

<b>Service Delivery</b> <b>Optimize service delivery and resource protection &amp; recovery.</b>	
<b>Outcomes:</b> <ol style="list-style-type: none"> <li>1. BES knows the condition of our infrastructure systems.</li> <li>2. BES has long-term plans for infrastructure systems that include a prioritized list of improvements based on Levels of Service.</li> <li>3. BES sustainably and equitably invests in infrastructure systems and service delivery.</li> <li>4. BES’ systems are resilient to climate change, emergencies, and other events.</li> <li>5. BES is a leader in resource management, restoration, reuse, and recovery.</li> <li>6. BES meets or exceeds local, state, and federal regulations.</li> <li>7. BES incorporates continuous improvement practices to optimize delivery, efficiency, and overall success of services.</li> </ol>	
<b>Strategic Initiative #1.</b>	Implement an Asset Management approach for all of our infrastructure systems.
<b>Strategic Initiative #2.</b>	Complete priority planning efforts that drive our service delivery process.
<b>Strategic Initiative #3.</b>	Implement a framework for incorporating resiliency into event response, system planning, facility design, and project implementation.
<b>Strategic Initiative #4.</b>	Proactively engage with agencies that regulate that our work.
<b>Strategic Initiative #5.</b>	Ensure effective environmental protection and asset protection through a proactive pollution prevention program.
<b>Strategic Initiative #6.</b>	Identify and implement innovative programs for managing wastewater and stormwater and protecting watershed health.
<b>Strategic Initiative #7.</b>	Deliver services equitably.
<b>Strategic Initiative #8.</b>	Effectively and predictably deliver projects on an annual basis.

<b>Responsive Business Systems</b> Integrate administrative, technical, and financial systems into a strategic framework that supports responsive and adaptable business systems to meet bureau needs.	
<b>Outcomes:</b> <ol style="list-style-type: none"> <li>1. Bureau systems advance our mission, have clear purpose and intent, and are equitable.</li> <li>2. Bureau systems are effective, efficient, responsive, and adaptable to program/project needs.</li> <li>3. Bureau systems are compatible and well-integrated.</li> <li>4. Bureau budget supports Strategic Plan priorities by funding key initiatives.</li> <li>5. Bureau systems support decision making at the appropriate level, promote intra- and inter-bureau collaboration, and facilitate coordination of work.</li> <li>6. Information Technology and Data Management practices enable data and analysis to inform action and support information-driven decision making.</li> <li>7. BES is equipped to handle unexpected alterations to structure, process and tools.</li> </ol>	
<b>Strategic Initiative #1.</b>	Build an adaptable framework for assessing existing systems, and evaluating and implementing improvements.
<b>Strategic Initiative #2.</b>	Improve administrative structure and processes.
<b>Strategic Initiative #3.</b>	Improve information technology and data management.
<b>Strategic Initiative #4.</b>	Advance financial planning and budget processes.

<b>Workforce</b> <b>Build and support a diverse, high-performing workforce.</b>	
<b>Outcomes:</b> <ol style="list-style-type: none"> <li>1. We attract, support and retain a diverse, engaged, and talented workforce.</li> <li>2. Employees feel valued and are encouraged to achieve their career goals.</li> <li>3. Employees are excited about doing important, meaningful work.</li> <li>4. Bureau supports leadership and management excellence.</li> <li>5. We provide attractive work/life balance incentives.</li> </ol>	
<b>Strategic Initiative #1.</b>	Enact work/life balance offerings.
<b>Strategic Initiative #2.</b>	Lead the City in developing a workforce that exceeds the diversity of the community we serve.
<b>Strategic Initiative #3.</b>	Implement a professional development program to improve employee knowledge, skills, & leadership abilities.
<b>Strategic Initiative #4.</b>	Advocate for competitive employee compensation and benefits (for rep and non-rep employees).
<b>Strategic Initiative #5.</b>	Appropriate technology to enable productive collaboration, regardless of location.
<b>Strategic Initiative #6.</b>	Advocate for competitive employee compensation packages.
<b>Strategic Initiative #7.</b>	Develop robust business processes for knowledge capture to address attrition and retirements.

**Bureau Culture**

**Develop a culture where our diverse contributions collectively support achievement of our Mission, Vision, and Values.**

**Outcomes:**

1. **We are One BES where employees understand the bureau’s varied, interconnected work and how their work supports BES’s Mission.**
2. **BES is diverse, equitable, and inclusive in all that we do.**
3. **BES has ethical, technically sound, and transparent decision-making and open communication.**
4. **BES employees are innovative, resilient and responsive to change, and continuously improve.**
5. **BES has a safe, prepared, inclusive, healthy, and respectful workplace.**
6. **We demonstrate, reward, and celebrate behaviors that help us achieve our Mission, Vision, and Values.**

<b>Strategic Initiative #1.</b>	Create a culture of “One BES” based in our values that works together across groups to create and maintain a common identity and improve our work.
<b>Strategic Initiative #2.</b>	Create a culture that supports continuous improvement, problem-solving, innovation, and achievement.
<b>Strategic Initiative #3.</b>	Provide a safe, inclusive, healthy, and respectful working environment.
<b>Strategic Initiative #4.</b>	Provide a respectful working environment where employees can safely communicate differences of opinion.
<b>Strategic Initiative #5.</b>	Review all programs and policies for equity.
<b>Strategic Initiative #6.</b>	Gather and act on meaningful employee input into improving our work, innovating, and communicating better.

<b>Community Relationships</b> <b>Build community relationships and be a trusted service provider.</b>	
<b>Outcomes:</b> <ol style="list-style-type: none"> <li>1. <b>Portlanders feel comfortable swimming and recreating in the Willamette River and have a sense of connection to their local waterways.</b></li> <li>2. <b>Portland’s waterways are healthy habitat for fish and wildlife.</b></li> <li>3. <b>BES is a leader in customer service at all levels of our work, and customers understand the value of our work.</b></li> <li>4. <b>BES understands the priorities of all communities and stakeholders we serve.</b></li> <li>5. <b>BES recognizes past inequities and current community needs when making decisions that impact our community and stakeholders.</b></li> <li>6. <b>BES cultivates effective relationships with partner agencies and organizations, including those that represent historically underserved communities.</b></li> </ol>	
<b>Strategic Initiative #1.</b>	Communicate transparently and effectively to inform our customers and the public about how our work benefits the communities we serve.
<b>Strategic Initiative #2.</b>	Conduct ongoing stakeholder engagement to maintain communication during periods between projects and to receive input that shapes our work, particularly in communities most impacted by BES projects.
<b>Strategic Initiative #3.</b>	Streamline and improve the equity and accessibility of financial assistance offered by the bureau for a suite of costs incurred by customers, including monthly bills, mandatory and voluntary sewer connections, grease treatment, and other costs incurred by our customers.
<b>Strategic Initiative #4.</b>	Utilize expertise in equity to inform BES’s community relationships and communications.
<b>Strategic Initiative #5.</b>	Implement customer service best practices throughout the bureau to train each employee to be an effective representative of the bureau and the City.
<b>Strategic Initiative #6.</b>	Work with businesses, residents, educational institutions, nonprofits, and agencies to partner on projects and to support private activities that complement bureau work.

<b>Leadership in City Government</b> <b>Proactively engage in setting and achieving city goals.</b>	
<b>Outcomes:</b> <ol style="list-style-type: none"> <li>1. City goals are met in an efficient and effective manner.</li> <li>2. City services are delivered more efficiently and effectively.</li> <li>3. BES is a leader in fostering collaboration with other bureaus.</li> <li>4. All BES employees understand the Bureau’s role in setting and achieving City goals.</li> </ol>	
<b>Strategic Initiative #1.</b>	BES will evaluate collaborative models and improve existing inter-bureau collaborations.
<b>Strategic Initiative #2.</b>	BES will implement a strategic framework and new inter-bureau collaborations to advance its mission, City goals, and delivery of services.
<b>Strategic Initiative #3.</b>	City goals are integrated into BES culture and the way we do our work.
<b>Strategic Initiative #4.</b>	BES will develop a transparent approach/policy for defining its role in setting and achieving City goals and supporting other City bureaus.
<b>Strategic Initiative #5.</b>	BES will develop tools to effectively communicate its role in setting and achieving City goals to its employees, other Bureaus, and other agencies.