses which is the number of calls answered in less than 60 seconds which is about how quickly PWB can respond to the customer. They asked if this is the sort of performance measure the PUB member was thinking about.

The PUB member said yes.

PWB staff shared that the performance measures in the program offers are very high level. There are performance measures that are not represented in the program offers some of which are outward facing. PWB staff noted that one of the challenges is organizing all the performance measures and figuring out which to keep and what to add. PWB had hoped to hire a consultant to help with this process. But, with the budget shortfall, hiring a consultant will be delayed. For now, PWB will continue to work on performance measures as they can. PWB would like to get PUB feedback so that they will have that information for future further performance measure refinement.

A PUB member asked if PWB expanded on or had thought about expanding on the survey they had worked with PSU on about four years ago.

PWB staff answered that since then PWB has not had the resources to do another, similar survey. The information from that survey was used in developing the primary performance measures for the program offers.

A PUB member suggested that one of the goals could be to gather more engaged feedback beyond a survey, e.g., a listening session with communities historically underrepresented by government. A demographic break down of who is engaging with PWB around what and identifying areas for improvement could also be very useful.

A PUB member noted that it is very hard to explain levels of services as well as the costs and the balancing involved. They agreed that community focus groups would be great, noting that the entire industry is trying to do better. It would be exciting for PWB to move this approach forward.

PWB staff thanked the PUB member for the feedback, noting that the PWB Equity Manager is working on some of this.

The PUB Co-Chair asked for timeline for PUB feedback on the performance measures.

PWB staff said they want to do some of the performance measure updating during this budget request, so sometime between now and the end of January.

The PUB Co-Chair recommended a subcommittee on PWB performance measures and asked for volunteers.

Mia S and Sara P volunteered.

**ACTION ITEM** PUB staff to follow-up with email regarding forming and scheduling PWB performance measures subcommittee.

## **VI. BES Reorganization and Program Offer Changes**

### **Presentation**

The Co-Chair introduced the topic, noting that today will be a high-level overview and beginning conversation. There will be more time in the future to dig into the details.

Presentation link:

<https://www.portland.gov/sites/default/files/2020/bes-change-story-pub-11.19.2020.pdf>

The BES Deputy Director walked through the BES change story presentation. The BES Deputy Director noted that under the old organization project management had been under engineering and there had been a division of interests between the watershed and engineering teams. This kind of pitted needed environmental improvements and needed hard assets improvements against each other. The new organizational structure reflects BES' overall business processes and resolves the tension between the watershed and engineering teams by consolidating supports outside of any one particular team. The organizational chart is a functional organizational chart because the organization reflects the functions in BES' overall business processes. In closing the BES Deputy Director acknowledged BES' commitment to having this be a human-centered exercise. Thus, a lot of energy was put into equity, workforce training and development, employee support, management training and support, and change management. As a result, the BES budget is more accessible because it is aligned with BES business processes and how BES does their work.

Presentation link:

<https://www.portland.gov/sites/default/files/2020/pub-bes-program-offer-re-alignment.pdf>

The BES Financial Planning Manager presented a high-level overview of the changes to BES program offers. BES' new organizational structure brings BES down from 28 program offers to 16. It was noted that they tend to call it 15+1 program offers because one program's purpose, the Funds Management Program, is to capture cash transfers to support activities that have already been budgeted for. The other 15 are true program activities. BES is actively working on narratives to describe each of the program offers and hope to have something to share with PUB around mid-December. Aligning with the reorganization, BES reworked BES program offers by identifying related functions and activities and packaging them into one program. A goal was to distribute resources more evenly across the bureau and to aim for right size budget and staffing resources for the various program offers. Another goal was to better align the program offers with the strategic plan. The presentation slides that describe how PUB's five priority programs from last year's budget cycle fit in the new structure were discussed.

New metrics to align with new program offers won't be ready for this budget cycle. For this cycle BES will use existing metrics and align to new programs as best as is possible.

BES will also not have full interaction with portfolio management developed for this budget cycle. They are actively working on it. They are maturing their asset management approach; tying to levels of service delivery. BES staff noted that it could be useful to have a separate conversation about BES' portfolio management approach.

BES staff also noted that BES initiated the reorganization early in the 2020 calendar year, just before other events occurred. However, the transition (reorganization) plan was completed over a year ago. In the years prior, BES has slowly implemented several process improvements, especially on the capital side, and has seen results. For several years they were spending ~80 million/fiscal year on capital program. Two years ago, they were spending over ~100 million. Last year they spent ~130 million. This upward spending trend is good because it means BES is slowly working down the backlog of deferred maintenance. This saves operation costs and improves service delivery. So, even though reorganization is fairly fresh, BES is seeing some benefits of what has been implemented in the last few years.

## **VII. PUB appointee update**

The update that Matt Glazewski has withdrawn, leaving one vacancy was shared. Three options were proposed for the Board's course of action.

### **1. Recommend to the Commissioner and Mayor to leave the seat vacant and recruit in spring.**

It was noted that this fall saw a large and strong candidate pool, which has not always happened. In fact, recruitments have been extended in order to get a decent-sized pool of applicants. There will also be 3-5 seats open during spring (1 Labor, 3-4 open voting seats).

### **2. Recommend the Commissioner and Mayor decide who to appoint to the vacant seat.**

### **3. Delegate the decision of who to recommend to the interview team,** assuming the interview team is willing to do so. Involves a brief (~30 min) meeting.

Two PUB members said they would defer to the recommendation of the recruitment subcommittee.

A member of the recruitment subcommittee recommended option three mentioning that there was a strong candidate pool.

PUB staff clarified that the decision today is a recommendation. The Mayor and the Commissioner-in-charge make the ultimate decision.

The interview team indicated willingness to meet again should the Board recommend option three.

**VOTE** Kaliska made a motion for option three, delegate the decision of who to recommend to the interview team.

Micah seconded the motion.

Janice Thompson of CUB provided public comment indicating her support for the motion, noting that, given how #2 has played out in the past she would not recommend it. She would not proactively cede this responsibility to the Mayor and Commissioner-in-charge.

All present voted yes: Heidi, Kaliska, Dory, Mia, Micah, Ted, Gaby, and Karen W.

## **VIII. General Announcements**

### **Title 21**

The first reading for all elements of Title 21 will be on December 2 during which Council will take public testimony. The second reading and Council vote will be on December 9. Public testimony will not be taken at the second reading. PWB Director thanked PUB for making the request for additional Title 21 materials to be available on the website, noting that all requested materials are on the PWB website.

### **MS4 updates**

Ex officio member Brian Laurent, wearing his home program hat, rather than PUB hat, explained that the process to renew the MS4 permit is underway. The MS4 is the permit DEQ issues to the City that governs operations of the stormwater system and protections of water bodies. There is currently a draft released for public comments which are due mid-December, maybe December 16, 2020. So far, the process has not lent itself to PUB's involvement. It is reaching the point where PUB's participation will be more relevant; probably early next year. The permit requires development of a stormwater management plan which includes programs, activities, the levels of service, and the measures for the goals. Essentially the plan is a roadmap for implementing the permit. It involves all the issues PUB is interested in. It raises questions such as: Is BES doing this equitably, efficiently, putting resources in the right places, and including the right people in the conversation? It governs how BES spends millions of dollars every year and is a common way many people frequently interact with BES.

**ACTION ITEM** Add MS4 to list of potential future topics.

## **IX. Next meeting**

The Co-Chair indicated that lead and corrosion control updates were important and wanted to align an update with when full results from the recent sampling will be available.

PWB staff said that the lead sampling is completed and the results should be fully validated by December 10.

Ted mentioned that he is happy to provide a tree program update at a December meeting, noting it would be helpful if BES Deputy Director were also there to answer any questions that might come up.

The Co-Chair asked if there were any other future topics folks wanted to make sure didn't get dropped.

A PUB member mentioned that given the decision to make individual metering voluntary, they thought it could be great if PUB had a point person to engage with PWB on the issue. They also noted that with the new Council and bureau assignments there may be an opportunity for PUB to recommend both bureaus being under one commissioner or not. It was noted that in the past PUB had made a recommendation on the issue.

Another PUB member mentioned they were interested in updates on the Washington Park Reservoir project as well as hearing from BES on the STEP project.

The meeting adjourned at approximately 12:31 p.m.