

BPB BAC Meeting #2: December 18, 2018

Agenda for today

- Walk through and discuss Program Offers. Descriptions of our work and alignment with priorities.
- Overview of the full workplan and the assumptions included in it (funding) as well as the potential Directives to Develop (add package requests) that we may see.

Reminder of what we presented at the first meeting

- Overview of our [Strategic Plan](#).
- Overview of [equity considerations and other priorities](#).
- Overview of Program Offers.

Program Offers

Each BAC member was asked to review a couple in particular. We asked BAC members to think about each program offer based on:

- Do the descriptions make sense?
- Do the levels of resources allocated make sense?
- Do they create a compelling story about our work?
- How can we better reflect and align the write-ups with Community Priorities?

Program Offer discussion leads

- Comp & Strategic: Kat, Khanh
[reminder that we split it into 2 separate programs... Comp & Strategic; Urban Design & Research]
- Environ & River: NaTasha, Jill W
- Area Planning: Kevin VC, Katie
- Smart Cities: NaTasha, Liliana
- Code Dev: Katie, Kat
- Climate: John, Eli
- Waste Collection: Jill W, John
- Sustainability Engagement: Liliana, Khanh
- Biz Ops: Kevin VC
- Directors Office: Kevin VC

Program Offer discussion

BAC members noted they were unsure about if allocations (FTE) make sense, but they noted they could provide feedback on if the write-ups make a compelling case for the work. Staff will work with the input today to work on the resources and funding between now and the next BAC meeting.

Climate, Energy & Sustainable Development

- John: OMF gave an overview at Council last week, and they were referring to a performance dashboard that they'll use to review performance. This isn't a great fit for the work BPS does, but where we do have dashboard items include number of solar installations and per capita residential energy use. We're doing well on those, so a reference to that in the Program Offer could be helpful.
- Economic development tool (e.g. for clean energy programs) is an equity highlight that could be included in the write-up.
- There is a focus on communities of color in the write-up. There is the economic development component and "just distribution of efforts of climate efforts". I don't understand this second part.

Michele: We do want to communicate that climate change does disproportionately harm low-income communities. And our investments aren't equitably distributed (e.g. employment, infrastructure). We need to find a better way to articulate and make the case for this in the write-up.

- Eli: The description seems like three sections of work: city design, behavior change and strategic investment.
- For performance measures, just use "per capita" or "per person" (not both since they're the same).
- Use "percentage energy use" for the third performance measure? This came from an existing goal around electricity; we now have a full energy goal, so we'll update this performance measure.

Waste Collection

- John: Some performance indicators are in the budget dashboard, so we should highlight those in the write-up.
- Could talk up the equity workplan that's coming up about new contracts and trying to open up the system to minority-owned businesses.
- In the first section, state what the CAP goal is we're trying to achieve.
- More about the how to develop a "resilient and equitable system". And what is the future (e.g. waste equity plan).
- State the difference between residential and commercial and how that relates to staff allocations.

Jill K: We're much more involved with the residential side.

Kevin VC: We could tie this to some Council comments lately about cleanliness and garbage (e.g. public garbage can/collection). That is a project that was handed to us from the Mayor, so we should tie that in. And it also relates to larger bureau and equity goals.

Julia: What about updating the performance measures to better reflect goals?

- Jill W: More data would be helpful to make the argument. Communities of color workforce goal? Employee distribution?

Sustainability Engagement

- Khanh: Fix-It Fair is really well done each year and how the community engages. More resources could be allocated here perhaps.
- There are lots of projects! From a value standpoint, they are all great, but I'm not sure what/where the priorities are.
- I didn't know about the multifamily work. I feel like this is more for property managers and not the actual residents.

Jill K: Yes, lots of the work is with property managers and owners and working with the haulers. This is about community development and partnership development. Waste Collection is more about regulations and working with haulers.

Michele: The names of the programs are secondary (but have brand value), so we can better organize the bundles of work.

Joe: Something I'm hearing is that the messaging about the purpose and what it's accomplishing may trump listing everything we do within the program. With this Council, this is a good experiment to see if this makes a difference.

Kat: What is the difference between this and Waste Collection?

Comprehensive & Strategic Planning

- Kat: Equity impacts piece feels tacked on and repeated. Needs to be better embedded or re-thought (perhaps just in the explanation of services).
- The state mandate to do lots of this work needs to be stated clearly so you're not arguing about the FTE you need to get that work done.
- Then the other piece is prioritizing the remaining FTE.
- Performance measures are intriguing. Are we still doing great this year? If not, where is the work to be done? If we are doing well, where do we move the focus to improve in other areas?
- It seems like smaller projects have been called out versus bigger strategic things. What is the bigger picture for the program and what we're trying to focus on?
- There is much more of a housing focus than a jobs focus in how I've read this.

Joe: As we head into the business cycle, that story could change.

- Julia: We pulled out Urban Design & Research because these staff provide a Citywide function and go more in depth on work and research. Does this resonate? They are like our core consultants.

Kat: It does make lots of sense. But if a part of accomplishing work you have to do is required, again I think we need to best call that out.

- Khanh: Can you integrate a climate metric / performance measure into this area of work?

Code Development

- Katie: I couldn't tell from reading if the people working here are doing clean-up or if they're doing big projects. Can this program be renamed to be more comprehensive of the work staff does?

Joe: The program has both types of things... large projects (e.g. RIP, DOZA) as well as clean-up. Other programs are about places; the code group works more on a citywide scale. That's a good point: even though our supervisory structure is one way, there isn't a reason we shouldn't think about specific projects as code development (e.g. BHD). This is a good point.

- Curious about what the performance measures for this program will be. Performance measures need to be something you have control over, which is difficult here because you don't implement the work.

Joe: The staff have many lines of work, so over the course of a year, there is actually quite a bit even when we say .2 FTE (which looks small, but in reality isn't too small).

- Kat: For performance measures, an example could be if we are hitting our goals on centers and corridors. Cost of implementation and compliance could be another measure.

Area Planning

- Katie: This is like community policing. I like it, but it seems like things get cut in this area. I've seen the good results from this team, particularly in East Portland (e.g. EPAP). I would like to see what each part of the city wants (or not) to share with Council. Performance measures could be tied to specific areas of the city.

- Kevin: For performance measures, I want to see a shorter-term (before 2035) measure. There probably are some more “bean counting” metrics that could be included, but this should be unpacked more. Types of community interactions are changing. Calling some of that out would be helpful.

For explanation of services, you should highlight the work they do with/for other BPS programs (not just external work). This contributes to the success of the bureau as a whole.

In changes to the program, there may be too much emphasis on staffing changes specifically.

- Kat: Have NA become more vocal in recent years? If there are more voices that are frustrated, call it out here... that shows there is more work to be done and more work to bring the community together.

Joe: This is part of the reason for district planners. Engaging people and places. This is at the heart of it. We’ve also moved away from the primary role of the NA to non-geographically-based groups.

River & Environmental Planning

- Jill W: Responding to state mandates... highlight FTE required to pull this off. calling out livable city aspect of this program would be more compelling. How people are connecting with the resources and engaging people to access the river. There is an equity component here too that should be called out more.
- Kevin: You could highlight the economic health component as well.
- Kat: The other piece that I don’t see is recreation.

Smart Cities

- Kat: I want to be sure we highlight the connection to transportation.

Joe: It’s in the program; part in PBOT, part in BTS. So we don’t lead all of it.

Michele: We play a coordinating role and a data role, but lots of bureaus plug into it. The universe and list of projects is emergent and changing.

Joe: This is the first year it’s been its own program called out in the budget.

- John: The Smart Cities program is data-management-heavy at this time, which is foundational. In the near-future we need to start thinking about land-use impacts and issues.
- Kevin: I want to see something about the concern about data privacy, who’s getting the data, etc. Open data is a component of course, but there are also these concerns.
- Kat: This is really high-level, so a really good, specific example would be helpful. I think land use should drive this (versus PBOT / transportation).

Joe: So far the discussions are FAA-driven.

The two other program offers (Business Operations and Director’s Office) were not discussed.

Thank you for this discussion. It’s been really helpful in our first attempt at this way of writing up our budget.

Workplan Overview notes

Joe walked through the legend descriptions. If you look at the “fund” column, for Waste Collection, it is all SWMF, which is what we gather from the hauler franchises. In Sustainability Engagement, we also have some GF funding along with the SWMF.

What if we change the name of programs? What if Waste Collection became Waste Collection Operations?

Eli: What programs actually make a difference in terms of meeting our climate goals? What does each education program achieve? We need an evaluation or audit to really know outcomes and benefits/impacts.

- It's hard to collect data like this. It takes the analysis mindset (versus implementer).

We're organized by programs and our org chart. You want to build a uniform practice, which is why some of our technical and research staff/programs are broken out from the "main" projects and programs.

Joe walked through the workplan. Lots of the planning programs share staff, which accounts for the additional columns/notes for those programs (by function) as opposed to the sustainability programs (by topic).

For BPS, we are distinct because we have previously been on one-time funding for a number of projects. But this year we have a source of funds (development fees), which we are losing next year. That is a huge gap (\$1.3M) that we have to look to fill. Next meeting we'll show you what we have been able to accomplish in terms of getting IAs, grants and how we're asking for one-time money to round out the funding. Hopefully the prioritization of this makes sense and the list of activities to meet the goals also align.

***Note: there is a bit of mis-alignment on the funding column on the workplan chart. We will update this to make sure the legend and allocations are accurate across all programs.*

Next Steps

- At our next meeting, we'll share budget scenarios we are preparing around what we have been told as our core GF budget and discuss other funding sources (e.g. grants).
- Approach to the Directions to Develop (Decision / Add Packages from previous years) we have by the next meeting.
- Priorities / budget cut scenario.
- BAC members' initial input for letter to Council: to highlight community priorities, programs BPS runs that Council should fund, equity work, etc.

The next BAC meeting is on Thursday, January 10 at 4 p.m. (same location).