

PORTLAND UTILITY BOARD

Members:

Dory Robinson

Gabriela Saldaña-López

Heidi Bullock

Kaliska Day

Karen Y. Spencer

Karen Williams

Mia Sabanovic

Micah Meskel

Robert Martineau

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City Budget Office

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To: Mayor Ted Wheeler

Commissioner Amanda Fritz

Commissioner Jo Ann Hardesty

Commissioner Dan Ryan

Commissioner Chloe Eudaly

Michael Jordan, Bureau of Environmental Services

Gabriel Solmer, Portland Water Bureau

Re: Portland Utility Board FY 2019-20 Annual Report

Date: September 29, 2020

Per Chapter 3.123 of Portland City Code that governs the Portland Utility Board (PUB), please find attached the annual report for Fiscal Year 2019-20 and a preliminary workplan for the upcoming year. The Board looks forward to your input.

As the report documents, Fiscal Year 2019-20 was a year of change and unplanned events. The Board's responsiveness and flexibility ensured that, challenges notwithstanding, it contributed positively to the work of the bureaus and Council. Recommendations on many issues, for example, the Bull Run Filtration projects, proposed ballot measures, and financial assistance programs were acted upon and resulted in better end products and outcomes.

The Board looks forward to working with you in the coming year to address emerging challenges and improve programs, operations, and services.

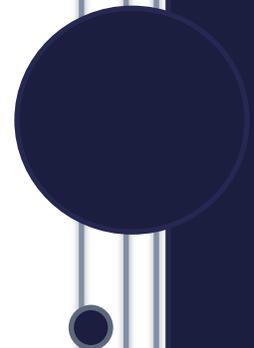
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PORTLAND UTILITY BOARD

FY 2019-20 Annual Report to Council

September 2020



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Portland Utility Board FY 2019-2020 Annual Report

Executive Summary

The Portland Utility Board (PUB or Board) is a community-based advisory body tasked with advising City Council (Council) and bureau leadership on budgetary and policy matters related to the two utility bureaus, the Bureau of Environmental Services (BES) and the Portland Water Bureau (PWB).

Fiscal Year 2019-20 (FY 2019-20) was a year of change and unplanned events. On July 1, 2019 seven of the thirteen Board members began their first term. In the fall the Board switched gears in order to provide requested feedback related to the new cost estimates for the Bull Run Filtration Projects. In early spring the Board paused work to allow the bureaus and Council to attend to emergency issues arising from the pandemic. In June 2020 the Board resumed meetings, now virtual.

The Board's responsiveness and flexibility ensured that they contributed positively to the work of the bureaus and Council. Highlights include contributions to the low-income financial assistance program, guidance on the Bull Run Filtration projects, and improvements to the Small Business Utility Relief Program (SPUR) resulting in changes to the bureaus' community engagement going forward. The Board took changes in membership and leadership as an opportunity to evaluate priorities and improve operations by, for example, increasing collaboration and communication both internally and externally with the bureaus and Commissioners' offices. The evolution of the Board is reflected throughout the annual report and is particularly apparent in the Board's centering of equity and racial and social justice in all its work.

For Fiscal Year 2020-21 (FY 2020-21) the Board expects to continue to work with the bureaus and Council in responding to the emerging landscape associated with the pandemic and movement for racial justice. The frames of racial equity, sustainability, inter-bureau cooperation, and a focus on outcomes will guide the Board in prioritizing issues to address and in developing recommendations to the bureaus and City Council. The Board looks forward to continuing to strengthen the working relationship between the Board, Council, and bureau leadership through early and effective engagement on policy and programmatic decisions that drive the budget.

Introduction

The Portland Utility Board (PUB) began its service to the City on September 1, 2015. Its formation and general structure were recommended by the Portland Utility Oversight Blue Ribbon Commission, which in 2014 evaluated the need for additional budgetary and policy oversight of Portland's utility bureaus – the Bureau of Environmental Services (BES) and the Portland Water Bureau (PWB). On July 1, 2019 five out of ten voting members and two ex officio members began their first term of service. The Board utilized the increased wealth of perspectives and lived experience represented on the Board to begin evaluating its work, values, and focus.

As with any advising body, particularly a community-driven board, the impact of the work does not lend itself to simple quantitative measures nor is the impact always immediate or easily visible. Like a stone cast into a still summer pond, the impact ripples through time, eventually delicately brushing a distant shore; the origins of the concentric circles long forgotten. Such is the difficulty of identifying PUB’s impact. Yet, throughout this report you will find described accomplishments as well as the sparkle of impacts tipping towards the future.

Issues Addressed

The Board has increasingly focused on issues of equity, inclusion, and racial and social justice; the difficult work of balancing rates with the need for modern, resilient infrastructure and the complicated issue of how equity informs this balancing act; a reconsideration of affordability through the lens of equity; and policy and programmatic decisions that inform the budget numbers. The Board believes these are the areas where the input of a community-based advising body can be most impactful. The below table is a list of key issues addressed during FY 2019-20. Many smaller topics and issues, not listed, were also discussed.

Table 1: Key Issues PUB addressed in FY 2019-20

Topic	Primary Focus*			Pandemic impact to <i>PUB’s</i> work
	Budget	Policy	Equity	
BES Capital Improvement Plan updates	X	X	X	Begun, then delayed
Bill Redesign		X	X	
Board Recruitment		X	X	Begun, then delayed
Bull Run Filtration Projects	X	X	X	
Bureau Performance Measures				Delayed, brief discussion during main budget work
Comprehensive Rate Study (BES)		X		Briefly discussed, then delayed
Employee Investment (PWB)/ Employee Development (BES)			X	
Fall Budget Monitoring Process (BMP)	X	X	X	
Financial Assistance Program		X	X	Heightened importance
Future of Mt Tabor Planning	X			
Incidental Public Uses of PWB Properties (proposed Charter change)		X		
Main Budget Work	X	X	X	Halted, to resume in Fall BMP
Premium Pay for Multilingual Staff		X	X	
PUB Bylaws Review and Revision		X	X	Substantial work, final review and adoption delayed
PUB Meetings in Community			X	Planned, then delayed
PUB Performance Measures		X		Begun, then delayed
Small Business Program for Utility Relief (SPUR)		X	X	Program in response to pandemic
Spring BMP				Review cancelled

**Note: The check marks are meant to indicate areas emphasized. For almost all topics equity, budgetary, and general policy ramifications were considered.*

Accomplishments and Impact

Throughout the year there were many opportunities for PUB to give recommendations and feedback to Council and bureau leadership that informed decision-making and actions taken. Additionally, the Board's change in membership and leadership presented both the challenge of learning to work together as well as the opportunity for change. Highlights include:

Bull Run Filtration Projects – In October 2019 PUB nimbly switched gears to focus on the Bull Run Filtration Projects and the issue of the increased cost estimates. The Board took care and time to provide space for public comment during meetings and to include the public input in its deliberation and decision-making. Several board members took the additional step of attending a Filtration Site Advisory Group meeting and listening to members of the public who wished to share concerns individually. Despite a tight timeline and limited information, the Board successfully made recommendations to Council around cost containment; balancing these projects with others; cost benefit analyses throughout project phases; transparent and frequent communication with all stakeholders; and minimizing impact to community and the environment. In providing feedback the Board asked for earlier and more frequent engagement. City Council responded by including specific engagement language, as recommended by PUB, in the adopted Resolution.



PUB meeting in October 2019 – Topic: Bull Run Filtration Project

Improved Budget Program Offers – In order to be responsive to the requests from PUB the bureaus changed how they capture information in the budget system to more accurately reflect complete program offers including staffing. This change clarifies program offer information, not only for the PUB, but also for decision-makers and the general public.

Incidental Public Uses of PWB Properties – Commissioner Fritz brought to the PUB a proposed ballot measure amending the City Charter to allow for incidental public uses of PWB properties other than Bull Run. The conversation and critical feedback PUB provided informed the Commissioner's thinking and next steps. Although for legal reasons the PUB's suggested language could not be incorporated into the proposed Charter language, the intent was incorporated into the referring Resolution. Should the ballot measure pass, a robust community process to determine appropriate public uses will be conducted; the idea partly sparked by conversations with the Board. In general, the Commissioner relies on PUB as an initial sounding board, utilizing their community connectedness, expertise, and lived experience to improve decisions and end products. The Board is delighted to serve as a sounding board and critical test for the Commissioner and pleased the Board's input is acted upon.

Low-income Financial Assistance Program – A priority for PUB, the Board has been involved from the beginning and continues to devote significant time to evaluating the program. As part of the review of the FY 2020-21 Requested Budget, PUB recommended increasing accessibility, enhancing outreach, leveraging resources of related programs, addressing administrative challenges, and improving data tracking and analysis. The Board is excited about the program’s expansion to multi-family housing and recommended exploring administrative improvements as well as close monitoring and adjustment to ensure success of this expansion.

Meetings in Community — A high priority for the PUB is to engage with communities the Board doesn’t typically hear from. The Board devoted significant time during the summer and early fall planning for community meetings. This included researching and developing alternative meeting formats that create space for community members’ full engagement, e.g., panels followed by breakout groups and changing the physical set-up, so Board members are just one of many community members joining in a group conversation. The planned fall meeting in community was superseded by the unplanned Bull Run Filtration project work and the spring/summer plans were paused due to the pandemic. However, the groundwork of FY 2019-20 should allow the Board to adapt plans and trial some *virtual* meetings in community in the coming fiscal year.

Pilot of New Budget Approach – In the second year of program offers, in collaboration with bureau leadership PUB piloted a new approach to budget work. The goals were to engage PUB earlier and more effectively in the policy and programmatic decisions that drive the budget; to streamline and make the budget work more manageable; and to allow PUB to provide more focused feedback to Council and the bureaus. The Board prioritized analysis of program offers where issues aligned with PUB concerns including program offers with significant equity, policy, and/or cost changes. For example, the Board chose to focus on PWB’s Employment Investment and BES’ Employment Development program offers given workforce equity and inclusion opportunities. In mid-March PUB halted its budget work to allow the bureaus and Council to focus on the emerging pandemic. The initial work done during the winter shows the new approach to be promising. PUB is excited to evaluate and adjust the pilot in the coming year, particularly as it applies to BES’ organizational transition and shifting program offers.



PUB members met with staff and local community to understand budget for Mt Tabor - July 2019

PUB Development and Performance — At the outset the Board worked to increase internal inclusiveness, collaboration, and communication. The Board also began reviewing and revising bylaws with an eye to inclusivity and transparency, developing more egalitarian procedures, and examining the values it applies in budgetary and policy analysis. In mid-fall 2019, as a first step to evaluating performance and impact, the Board adopted a new data collection method to better capture the basic output-oriented data of how much time PUB spends doing what.

The surprise fall topic of Bull Run Filtration projects, followed by the pandemic, delayed the formal review and adoption of revised bylaws, interrupted output data collection, and delayed the second step of identifying outcome-oriented measures to evaluate the Board's performance (see Appendix A for a synopsis of output data thus far collected). However, the team-building work has continued apace. The Board expects additional strides in organizational development during the coming year.

Small Business Program for Utility Relief (SPUR) – PUB provided feedback emphasizing the importance of including early on in designing the program those the program intends to serve, Black, Indigenous, People of Color (BIPOC) small business owners; the importance of choosing partners who have earned and enjoy relationship and trust within BIPOC communities; and the need to ensure decisions are not made within a vacuum of white privilege. In response to this feedback, bureau leadership adjusted the timeline, engaged more directly with community leaders, made new connections to internal partners, and invited PUB to participate in the building out of SPUR and evaluation of it once implemented. The PUB representative's work on the SPUR committee has been instrumental to further improving the program and ensuring appropriate solutions are developed for issues that arise. PUB input on SPUR has also had far-reaching impact, e.g., BES will use this feedback in designing outreach for the Comprehensive Rate Review.

Fiscal Year 2020-21 Workplan

During FY 2020-21 the Board expects to continue to work with Council and the bureaus to respond to the emerging landscape associated with the pandemic and movement for racial justice. Key framing for the Board's work includes:

Racial Equity — The Board will continue to center racial equity in all its decision-making. For example, PUB will request demographic and geographic information in order to examine service disparities as well as the distribution of benefits and burdens/harms. In developing recommendations, the Board will not only analyze the current distribution of burdens and benefits, but also consider reparative actions that address harm done by past inequitable policies, actions, and practices.

Inter-Bureau Collaboration — Many issues, e.g., financial assistance programs aimed at providing relief to those most impacted by Portland's skyrocketing cost of living, are inter-bureau in nature because the issues span the scope of work of multiple bureaus. In keeping with the Mayor's budget directive, the Board will consider questions of inter-bureau cooperation. Is successful collaboration happening? Are resources such as staff expertise and equipment being effectively shared across bureaus? How can barriers to collaboration and resource sharing be removed?

Outcomes Oriented — The Board prioritizes those issues where there is opportunity to influence Council and bureau decisions or otherwise impact bureau operations, policies, and budget. Purely informational topics will be secondary in terms of time allotted.

Sustainability — The Board prioritizes issues of sustainability in asset management and in maintenance and operational strategies. Is the City using resources wisely? Investing wisely? Considering issues of long-term resiliency? Prepared to respond to emergencies in equitable ways?

Table 2: Fiscal Year 2020-21 Draft Workplan Priorities

Level 1 – High priority topics	
<ul style="list-style-type: none"> • Annual report and work plan • Apprenticeship Program • Board Development • Budget Development and Monitoring • Bureau Performance Metrics • Comprehensive Rate Review Study (BES) • Equity – internal facing • Equity – external facing 	<ul style="list-style-type: none"> • Filtration Projects • Impacts of Houselessness • (virtual) Meetings in Community • Multilingual Premium Pay • Recruitment Related Work • Resiliency and Emergency Planning • <i>Small Business Utility Relief Program</i>
Level 2 – Second priority, may move up as opportunities for impact and input arise	
<ul style="list-style-type: none"> • Administrative Reviews - equity and possibly code related changes • Asset Management • BES Transition • Bill Redesign • Bureau Strategic Plans • Lead and Corrosion Control • Low-Income Financial Assistance Program 	<ul style="list-style-type: none"> • Portland Harbor Superfund • Secondary Treatment Expansion (STEP) Capital Improvement Plan (CIP) • Tree Program • Tribal Liaison Program • <i>Title 21</i> • <i>Tryon Creek Facility</i> • Urban Flood and Safety District
Level 3 – Low priority for dedicated meeting time, primarily written updates outside of meetings	
<ul style="list-style-type: none"> • <i>Auditor’s Report on Groundwater</i> • Auditor’s Report: Stormwater and Green Street/Restoration Project Monitoring • Employee Safety Programs • Other Large Capital Projects 	<ul style="list-style-type: none"> • Portland Harbor Year End Report • Resource Recovery and Energy Management • Streets 2035 Presentation • Washington Park Reservoir

Notes: **Bold** is a required PUB topic, *Italics* is in progress or complete at time of work plan submission

PUB Operations

As noted below, the pandemic has resulted in important changes to the Board’s operations.

Member Terms and Term Extensions

The Board is composed of 11 voting members who serve three-year terms and three ex officio nonvoting members from the bureaus who serve one-year terms. One voting member seat is reserved for an employee of BES or PWB in a represented bargaining unit. There was one voting

member seat that remained vacant this year. Typically, recruitment for new voting members happens in spring with terms beginning on July 1. Due to the pandemic the Board delayed recruitment with a goal of having new board members join in January 2021 for approximately two-and-a-half-year terms. The shortened terms re-align the recruitment and onboarding process with the annual cycle of PUB work.

The three voting members with terms expiring on June 30, 2020 graciously agreed to an extension through December 31, 2020. The Co-Chair with an expiring chair term, Heidi Bullock, also generously agreed to extend Co-Chair service through December 31, 2020 in order to provide stability. Two ex officio members, Brian Laurent and Sara Petrocine, were identified by the bureaus for a second term and one new ex officio member, Amy Chomowicz, began service on July 1, 2020. The Board is grateful to ex officio member Ana Brophy for her three years of service, dedication to the Board’s mission, and advocacy for equity.

Table 3: PUB member terms for board members serving in FY 2019-20

PUB Member	Term Ending					
	June 30, 2020	Dec 31, 2020*	June 30, 2021	June 30, 2022	June 30, 2023	June 30, 2024
Voting Members						
Dory Robinson						X
Heidi Bullock						X
Gabriela Saldaña-López				X		
Kaliska Day				X		
Karen Y. Spencer				X		
Karen Williams			X			
Mia Sabanovic		X				
Micah Meskel		X				
Rob Martineau			X			
Ted Labbe		X				
Ex officio Members						
Ana Brophy	X					
Brian Laurent			X			
Sara Petrocine			X			

* Terms voluntarily extended through Dec 31, 2020, would have otherwise ended on June 30, 2020.

Member Experience and Interests

The ordinance governing PUB identifies a broad range of skills and experiences that serves the Board well, from environmental science to equity to group process. As part of its evolution, the PUB has begun rethinking the experiences and interests needed for PUB work. When do these “desired” skills present unnecessary barriers? Where has dominant culture over-emphasized one skill set and/or over-looked or not recognized a skill set essential to moving the work of the PUB, the bureaus, and Council forward? This iterative process of evaluation and adjustment, while in the early stages, is reflected in the work of the recruitment subcommittee. See Appendix A for PUB members’ experience and interests.

Recruitment Process and Timeline

Board members guide and are involved in all phases of recruitment from developing recruitment language to outreach to interviewing applicants and recommending appointees to the Mayor and Commissioners-in-Charge. This year the Board clarified and strengthened the goal of building a board reflective of a broad range of perspectives, lived experiences, community connections, volunteer experience, and work experience. The board also took on the difficult topics of board composition, City employees as voting members, and the nuances of conflicts of interest, came to resolution, and provided detailed guidance to the recruitment subcommittee. The recruitment subcommittee created recruitment language that is more inclusive and welcoming than in previous years and better embodies the evolving Board's values. The recruitment subcommittee also discussed ways to remove barriers to participating on the Board.

Depending on the success of the pandemic-delayed recruitment this fall, an additional spring recruitment may be required to fill voting member terms expiring June 30, 2021. In winter-spring there will also be a recruitment for the voting position reserved for a represented employee. This will be the first recruitment for the represented seat since the initial founding of the PUB and requires a special process. Thus, while the Board does not know how recruitment will fare during pandemic times, the Board is planning for surprises and additional work.

Member Service

The Board contributes significant time, expertise, and value in its service to the City.

PUB meetings — As a public body, the Board's work must be done within a public meeting setting. To accomplish this work, in FY 2019 -20, PUB held 20 board meetings, including 12 full meetings and 8 subcommittee meetings. To ensure discussions are informed and issues move forward, individual Board members spend significant preparation and research time outside of meetings. Between the March 12, 2020 and June 2, 2020, the Board paused meetings to allow the bureaus and Council to focus on the pandemic response. During this time the Board stayed on top of the emerging budget landscape via email updates and the Council rate hearing. In June, the Board commenced meeting virtually. The Board is still fine-tuning the mechanics and adjusting expectations around work output in a virtual setting.

Administrative Review Committees — Administrative Review Committee (ARC) hearings are opportunities for utility bureau customers to request a review of whether bureau administrative rules were applied to their situation appropriately and fairly. The participating PUB member is the only non-bureau staff on the review committee. Because PUB members have a community perspective and are also familiar with the bureaus' constraints, they are uniquely positioned to ensure equitable outcomes in ARC proceedings, to see opportunities for ARC process improvement, and to make connections to larger policy issues. In FY 2019-20 PUB members participated in 13 ARC hearings for a total of approximately 31 hours. This donated time and expertise contributes greatly to the City's work.

Council-PUB Work Session

Typically, the Board has a fall work session with Council. In consultation with the Commissioners and their staff, the Board has opted to cancel this fall given that the January 2020 Council-PUB work session was exceedingly successful and there is more pressing work related to the pandemic. The plan is for a robust fall 2021 work session and for any crucial updates to be provided when PUB presents appointment recommendations over this fiscal year. The PUB welcomes any direct feedback from Council regarding the workplan and/or priorities for the coming year.

Conclusion

The Board expects this to be another year of changes and surprises requiring the same nimbleness, responsiveness, and flexibility that guided its work and accomplishments in FY 2019-20. The frames of racial equity, sustainability, inter-bureau cooperation, and a focus on outcomes will guide the Board in prioritizing issues to address and in developing recommendations to the bureaus and City Council. The Board looks forward to working with the bureaus and Council in the coming year to address emerging challenges and improve programs, operations, and services.

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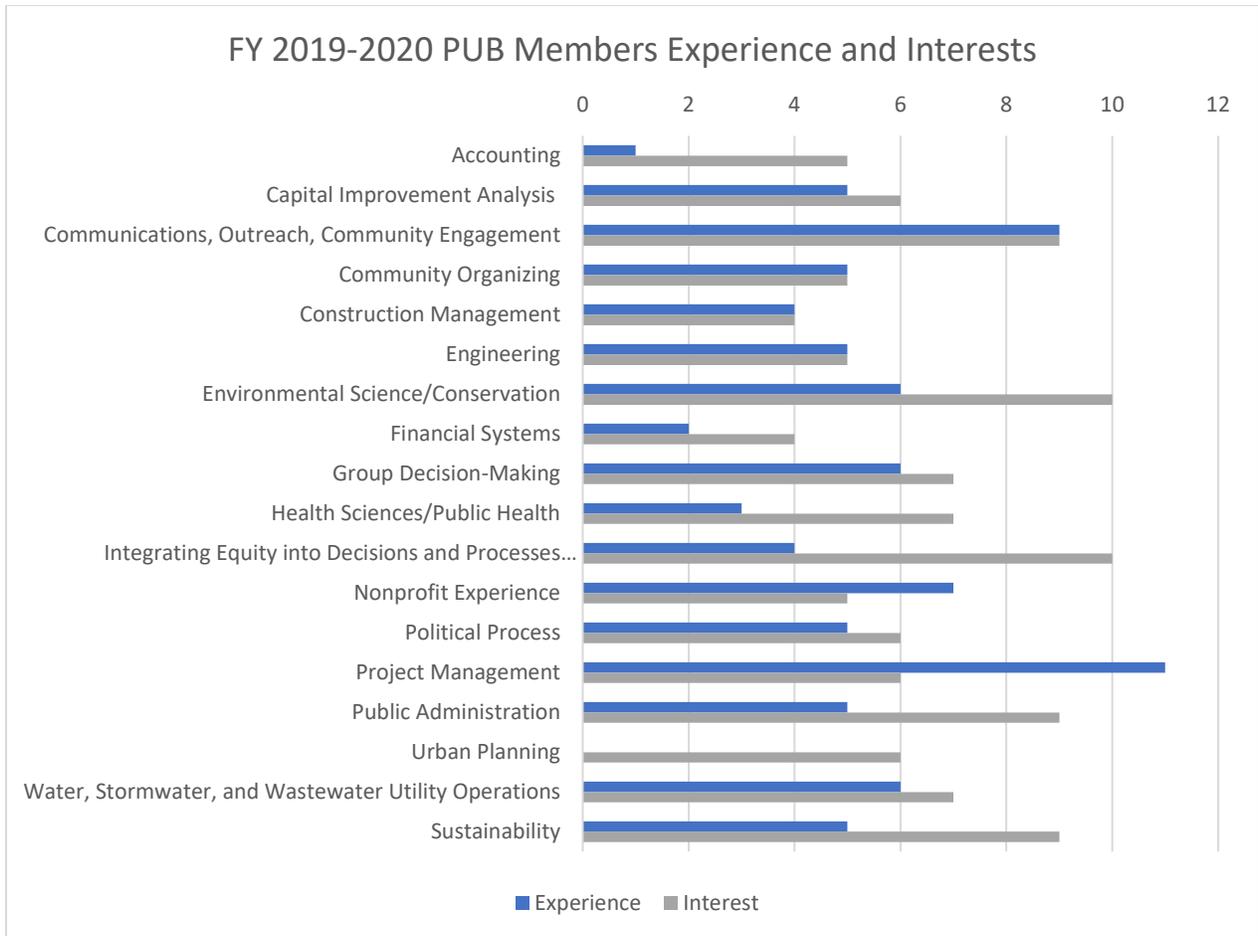
Appendix A

FY 2019-20 Portland Utility Board Member Information

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PORTLAND UTILITY BOARD

Portland Utility Board Members Experience and Interests



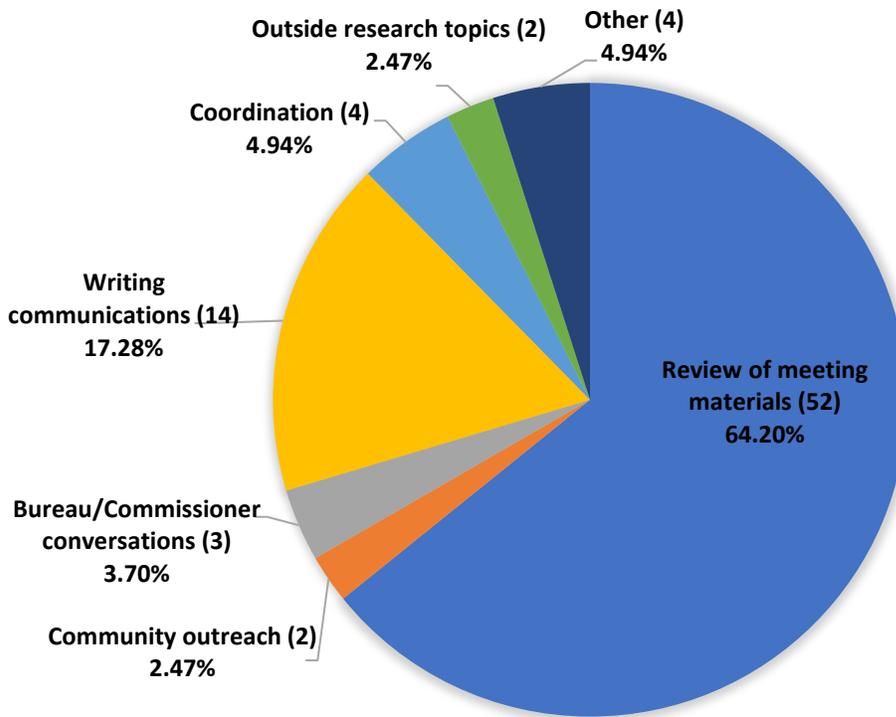
Note the summary table above includes data from 12 of the 13 voting and ex officio members in FY 2019-2020.

Portland Utility Board Members Time Spent and Tasks

Because the new data collection method adopted mid-fall was interrupted by the pandemic, only limited data is available. Additionally, in some months not everyone was able to submit data, thus the numbers are low. Even with these limitations, the data shows the time dedication involved in serving on PUB. The Board expects to fine-tune the collection process this year and have improved data for review.

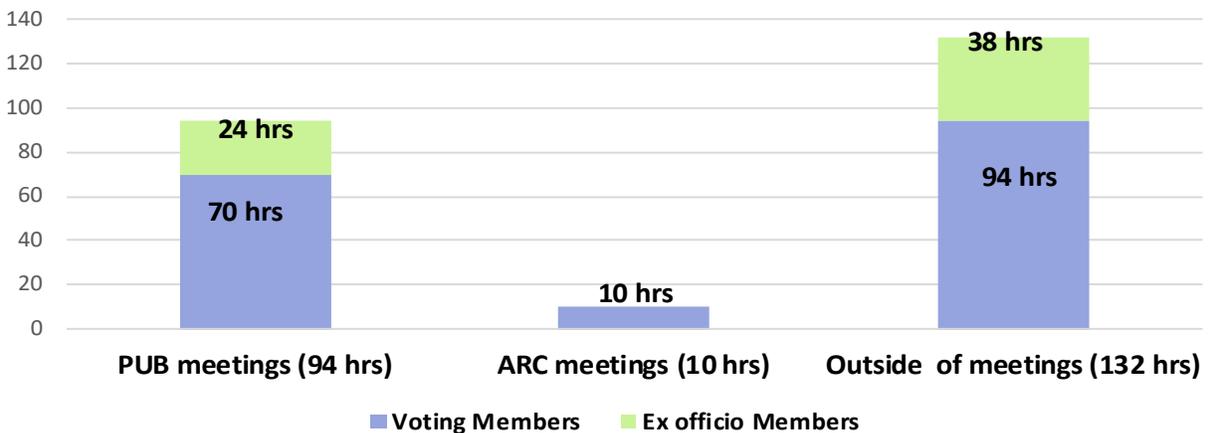
Pub Tasks: November 5, 2019 through March 3, 2020

Note: Task counts, not time spent, raw task count in parantheses.



PUB Time

Voting and Ex Officio time split
 November 5, 2019 through March 3, 2020
 8 PUB meetings, 3 ARC meetings
 Total = 236 hours



Biographies of Fiscal Year 2019-2020 Board Members

FY 2019-20 Voting Members

Dory Robinson (Co-Chair) is passionate about restorative justice and building resilient communities in Portland. Her goal on the PUB is to support and create initiatives that lead to cleaner water and affordability measures within BES, PWB & City Council that center the social and economic needs of Black, Indigenous and Communities of Color.

Gabriela Saldaña-López is the Bus Riders Unite Community Organizer in Portland. She was born and raised in Southeast and East Portland and has a double BA from the University of Oregon in Planning, Public Policy and Management, and International Studies with a concentration in nonprofit administration. She joined PUB in 2019 and brings a unique perspective, connections, and experience through her community organizing and event coordination roles over the years and is passionate about advancing actions that can begin to address disparities in Portland. Her current work supports improving public transit through grassroots organizing.

Heidi Bullock (Co-Chair) is an environmental program manager with the Port of Portland who is working with a team on cleaning up the Portland Harbor in a way that is protective of the health of Portlanders and the environment and affordable for the region. Heidi has worked in the environmental industry for over twenty years serving in a variety of technical and management roles. As a scientist she has experience with site investigations, feasibility studies, remedial design and operations, and laboratory analysis work. She also has experience managing both projects and staff. Her project management experience includes project scoping, proposal and budget preparation, project/team coordination, and technical report preparation and review. Heidi also has executive management experience serving as the Portland Business Unit Manager for an environmental engineering consulting firm for three years before joining the Port of Portland. Heidi believes that everyone has the right to clean air and water and values her work in protecting and preserving those resources. Heidi holds a B.S. in Applied Biology from Utah State University and an M.S. in Hydrology from the University of Idaho.

Kaliska Day is a project manager with Wenaha Group and with over 16 years in construction management brings a unique perspective on how utilities impact practical installation. She has familiarity with a breadth of government agencies as well as experience serving several years on the Portland Bureau of Transportation Bureau Budget Advisory Committee. This provided a great opportunity to see the interconnectedness of government and it was rewarding to give input to the process as it would be on the board. She volunteers with the Oregon Native American Chamber which provides opportunity not just to connect with native communities but also many other diverse communities of color. She joined the PUB in 2019 and brings a unique perspective and voice to the construction industry and the effects of government

decisions on contractors as well as a voice to the native community and advocate for a severely under-served demographic.

Karen Spencer is the Chief Operating Officer and a founding team member for Firmcast dba Searchfunder.com, an online community and technology platform for search funds. Karen is a member of the State Bars of California and Oregon, as well as the US Patent & Trademark Office. She has over 25 years of experience as in-house and external counsel with a focus on intellectual property, commercial agreements and the legal implications of business decisions. Karen has a wide range of interests, volunteer engagement and training, including the Oregon Youth Development Council, Portland Parks Foundation, improvisational acting and managing an award-winning blues band. She joined the PUB in 2019 and brings a range of skills in strategic planning, legal analysis, leadership and teamwork to the Board.

Karen Williams brings a broad range of training and experience in hydrogeology, watershed planning and water quality. After several years as an environmental geologist and project manager, she came to the Oregon Department of Environmental Quality and worked with watershed councils, local governments and other stakeholders to measure and improve stream quality. She is currently a Policy Analyst at DEQ, working with air quality regulations and pollution reduction strategies. With a master's degree in public administration, she brings a strong research and analytical background as well as an appreciation of challenges in public agency budgeting. Through volunteer participation in other boards and organizations, she brings skills in facilitating meetings and public engagement.

Mia Sabanovic is a civil water engineer and joined PUB in 2019 and brings unique experience having worked with both bureaus, working at the Portland Water Bureau for 11 years and the past 2 years with the Bureau of Environmental Services, and an interest in helping the bureaus optimize how to preserve and deliver services. As a refugee from a war-torn Bosnia and Hercegovina she understands the importance of clean and potable water and functioning wastewater system that does not result in raw sewage overflows into the rivers and lakes. Coming from a country under severe oppression and genocide she also has a unique understanding of cultural differences in communication, trust and overcoming barriers to engagement with government. Mia is sensitive to the cultural and community diversities and is actively engaged in the community, including organizing and participating in leadership development conferences for women through Portland's Muslim Educational Trust Center. She brings a passion for water as a sustainable and equitable resource, technical engineering skills and a vast knowledge of both bureaus' strategic plans.

Micah Meskel has been in his current position as Conservation Field Coordinator with the Audubon Society of Portland since 2015. Micah was born and raised in Portland, leaving town briefly to attend the University of Oregon where he graduated with a degree in Economics.

Robert Martineau is a Water Operations Mechanic at the Portland Water Bureau. He also serves as the President of AFSCME Local 189, where he chairs the Policy Committee. Rob

attended all of the meetings of the Utility Oversight Blue Ribbon Commission and brings knowledge and experience as a front-line operator of Portland's drinking water system.

Ted Labbe is a conservation biologist and Executive Director at the Urban Greenspaces Institute. He is a Portland native with a twenty-five-year professional career that includes experience with nonprofit organizations, State and Tribal agencies, as well as private consulting. He has an M.S. in Fish and Wildlife Biology from Colorado State University and has led a series of collaborative conservation efforts, which engage the public in policy-relevant field initiatives. Ted is founding volunteer and board member of Depave, a local nonprofit that creates community-connected greenspaces in pavement-plagued neighborhoods.

One Voting Member Vacancy

FY 2019-20 Ex officio Members

Ana Brophy is a Capital Project Manager II with the Bureau of Environmental Services (BES) where she is responsible for project management activities related to planning, design, contract administration, cost analysis; project budgeting, value engineering, scheduling, and construction management of large-scale multi-disciplinary and alternative delivery Capital projects. Ana has 34 years of private and municipal experience in renovation of military family housing, subdivision development, road construction, surveying, sewer systems, stormwater, wastewater, pump stations, water main work, customer service, public outreach, human resource management, technical manual and training programs, process and system efficiency, and policy analysis. Ana is a fully bilingual United States Air Force veteran and a former Union Shop Stewart. She currently serves in the BES Specifications Committee and BES Committee for Equity and Diversity (CED). She is member of the Citywide African American Network and Women's Empowerment Affinity groups, mentors in the City Mentoring Program, hosts interns from under-represented high schools interested in public service careers, advocates for opportunities for Minority-Owner, Women-Owned, and Service-Disabled Veteran-Owned Business Owners and Emerging Small Businesses, and strives to integrate equity and inclusion in her work and partnerships.

Brian Laurent serves as the Environmental Specialist for the MS4 and TMDL regulatory programs that manage the City's compliance with federal and state requirements to protect and enhance water quality in stormwater and surface waters. He joined BES in 2006 and his experience includes program/project management, industrial permitting, monitoring, investigations, enforcements, data systems, organizational development, process improvement, public speaking and the BES PEER Program. His prior experience in private consulting includes technical work specializing in assessment and restoration of surface water environments and precision surveying for industrial and manufacturing customers. He is a graduate of the Environmental Studies and Geography programs at UCSB and as a resident of Portland, has volunteered with the North Portland Soccer Club and the SMART Reader Program.

Sara Petrocine is the Legislative Affairs Coordinator for the Portland Water Bureau, where she administers the bureau's state and federal legislative programs. She has nearly fourteen years of experience in policy analysis, policy making, project management, and intergovernmental relations, including representing the bureau in statewide forums, such as the League of Oregon Cities Water/Wastewater Policy Committee. Sara joined PWB in 2012 after serving over six years as a Policy Advisor in City Hall for Commissioner Leonard and has extensive experience working with diverse groups of stakeholders on a wide range of issues across the city. Recently, Sara served three years as an officer of the Oregon Water Utility Council, a statewide committee that monitors and engages in legislation, regulations, public policies, and court actions that could impact water providers.

Appendix B

FY 2019-2020 Portland Utility Board Communications to Council

Contents

Date	Communication Topic
July 9, 2019	Premium Pay for Multilingual City Employees
November 12, 2019	Portland Utility Board Response to Resolution for Bull Run Filtration Projects
January 29, 2020.....	Requested Budgets for FY 2020-21 for the Bureau of Environmental Services and the Portland Water Bureau
April 1, 2020	PUB Recommendations for the Bureau of Environmental Services and the Portland Water Bureau FY 2020-21 Requested Budgets

PORTLAND UTILITY BOARD

Members:

Heidi Bullock

Kaliska Day

Ted Labbe

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Mia Sabanovic

Gabriela Saldaña-López

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To: Mayor Ted Wheeler
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Chloe Eudaly
Commissioner Jo Ann Hardesty
Serilda Summers-McGee, Bureau of Human Resources
Markisha Smith, Office of Equity and Human Rights
Michael Jordan, Bureau of Environmental Services
Michael Stuhr, Portland Water Bureau

Re: Premium Pay for Multilingual City Employees

Date: July 9, 2019

At several points during meetings of the Portland Utility Board (PUB), the subject of a bilingual/multilingual premium has been discussed. The following is the consensus of the Board.

To begin we offer some history of this issue, the City's recruitments routinely list phrases such as "Bilingual candidates are encouraged to apply", "Speak, read and write with fluency in one of the safe harbor languages", "The City of Portland values a diverse workforce and seeks way to promote equity and inclusion within the organization and with the public."

The PUB is concerned that there is a process to compensate "non-represented" employees for these specific skills but that process does not apply to represented employees. It is also unclear whether this practice is in line with the pay equity laws that took effect earlier this year.

We understand that represented employees have been citing a need for a "Second Language Program" and related premiums since at least 2010. Currently the practice is to make use of a translation line when assisting customers to which there is a language barrier. This translation line can be a particular challenge outside of an 'in person' setting. We also understand that employees of the city regularly speak, read, and translate in their workplace interactions both internal and external, with no financial recognition of the value they provide.

While we applaud the efforts in both hiring and outreach, it is reasonable to conclude that a lack of multilingual programs disproportionately affects employees of color and their communities. Further, this diminishes the bureau's standing at large with underserved communities and creates an unnecessary obstacle to community engagement.

The PUB strongly recommends that the Bureau of Human Resources and Office of Equity and Human Rights in conjunction with Portland's labor partners promptly convene a Second Language Work Group to address this obvious and glaring inequity in compensation and the need for clear, deliberate and thoughtful policy for implementation.

The PUB acknowledges that multilingualism is an important skill set and an asset in our increasingly diverse city. In order to build an inclusive community, it is critical to acknowledge this valuable skill set and provide adequate compensation for all City employees to effectively engage and support new and long-term residents alike. Portland strives to be an inclusive and welcoming city to all and we on the PUB value the continued conversation.

PORTLAND UTILITY BOARD

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Kaliska Day

Ted Labbe

Robert Martineau

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To: Mayor Ted Wheeler
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Chloe Eudaly
Commissioner Jo Ann Hardesty
Michael Stuhr, Portland Water Bureau

Re: Portland Utility Board Response to Resolution for Bull Run
Filtration Projects

Date: November 12, 2019

The Portland Utility Board (PUB) was created by the Portland City Council to serve as the advisory board for the Portland Water Bureau and the Bureau of Environmental Services. In this capacity, the PUB has been engaged to provide feedback on the Bull Run Filtration Projects in response to updates regarding costs and design considerations. This letter is the requested response to the Resolution.

The PUB is pleased to have been given the opportunity to comment on the Bull Run Filtration Projects. Since first learning of the projected cost updates along with City Council at the Sept 19th work session, the PUB has dedicated all subsequent meetings to the topic, done much individual research and analysis to understand the issues, and worked hard to come to agreement on recommendations.

The PUB was given an extremely difficult task with limited time and information. While additional time would have allowed for more comprehensive recommendations, the PUB was able to reach agreement on the following value statements, comments and recommendations to Council and the Portland Water Bureau in response to the Resolution (as of the November 5, 2019 draft provided to the PUB).

Cost Benefit Analysis

The PUB recommends that the bureau and Council continue to evaluate and communicate about costs and benefits throughout the design and implementation. The PUB, Council and the Water Bureau took costs and benefits under strong consideration in coming to the original decision to proceed with Bull Run Filtration. The costs have changed, and the board feels the current cost benefit analysis is unclear, thus

recommends more transparent and detailed cost benefit analyses of the overall project as well as the project elements. The board recommends that background assumptions and context be reported with each cost benefit analysis so that all audiences can understand what contributed to bureau decisions.

Cost Containment

The PUB recognizes that uncertainty remains around the cost projections for the Bull Run Filtration Projects and recommends that the bureau and Council be cautious about decisions that affect design and implementation costs. The board is concerned about affordability and recommends that the bureau monitor and control costs to minimize rate increases. The board believes that a Council decision to proceed should not be taken as approval for the bureau to incur costs up to \$1.2 billion or more. Cost containment, consideration of affordability and rate impacts, detailed cost benefit analyses, and balancing this project with other high priority capital projects should continue throughout the project.

Community and Environmental Impacts

The PUB endorses the priority to implement the project in a way that is sensitive to the surrounding community and environment but recommends more specificity to reflect broader values and more clearly communicate how this priority could be accomplished. Community and environmental impacts are intertwined in important ways and will take time to fully assess and address. More specific language that demonstrates the bureau's commitment would help the board and public understand the practical applications of this value. Such detail could also help build public and surrounding community trust that the bureau will follow through. The board suggests strong action to protect animal and plant life, attention to both short and long-term impacts, mitigating visual and noise intrusion, evaluating impacts on property values, and ensuring effective community involvement and consideration.

To fully assess and address community impacts requires robust, continued community engagement and the board recommends expanded community engagement. Some suggestions include outreach to neighbors beyond the site advisory group and the broader community, regular communications with project area watershed councils, an ombudsperson for neighbor complaints before/during/after implementation, and low-income and renters focus groups.

The PUB recommends exploring the possibility of a community benefits agreement. Depending on community interest, the agreement could include: use of facility space for community meetings; mitigation of potential impacts to wells in the area; use of renewable energy and energy efficiency at the facility; employment and job training opportunities; improvements to transportation infrastructure, particularly infrastructure impacted by construction; attention to minimizing night light pollution; interactive educational opportunities at the facility; and a buffer around facility to limit visual and environmental impacts.

Design Build and Recommended Option

Board members felt an obligation to provide substantive feedback on the options of what to build. Over the three meetings dedicated to the topic, the board discussed the importance of

the values and risks, how various options affected resiliency, and the balance between resiliency and projected cost increases. However, given the limited time, information-and the parameters placed around the requested feedback the board could not come to general agreement. There was not even consensus that the City should proceed with the filtration project. Some felt that if the current projected costs had been available during initial decision-making a different decision might have been made by PUB and perhaps Council. Some members felt that Council should revisit the foundational decisions.

Engagement with the Portland Utility Board

The PUB is eager to engage in planning and oversight of utility projects to ensure the most effective use of rate-payer dollars, with a focus on affordability and equity. As the PUB has stated in prior letters to Council, Council created a board of willing and able volunteers to help vet difficult policy and financial issues. A month is insufficient time for an advisory board like the PUB, whose work is done in public meetings, to analyze, discuss and come to agreement on complex issues such as this one. For the PUB to be of value to the City Council, the board must be included in future processes much sooner to allow sufficient time for information gathering, discussion, deliberation, and generation of recommendations.

In order to be effective as an advisory body, the board requests not only frequent, timely communication but also active engagement, collaboration, and partnership from the bureau and Council. In this vein, the board requests the following two specific revisions to the Resolution (additions noted in ***bold italics***):

BE IT FURTHER RESOLVED, City Council directs the Water Bureau to continue working with the Site Advisory Group ***and the Portland Utility Board*** to reduce Project impacts on the local community; and

BE IT FURTHER RESOLVED, City Council directs the Water Bureau to provide annual updates to Council ***and a minimum of biannual updates to and engagement with the Portland Utility Board*** as the Project is implemented.

Thank you for the opportunity to provide feedback on the Resolution. The PUB looks forward to continuing to engage with the public, the Portland Water Bureau and Council to monitor the design, implementation and costs of the Bull Run Filtration Project.

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To: Mayor Ted Wheeler
Commissioner Amanda Fritz
Commissioner Chloe Eudaly
Commissioner Jo Ann Hardesty
Auditor Mary Hull Caballero
Office of Commissioner Fish

Re: Requested Budgets for FY 2020-21 for the Bureau of Environmental Services and the Portland Water Bureau

Date: January 29, 2020

The Portland Utility Board (PUB) serves as a community-based advisory board for the Bureau of Environmental Services (BES) and the Portland Water Bureau (PWB).

The PUB has held multiple board meetings and subcommittee meetings over the last few months focused on gathering information, providing feedback, and building the foundation needed to understand the complex budgets for both bureaus. PUB is grateful for the significant support we receive from the bureaus' directors, staff, ex-officio members, Commissioners Fish and Fritz and their staff, the City Budget Office, and PUB staff.

This initial budget letter, in compliance with City practice for budget advisory committees, is an early opportunity to share our preliminary work and the considerations that will guide our next several months of budget work. The PUB views this letter as the first of several touch points with City Council throughout the annual budget and planning processes.

Program offers and PUB's adjusted approach to budget

The PUB continues to be supportive of the City's move to program offers in the budgeting process. As this is the second year in the City's shift to program offers, the bureaus and PUB continue to collaborate to develop best ways to work together within the new budget process. The bureaus continue to refine development of program offers. We have adjusted our review process to maximize the effectiveness of our budget advisory role. While the PUB will do a basic review of the full

budgets for both bureaus, the PUB has identified some high-interest program offers for more in-depth review. By focusing on a handful of program offers in-depth, the PUB aims to provide more focused feedback to the bureaus as well as to engage earlier and more effectively at the policy/programmatic level that ultimately drives budget optimization. The PUB appreciates the increased level of information that the bureaus are providing for the high-interest program offers as this allows the PUB to have greater context and provide more valuable feedback.

PUB’s Lenses and Values

During the process of selecting high-interest program offers, the PUB identified several lenses and values to apply in evaluating the bureaus’ program offers and developing recommendations. PUB will continue to consider the lenses and values and their connections. The PUB recognizes that conflict can exist between the various values and lenses. PUB members particularly struggle with the need of the bureaus to increase capital investments to address system maintenance and the burden that ongoing annual rate increases place on customers. Some values, such as equity, cut across all other values.

Lenses for FY 2020-21

Accountability and credibility
Equity
Goals, metrics, strategic alignment
Rate Impacts
Resiliency
Significant program changes or significant investment
Sustainability

In alphabetic, not priority order

PUB’s Values

Affordability
Assistance to low-income residents
Efficiency of operations
Equity
Improvement and sustainability of infrastructure
Long-term value to residents of Portland region
Protection of public and watershed health
Regulatory Compliance
Service Delivery
System resilience and reliability
Transparency and inclusive public engagement

In alphabetic, not priority order

Performance Measures Increase Accountability and Transparency

PUB is particularly interested in performance measures because they provide data to help evaluate program effectiveness, identify areas for improvement, and ensure accountability. PUB understands that both bureaus continue to develop and refine the performance measures and tie them to equity. PUB looks forward to providing input and guidance to both BES and PWB in this effort. The PUB requests that the bureaus maintain a collaborative process with the PUB to support measure development that provides meaningful information to them as well as

transparent communication for the general public. The PUB continues to recommend that the bureaus provide context for any metrics such that the public can easily understand why they have been chosen and how they might provide evidence of program success. In addition, we remain interested in tying the bureaus work back to performance indicators and outputs, equity goals, and the bureaus' strategic plans to ensure alignment.

Affordability, Low-income Assistance, and Budget Guidance

The Mayor's budget guidance stated concern about the challenges of affordability in Portland, including utility rates, and included direction to build budgets based on the rate increases included in the bureaus' five-year plans. The PUB is in the process of critically examining the concept of affordability and what it might look like through the lens of equity. Even the 4.53% combined increase projected in those plans may be unaffordable to many of Portland's residents and could disparately impact residents that already bear the brunt of structural inequities. The PUB encourages the bureaus to continue to look for efficiencies and cost-savings in both their operating and capital budgets. The PUB will continue to work with the bureaus to review and improve the low-income assistance program and other tools to ensure these programs are effective, equitable, and, where possible, expanded.

The Mayor's budget guidance also included direction for the Water Bureau to include a proposal to absorb 25% of the rate increase resulting from increased Water Filtration Plant construction costs. Although the PUB shares concern about rate affordability, we are also concerned about the potential negative impacts of delays to other priority capital projects that could result from this approach. This is a challenge that PUB will review more closely during our next phase of budget review when more information is available regarding proposed impacted capital projects.

Next steps

Over the coming months the PUB anticipates more comprehensive review of the FY 2020-21 proposed operating budgets, program offers, and major additions and adjustments to the five-year capital improvement plans. We look forward to analyzing and evaluating the bureau's requested budgets and the City Budget Office (CBO) analysis and providing additional feedback to City Council. As the budget develops, the PUB will provide a letter with recommendations regarding the budgets, participate in the budget work sessions in March, the utility rate hearing in May, as well as discuss budget issues with the Mayor and City Council if requested.

We look forward to providing you further input as the budget process continues through the spring. We welcome open communication with City Council and any feedback you have regarding our proposed approach to FY 2020-21 budget work as well as the lenses and values that guide our work.

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To: Mayor Ted Wheeler
Commissioner Amanda Fritz
Commissioner Chloe Eudaly
Commissioner Jo Ann Hardesty
Auditor Mary Hull Caballero

From: Heidi Bullock, PUB co-chair
Dory Robinson, PUB co-chair

Re: PUB Recommendations for the Bureau of Environmental Services and the Portland Water Bureau FY 2020-21 Requested Budgets

Date: April 1, 2020

The Portland Utility Board (PUB) serves as a community-based advisory board for the Bureau of Environmental Services (BES) and the Portland Water Bureau (PWB). This letter is being provided by the PUB co-chairs to document the recommendations that were approved by the PUB as of March 3, 2020 in preparation for the budget work session and Council decisions regarding the FY 2020-21 Budget. Since these PUB decisions were made, the national and local emergency in response to this worldwide pandemic has significantly changed the landscape for these bureaus, the City and the budget. Although much is uncertain as the emergency response continues, the PUB's values remain important beacons of guidance during times of crisis with a continued focus on equity and affordability, particularly for those most harmed by the structural inequities and low-income financial assistance for utility rate payers. We are supportive of the City's decision to suspend collection efforts for utility bills and take reasonable efforts to support residents that will suffer even greater economic hardship as a result of this crisis.

In support of individual and public health and in recognition that bureau and City resources should be focused on high priority emergency response, we have decided to suspend PUB's routine business through April including the public meetings and board recruitment. Although routine business is suspended, the board may be available to meet and provide input as needed using digital/virtual meeting tools that meet public meeting requirements and ensure accessibility to the public.

The PUB should not present itself as a hurdle to the bureaus' ability to

move quickly and effectively in addressing emergency needs. It is important to empower leadership to make decisions without unnecessary barriers during an emergency, but it is also important to ensure that the voice of the public is heard as community input and oversight is vital to ensure sound decision-making and equitable outcomes. We recognize that much will change in the coming weeks and months. As we go through this process, we will hold steadfast to the PUB values and are eager to make ourselves and the PUB available as emerging issues arise that could benefit with advisory board input to the bureaus and/or Council.

In the interim until regular business can be resumed, we felt it was important for us to document for the record the work of the board and provide the PUB recommendations based on what was known at the time. The recommendations may shift as this emergency continues to unfold and new funding priorities are identified.

FY 2020-21 PUB Budget Recommendations

The PUB is grateful for the significant support we receive from the bureaus' directors, staff, and ex-officio members as well as the Council, City Budget Office, and PUB staff. The PUB has held multiple board and subcommittee meetings over the last several months focused on gathering information, reviewing analyses, building the foundation needed to understand the complex budgets for both bureaus, providing feedback, and considering the requests in balance with the PUB's lenses and values.

This is our second letter during this budget cycle and summarizes our recommendations to Council on the bureaus' FY 2020-21 Requested Budgets and priorities (prior to declaration of emergency related to COVID-19).

As noted in our initial letter, the PUB shifted our approach to budget review this year by focusing on high-interest program areas for the board to maximize our time and impact. Equity considerations were at the core of our conversations. The PUB appreciates both bureaus' increased resources and focus on advancing equity and the positive impacts that has had on their programs and strategic plans. The bureaus have been responsive to feedback and this is an area that will remain a priority for the PUB.

FY 2020-21 Requested Budgets

The Bureau of Environmental Service's (BES) FY 2020-21 budget request includes \$355.8 million in operating expenses and capital projects in the next year, and an additional 25 positions. There are no decision packages to consider. The total rate of increase for the typical single-family household to support the bureau's requested budget would be 3.0%.

The Portland Water Bureau's (PWB) FY 2020-21 budget request includes \$297.0 million for operating expenses and capital projects for the next year, and an additional 19.55 positions. The one decision package is a request for \$1.5 million General Fund for American Disability Act (ADA) compliance to remove barriers at PWB properties for recreational purposes. The total

rate of increase for the typical single-family household to support the bureau's requested budget would be 8.6%.

Including the proposed rate of increase for both the PWB and BES, the combined monthly utility increase would be 5%. This results in a typical single-family residential bill increasing by \$5.83 from \$117.90 per month up to \$123.73 per month. The final rate of increase will depend on the items that are approved by City Council through the budget process.

Affordability and Budget Guidance

The PUB remains concerned about the affordability of water and sewer rates and spends a lot of time considering the balance between affordability and the investments needed for program and capital priorities. We have heard the shared concern from Council and it was reflected in the Mayor's budget guidance, which both bureaus met with their budget requests. However, even with these constraints the resulting 5% combined increase may be unaffordable to many of Portland's residents and could disparately impact residents that already bear the brunt of structural inequities.

The financial assistance programs are an important support for low-income residents, but the PUB recognizes that the bureaus cannot reach everybody that needs utility rate assistance through these programs. The PUB is engaging with the BES rate study that may provide another avenue for escalating stormwater rates and help address affordability for a broader population. We are also concerned about the potentially inequitable impact of rates as documented by the CBO analysis that in communities of color the utility bills may constitute a higher percentage of overall income than in white households (estimated higher than commonly cited affordability measures with 5.6% of overall income for black households, compared to 2.3% for white households). This trend warrants further investigation by the bureaus to understand the impacts. Affordability will remain at the core of many of our future discussions and recommendations.

PWB was responsive to the Mayor's direction to absorb 25% of the rate increase resulting from the increased Water Filtration Plant construction costs. Although we understand the desire to mitigate some of the rate impact, the PUB is not convinced that the delay of the seismic implementation plan and slowing of distribution main replacements are a prudent financial decision for the 0.5% rate reduction. As mentioned in our feedback on the filtration project, more clear cost benefit analyses are critical to understand the tradeoffs being considered. More information would be needed for the PUB and Council to consider whether such a proposal is a sound financial decision worth supporting.

In light of affordability concerns, the PUB encourages the bureaus to continue to look for efficiencies, cost-containment and savings in both their operating and capital budgets. A major driver of increased rates is significant Capital Improvement Plan (CIP) investments such as the PWB Filtration Plant and the BES Secondary Treatment Expansion Program (STEP) at the

Columbia Boulevard Wastewater Treatment Plant. The PUB recommends that the bureaus provide regular updates to PUB on these and other major CIP projects so that we can continue to monitor and provide feedback, particularly if the costs have the potential to impact or delay other projects. The PUB also recommends continued strengthening of the asset management framework and integration into decision making on CIP investment.

Financial Assistance Program

Particularly as rates continue to increase, the financial assistance programs are a critical component of the bureaus' programs to support residents equitably. The PUB is supportive of expansions to the financial assistance program over the past year, and in addition have identified the following areas of recommendations to ensure these programs are increasingly effective and equitable (list order is not prioritized):

1. Accessibility – The website is difficult to navigate to locate information about the financial assistance programs, particularly the opportunities for multi-family residents. If PUB members struggle to find information, even as an insider with knowledge of what to look for online, then it causes great concern for the customer that urgently needs these resources but does not know they exist. PWB should use Google analytics and other tools to evaluate and implement changes to improve accessibility of the financial assistance programs for the public. At a minimum, the website should be updated to provide easier access to the public to the dedicated line for the financial assistance team, more graphic materials should be developed on how to access programs, and crisis information should be provided in multiple languages similar to other assistance resources online.
2. Marketing and Outreach – the financial assistance program has been established but has a gap in marketing and outreach to ensure all residents in need are aware of the resources and connected to appropriate opportunities. Although PWB has made some efforts in outreach to religious organizations they report that it has not been successful. The PUB recommends a more thorough evaluation of why these efforts have not worked and identify changes to improve the impact of efforts to religious organizations and immigrant and refugee partners. The PUB recommends that resources be dedicated to the marketing and outreach for a focused push to get the word out to the public. One example could be the hiring of summer interns to staff at community centers to connect with the public.
3. Leveraging Resources of Related Programs – Both BES and PWB have other programs that could assist residents that are at risk and struggling to afford their utility bills, specifically the PWB Water Efficiency and the BES Clean River Rewards programs. Although you cannot compel residents to participate in these voluntary programs, the PUB recommends strengthening the connection between the financial assistance program and these other programs so that residents are effectively advised of the

opportunities for assistance on home repairs and other improvements that could reduce their utility bills. An Auditor report previously identified that the Clean River Rewards program has primarily benefited middle class homeowners and has not effectively reached low income customers. BES has recently conducted outreach to financial assistance program participants and had a positive response. The PUB supports this expanded outreach and recommends that the connections continue to be strengthened, as well as new partnerships explored such as with the renter's assistance program in the Housing Bureau. With effective messaging and repeated announcements, the bureaus may be able to increase participation and help customers that are struggling to afford their utility bills.

4. Address Administrative Challenges – Although the financial assistance programs have been successful, the PUB is eager to support efforts to close the gap between those who are qualified to receive assistance and those who are receiving it. We have heard concerns about the capacity for Home Forward and the STRA agencies with existing resources. The PUB recommends that PWB:
 - a. inquire with Home Forward and STRA agencies about bottlenecks,
 - b. identify whether there are needs for additional administrative support,
 - c. identify whether internal resources or additional funding could address these challenges, and
 - d. conduct an annual review of the relationship with STRA agencies to identify opportunities to influence their processes and ease access for community members needing resources.
5. Data Tracking and Analysis – As the bureau works toward closing the gap on who is receiving resources, data will be very important to determine how to improve marketing and outreach. The PUB recommends strengthening the tracking of the demographics of who is being served and analyzing who is missing to inform program activities. The PUB also recommends tracking the collaboration partners and relationships so that these can be clearly communicated with the PUB and public and used to help identify gaps and recommendations for expansion.

Employee Development and Investment

The PUB identified the PWB Employee Investment and the BES Employee Development program offers as priorities for review and consideration. The bureaus may be at different phases in their work, but both have the need for developing, retaining and attracting highly skilled, diverse and knowledgeable employees. These programs both capture critical investments in employees that advance the bureaus' equity and strategic plans, as well as increase focus on nurturing an inclusive employee culture. The PUB is supportive of the staffing required to have a more coordinated focus on this work, including the addition of a training coordinator at BES and the addition of apprentice and entry level positions that Water uses to further promote diversity in the workplace. The City has a responsibility to be a top tier

employer for the region and to address the challenges faced by bureaus attempting to fill engineer or other positions with limited candidate availability and/or job offer limitation issues that delay or prevent filling of vacancies. The PUB will continue to monitor performance metrics and evaluate the programs' success in achieving stated goals to ensure that these are worthwhile investments.

Decision Package – PWB Capital Set-Aside Request - ADA Barrier Removal

There was just one decision package to review with a request for approximately \$1.5 million in General Fund over 5 years for removal of ADA barriers identified on PWB properties in the Citywide Transition plan. The PUB supports the intent of the package to ensure that hydroparks and other facilities are accessible to the public. However, the source of funding is still unclear and the PUB defers to the City Attorney and City Budget Office to determine which portions are appropriate for rate-payer funds versus General Fund.

Next Steps

The PUB views this opportunity to comment on the bureaus' budget submissions as one of several touch points with City Council throughout the annual budget and planning processes. As the process has changed with the emergency pandemic response, we may be available to provide further input on budget and other critical policy and program decisions that emerge. If you have any questions or suggestions, please reach out. We look forward to continued conversations about the budget and utility services.