

Bureau of Environmental Services Strategic Plan

OUR MISSION

Environmental Services manages wastewater and stormwater infrastructure to protect public health and the environment.

Major service areas include:

- Asset Protection and Pollution Prevention
- Wastewater Collection and Treatment
- Stormwater Management and Conveyance
- River, Stream and Water Resource Protection and Restoration
- Business Systems and Customer Support

OUR VISION

BES is a mission driven, high-performance organization, leading the City in preserving and protecting the health of Portland's watersheds.

WE VALUE

- Conscientious **stewardship** of our watersheds, infrastructure, and financial resources
- A diverse, collaborative, healthy and engaged **workforce**
- **Leadership** among our employees and in our community
- **Equity** in our workplace, business practices, and service delivery
- Clear **communication** and transparency
- **Innovative, sustainable, and resilient** solutions
- Our **city, customers and partners**
- Portlanders' sense of **connection to the waterways**

OUR STRATEGIC FOCUS AREAS

- Optimize **service delivery** and resource protection & recovery.
- Integrate **administrative, technical, and financial systems** into a strategic framework that supports responsive and adaptable decision-making and service delivery.
- Build and support a diverse, high-performing **workforce**.
- Develop a **culture** where our diverse contributions collectively support achievement of our Mission, Vision, and Values.
- Proactively engage in **setting and achieving city goals**.
- Build strong **community and customer relationships** and be a **trusted service provider**.

Service Delivery

Optimize service delivery and resource protection & recovery.

What's at stake: BES's \$13.5 billion in physical systems, assets, and operations lie at the heart of the Bureau's ability to deliver quality services equitably and keep Portland's waterways healthy. The long-term health of these assets, systems and services requires a rapid expansion of BES's capital improvement program (CIP) budget to address deferred maintenance, deficiencies in stormwater systems, environmental protection, and overdue system improvements. Some of those improvements address areas of critical need in emergency response and system resiliency. In order to plan effectively for the long term, BES needs an up-to-date system condition inventory and a pro-active asset management plan that puts reliability, equity, and environmental impact at the center of its operations and maintenance strategy.

Outcomes:

1. BES's long-term infrastructure systems plans include a prioritized list of improvements based on Levels of Service (LOS) and known condition.
2. BES sustainably and equitably invests in infrastructure systems and service delivery.
3. BES's systems are resilient to climate change, emergencies, and other events.
4. BES is a leader in resource management, restoration, reuse, and recovery.
5. BES meets or exceeds local, state, and federal regulations.
6. BES is a leader in customer service at all levels of our work.

Outcome Metrics:

- 1a. Asset Management Levels of Service are formalized and adopted.
- 1b. Percent of major systems with completed Condition Assessment by FY2027.
- 1c. Systems identified for renewal or major maintenance do not fail prematurely.
- 2a. Percent reduction of deferred maintenance.
- 2b. Percent of variance between CIP Operations and Maintenance estimates and actual O&M costs.
- 2c. Percent of planned CIP delivered annually.
- 3a. Percent of total CIP projects with resiliency improvements included.
- 3b. Number of sanitary sewer overflow and combined sewer overflow events resulting from force majeure.
- 4a. Percent of wastewater treatment by-products beneficially reused.
- 4b. Average Watershed Health Index Report Card scores \geq B for Portland waterways.
- 5a. Percent compliance with permits.
- 6a. Community priority/satisfaction survey
- 6b. Percent of employees completed customer service training.
- 6c. Percent of employees with customer reviews incorporated into their annual performance reviews.

Service Delivery	
Optimize service delivery and resource protection & recovery.	
Strategic Initiative #1.	Implement an Asset Management approach for all of our infrastructure systems.
Action items:	a. Conduct gap analysis of current LOS.
	b. Adopt Bureau-standard LOS that address all of our service categories.
	c. Develop and implement a Reliability Centered Operations and Maintenance (RCO&M) approach for all of our major assets. <ul style="list-style-type: none"> • Review existing Condition Assessments and Facilities Plans to determine status. • Complete inventory and condition assessment for all infrastructure systems. • Develop sustainable schedule for addressing deferred maintenance backlog.
	d. Incorporate O&M strategy into five-year financial planning process.
	e. Formalize Bureauwide process for property maintenance and management.
	f. Develop a business risk approach using a triple bottom line (economic, environmental, and social) analysis for all of our infrastructure systems.
	Strategic Initiative #2.
Action items:	a. Develop an interactive set of tools and data layers in a GIS platform that will inform stormwater related planning efforts and project development.
	b. Conduct an asset inventory and conditions assessment of existing stormwater infrastructure (constructed and natural).
	c. Ensure that project recommendations for the CIP will reduce risk by addressing gaps in levels of service performance in areas identified as priorities for BES.
	d. Conduct SWSP analysis at site scale in areas identified with the highest risk scores to develop projects to a level that they are adequate to prepare a PRF and enter the CIP.
	e. Identify recommendations for operating and non-operating investment in programs, policies and projects that will lead to reduced risk in the stormwater system.

Service Delivery	
Optimize service delivery and resource protection & recovery.	
Strategic Initiative #3.	Implement a framework for incorporating resiliency into event response, system planning, facility design, and project implementation.
Action items:	<ul style="list-style-type: none"> a. Implement Resiliency Master Plan that addresses earthquakes, disasters, and climate change, and establishes a decision framework for incorporation and investment of resiliency strategies into our work.
Strategic Initiative #4.	Employ proactive pollution prevention measures to protect the health of Portland’s waterways and natural environment.
Action items:	<ul style="list-style-type: none"> a. Evaluate effectiveness of design and application of Bureau environmental regulations. b. Develop a Compliance Plan to assess system and environmental impacts and to identify new and innovative tools to enhance compliance. c. Expand pollution prevention techniques/methods to engage industrial and commercial facilities in innovative programs to reduce their pollutant footprint. d. Adopt Resource Recovery methods and rebrand wastewater treatment plants as Resource Recovery facilities. e. Explore investment on private property where it best serves customer base (e.g. private property retrofits, RDII).
Strategic Initiative #5.	Deliver services equitably.
Action items:	<ul style="list-style-type: none"> a. Assess risk to ratepayers, including overflows, flooding, and urban heat islands, to determine if risks are carried more by geographic area/communities of color/vulnerable populations. a. Ensure industries are regulated to avoid disproportionate impacts to underserved communities. b. Ensure BES requirements (e.g. connection to sewers) avoid disproportionate impacts to low socioeconomic status customers.

Service Delivery	
Optimize service delivery and resource protection & recovery.	
Strategic Initiative #6.	Effectively and predictably deliver projects on an annual basis.
Action items:	a. Complete Phases 1 through 3 of the CIP Process Review Enhancement Project (PREP).
	b. Develop hiring strategy and schedule to increase personnel supporting CIP implementation.
	c. Develop or expand alternative project delivery approaches (e.g. N2R, CMGC).
	d. Measure and reevaluate project metrics to be of value.
	e. Include contingency time in project schedules.
	f. Expand or add lessons learned to project planning and design phases, and incorporate lessons learned into future planning and project efforts.
	g. Formalize O&M feedback loop to planning, design, and construction.
	h. By 2020, continuously deliver at least 90% of the \$150-million CIP annually.
Strategic Initiative #7.	Implement customer service best practices throughout the bureau to train each employee to be an effective representative of the bureau and the City.
Action items:	a. Establish policies and expectations for customer service throughout the bureau, as both a regulator and service provider.
	b. Establish tools and processes to facilitate good customer service, including internal communication processes and a centralized complaint response system.
	c. Work with contractors as representatives of the City and vendors to implement customer service standards.

Responsive Systems and Decision Making

Integrate administrative, technical, and financial systems into a strategic framework that supports responsive and adaptable decision-making and service delivery.

What's at stake: New bureau goals and strategies will require a re-examination of BES's business systems and decision-making processes to ensure they advance the Bureau's Mission, Vision, and Values. In particular, systems and processes must be responsive, equitable, clearly understood, efficient, integrated, and mutually compatible. Funding and policy decisions must be ~~data-driven~~ supported by good data, support City policies, and reflect Strategic Plan priorities. Like BES's operations and physical systems, business systems must be resilient and adaptive to changing conditions. Management and staff must embrace essential innovations that improve service delivery.

Outcomes:

1. The BES budget funds Strategic Plan priorities and advances the Bureau's Mission, Vision, and Values.
2. Technical, financial and administrative systems are integrated and fully functional.
3. BES's systems and organizational structure support transparent decision-making at the lowest appropriate level, promote collaboration, and facilitate coordination of work.
4. BES systems are adaptable to innovations, emergencies, and change.

Outcome Metrics:

- 1a. Percent of annual budget requests that tie directly to the Strategic Plan.
- 2a. Percent of employees demonstrating effective competency with available technology appropriate for their position.
- 2b. Number of conflicting or redundant policies reduced, utilizing critical business process documentation.
- 3a. Number of clearly documented decision processes.
- 3b. Percent of employees who are empowered to make decisions.
- 3c. Number of employees participating in intra-bureau collaboration teams.
- 4a. Percent of critical work processes documented, utilizing critical work process inventory.
- 4b. Number of critical work processes stress tested in tabletop exercises per year.

Responsive Systems and Decision Making Integrate administrative, technical, and financial systems into a strategic framework that supports responsive and adaptable decision-making and service delivery.	
Strategic Initiative #1.	Reform budget, CIP, and financial planning processes to prioritize funding requests to align with Strategic Plan priorities.
Action items:	a. Evaluate resource allocation – define bureau, division, and workgroup carrying capacities.
	b. Score project funding proposals against the Strategic Plan.
	c. Coordinate and align operating and CIP in the annual budget and 5-yr financial planning processes.
	d. Conduct a Rate Study in 2018 to update rates, fees, and system development charges
	e. Explore alternative financing mechanisms (municipal bonds, P4/private)
	f. Review financial assistance programs through an equity lens.
Strategic Initiative #2.	Optimize information technology and data management systems to prioritize responsive governance, access and sharing of information, supporting and training employees, and data security.
Action items:	a. Adopt Bureau-wide IT governance framework.
	b. Re-organize within MDAS to reflect our renewed focus. and
	c. Hire new business systems analyst-level staff to support renewed Bureau focus.
	d. Support employees IT/DM needs, e.g., scoping, training.
	e. Develop Cyber Security Plan for the Automation Network / formation of a joint BES/BTS committee (COAST – Cyber Operations Automation Security Team).
	f. Identify data share and data control needs (i.e. Devise Data Strategy) – Heron, Hansen, SAP, etc.

Responsive Systems and Decision Making	
Integrate administrative, technical, and financial systems into a strategic framework that supports responsive and adaptable decision-making and service delivery.	
Strategic Initiative #3.	Evaluate existing service delivery and decision-making systems and prioritize systems for re-engineering or reorganization to align with the Strategic Plan.
Action items:	a. Complete CIP PREP evaluation and implement approved process improvements.
	b. Review existing models for business management systems (e.g. Quality Mgmt System, Asset Management).
	c. Review bureau system improvements to define/document successful elements (i.e. lessons learned).
	d. Examine organizational structure and position classifications – identify potential for cross-over.
	e. Document, retire, streamline, and create processes to improve coordination of work.
	f. Prioritize system improvements/force ranking – compilation of bureau essential & critical processes.
	g. Employ risk management – risk based decision making (risk of doing/not doing projects).
	h. Apply meaningful metrics to monitor service delivery in relation to defined targets – reference BES values and management principles.
	i. Update / train bureau staff on records management (format, retention schedules, etc.).
Strategic Initiative #4.	Clarify and implement Emergency Preparedness Plans for event response.
	a. Develop and implement procedures that clarify how emergency plans direct employees to respond to Bureau emergencies and how BES responds to City emergencies.
	b. Build database of equipment and employee KSAs so redeployment of resources during response and recovery efforts will be effective.
	c. Develop a Bureau emergency management response training program for employees

Workforce	
Build and support a diverse, high-performing workforce.	
What's at stake: BES faces the loss of key talent and organizational knowledge to attrition in coming years. It is essential for the bureau to take pro-active measures to retain and attract highly skilled and knowledgeable employees to meet the challenges ahead.	
Outcomes:	Outcome Metrics:
<ol style="list-style-type: none"> 1. BES employees feel valued and are encouraged to achieve their professional goals. 2. BES fosters leadership and management excellence. 3. BES provides attractive incentives and advocates for competitive compensation. 	<ol style="list-style-type: none"> 1a. Workplace Satisfaction Survey positive response rate. 1b. Percent of employees that have professional development plans. 1c. Percent of employees who have received a performance review in the last 12 months. 2a. Percent of managers and supervisors with positive 360 degree survey results and employees with positive 240 degree survey results. 2b. Percent of employees attending leadership trainings. 2c. Percent of managers and supervisors who have attended BHR 4-part management course. 3a. Percent of employees with telework agreements or alternative work schedules. 3b. Percent of employees who participate in wellness offerings.
Strategic Initiative #1.	Expand options that enable all employees to realize a healthy work/life balance.
Action items:	a. Implement bureau-wide teleworking policy.
	b. Implement consistent and transparent alternative work scheduling options equitably across BES including managers and supervisors.
	c. Implement BHR rule 8.01 - Variable work week schedules.
	d. Implement business process to accommodate Part-time employees
	e. Provide appropriate technology and training to allow mobile communication and collaboration regardless of location. <ol style="list-style-type: none"> 1. Evaluate and implement industry best practices to improve secure mobile working 2. Install user-friendly video conferencing capabilities in every bureau meeting room 3. Train employees to utilize mobile and collaborative technology

Workforce Build and support a diverse, high-performing workforce.	
	f. Provide improved employee wellness opportunities (i.e. stretching program, fitness offerings, health screening/education).
Strategic Initiative #2.	Lead the City in developing a workforce that reflects the diversity of the community we serve.
Action items:	a. Develop enhanced equitable recruitment strategy to increase diversity in workforce, including outreach to underserved communities, at all levels of the organization (future employees).
	b. Continue to engage employees around diversity and equity to further a culturally competent workforce that recognizes diversity as an asset (current employees).
	c. Increase internship opportunities for diverse communities and pipe-line from high school to a career at BES.
	d. Develop a hiring toolbox for management to utilize that incorporates diversity and equity.
	e. Hire a BES HR Analyst to assist management through the BHR hiring process and evaluate HR systems through an equity and diversity lens.
	f. Identify a recruiting company to utilize when seeking talent nationally and outside our NW networks with the goal of increasing diversity at management level positions.
Strategic Initiative #3.	Implement a professional development program to improve employee knowledge, skills, and leadership abilities at all levels of the organization.
Action items:	a. Implement 360 reviews for management.
	b. Expand BHR management training program.
	c. Invest in expanded soft skills trainings (communication, change management, innovation, emotional intelligence, and intergenerational interactions).
	d. Ensure all employees receive annual performance reviews to benchmark and reward performance.
	e. Develop clear bureau pathways to advancement with career mentorship/coaching and management support including non-management career paths.

<p style="text-align: center;">Workforce</p> <p style="text-align: center;">Build and support a diverse, high-performing workforce.</p>	
	<p>f. Implement stretch assignments, job shadowing and/or job swaps to provide aspiring employees opportunity for growth and movement within the bureau.</p>
	<p>g. Develop a bureau-wide leadership short-course and expand employee access to city-wide Path-to-Leadership.</p>
	<p>h. Provide real-world opportunities for employees to develop leadership skills (lead in bureau-wide projects or committees).</p>
	<p>i. Support technical training and continuing education for all employees.</p>
Strategic Initiative #4.	<p>Advocate for competitive employee compensation and benefits for both represented and non-represented employees.</p>
Action items:	<p>a. Advocate for a sabbatical program for tenured employees (i.e. 6 weeks leave/ 10 years).</p>
	<p>b. Advocate for class compensation studies at regular intervals (rep & non-rep).</p>
	<p>c. Advocate for benefits to remain top tier (healthcare value, PERS).</p>
	<p>d. Advocate for vacation leave accrual to keep up with Regional Public Sector Standards.</p>
	<p>e. Advocate for leave benefits that support working families.</p>

Bureau Culture

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

What's at stake: BES's size, complexity, and project- and service-delivery focus creates difficulties in coordination, communication, collaboration, and innovation. Changes in the community and in the bureau's future priorities require some re-examination of business practices and cultural norms to ensure that the many parts of BES advance goals and values shared bureau-wide and in community. Employees need to feel safe when expressing disagreement or new ideas and in their physical working environment. By creating excitement around the concept of "One BES" with shared mission, vision, and values, collaboration will become routine rather than extraordinary, with shared ownership of outcomes, creating a learning organization with a growth mindset where mistakes are seen as opportunities to learn and grow.

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 employees are innovative, resilient and responsive to change, and continuously improve.
4. BES has a safe, prepared, inclusive, healthy, and respectful workplace.

Outcome Metrics:

- 1a. Percent of new employees with full onboarding.
- 1b. Percent of employees that self-identify as having a general understanding of the bureau's multi-faceted work and where they fit in.
 - 1c. Number of page visits to BES intranet "What We're Working on Today" page.
 - 1d. Number of "spotlight" Clarifier articles.
- 2a. Percent variance between demographics of BES and Portland.
- 2b. Percent of employees participating in racial and disability equity activities, in addition to required trainings.
- 3a. Number of tabletop exercises or after-incident reports completed per year.
- 3b. Percent of employees who self-identify as personally prepared, in order to respond to work.
- 3c. Number of opportunities for employees to participate in innovation teams.
- 4a. Number of accidents and near-misses per year.
- 4b. Percent of employees who demonstrate competency in effective communication.

Bureau Culture	
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	4c. Usage of existing employee resources, including PEER, Management Excellence, Workplace Excellence, Employee Assistance Program.
Strategic Initiative #1.	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.
Action items:	a. Create prioritization criteria and a process for evaluating projects and programs to determine which should be implemented using work teams of employees selected from multiple Groups and with multiple perspectives.
	b. Examine the PWB SOAKED program and best practices and design a training program to foster “One BES” among our employees. (NOTE: coordinate with SI2c)
	c. Develop a comprehensive onboarding program to promote the “One BES” concept, the Mission, Vision, and Values, and BES’s role in setting and achieving City goals.
	d. Develop a plan to internally promote the Mission, Vision, and Values and to celebrate our achievements.
	e. Establish Bureau-wide fun committee.
	f. Develop processes to ensure non-supervisory staff have opportunities for interacting with other work groups (examples: joint-work-group meetings, speaker series, employee picnics, etc.)
	g. Create a consolidated, interactive org chart
	h. Create ways to expand peer recognition to colleagues in other Bureaus
Strategic Initiative #2.	Create a culture that supports continuous improvement, problem-solving, innovation, and achievement.
Action items:	a. Develop metrics for performance reviews reflecting the BES Values and include in all performance evaluations as they are completed.
	b. Explore ways to budget time for all employees in all work groups to put toward collaboration, innovation, and appropriate risk-taking. (Note: 4 hours/month?)

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	c. Examine the PEAK program and continuous improvement best practices and design a program for BES to create a learning environment that encourages creativity, innovation, a culture of gratitude, and continuous improvement. (NOTE: coordinate with SI1b)
	d. Scope the need for a Bureau-wide training coordinator to be potentially requested in the 19/20 budget.
	e. Incorporate continuous improvement practices to optimize delivery, efficiency, and overall success of services.
	f. Innovation team: Develop a strategic research and innovation program using ongoing employee engagement to solicit ideas and facilitate innovation.
	g. Gather and meaningfully act on employee input into improving our work, innovating, and communicating better. <ul style="list-style-type: none"> • Hire a consultant to redesign the workplace satisfaction survey • Critically examine decision processes, programs, and policies based on employee input about effectiveness. • Establish an additional (non-direct chain-of-command) communication channel for employees for work-related suggestions and issues (ombudsman-like/expansion of PEER?)
	h. Provide tools and establish expectations for managers to promote trust and transparency. (this could be under SI4?) <ul style="list-style-type: none"> a. Make skills related to management of people an explicit part of any hiring decision for supervisory and management positions. b. Examine the supervisory/management training offered at the City and identify gaps c. Develop metrics for performance relating to supervisory and management best practices. This should include actions they should take to create a learning environment for their employees. d. Develop a system for managers to share best practices across the bureau. e. Provide a budget for work groups to hold annual team building retreats.
Strategic Initiative #3.	Provide a safe and healthy physical working environment.
Action items:	a. Establish an Enterprise Risk Management-like program in the bureau.

Bureau Culture Develop a culture where our diverse contributions collectively support achievement of our Mission, Vision, and Values.	
	<ul style="list-style-type: none"> b. Develop location-specific and task-specific minimum standards for safety features and implement at each location.
	<ul style="list-style-type: none"> c. Put together a communication plan for regular communication about safety.
	<ul style="list-style-type: none"> d. (better in employee feedback SI??)
	<ul style="list-style-type: none"> e. Initiate process to examine and consider establishing a Voluntary Protection Program (VPP), or other safety program.
	<ul style="list-style-type: none"> f. Clarify roles and responsibilities of each group involved in safety/preparedness/security in the bureau and the city.
	<ul style="list-style-type: none"> g. Establish tools and expectations for managers to promote and demonstrate safety culture.
Strategic Initiative #4.	Provide a respectful working environment where employees can safely be themselves and communicate differences of opinion to foster a culture of trust and appreciation.
Action items:	<ul style="list-style-type: none"> a. Implement a requirement for each employee to attend effective communication training.
	<ul style="list-style-type: none"> b. Explore new ways to cultivate gratitude and recognize each other’s good work on a regular basis.
	<ul style="list-style-type: none"> c. Leverage the resources of the Committee for Workplace Excellence; examine possibility to provide some PEER training elements bureau-wide.
	<ul style="list-style-type: none"> d. Implement a peer review process (like 360 reviews) for all employees.
Strategic Initiative #5.	Review all programs, policies, community relationships, and communications for diversity, equity, and inclusion.
Action items:	<ul style="list-style-type: none"> a. Hire an equity specialist.

Bureau Culture	
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	b. Start a review of programs and policies using an equity lens, implement identified program changes.
	c. Implement the Equity Plan.
	d. Ensure BES requirements (e.g. connection to sewers) avoid disproportionate impacts to low socioeconomic status customers.

Leadership in City Government Proactively engage in setting and achieving city goals.	
<p>What's at stake: As a publicly-owned utility, BES must balance its role as a key part of City government, helping to accomplish City goals, with its mission to provide efficient, effective customer service. As one of the largest City bureaus in terms of budget and staff, and the largest in terms of the City's capital program, BES sometimes encounters situations where its partner bureaus or central service providers are not as well resourced to enable them to provide the services at the level or pace required. By engaging pro-actively with other City Bureaus, BES can leverage its resources to initiate improvements to service delivery models, yielding benefits City-wide.</p>	
<p>Outcomes:</p> <ol style="list-style-type: none"> 1. BES is a leader in fostering collaboration with other bureaus. 2. All BES employees understand the Bureau's role in setting and achieving City goals. 3. BES leverages its organizational resources to improve City-wide business practices and service delivery to achieve City goals. 	<p>Outcome Metrics:</p> <ol style="list-style-type: none"> 1a. Number of projects that support goals from multiple Bureaus. 1b. Number of inter-Bureau collaboration/committees. 1c. Inter-bureau customer satisfaction survey. 2a. Number of Clarifier articles related to BES support of City goal. 2b. Percent of new employees with full onboarding. 3a. Number of inter-Bureau collaboration/committees. 3b. Participate in collaborative inter-Bureau process to streamline City code and rule updates.
<p>Strategic Initiative #1.</p>	<p>Evaluate and improve existing inter-bureau partnerships to maximize efficiency and effectiveness of service delivery.</p>
<p>Action Items:</p>	<ol style="list-style-type: none"> a. Research and review existing collaborative models within the City and nationwide to identify best practices. b. Evaluate and prioritize existing inter-bureau collaborative partnerships for improvements to efficiency and effectiveness. Examples could include: <ul style="list-style-type: none"> • Floodplain regulations • Portland Harbor • BPS project work

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	<ul style="list-style-type: none"> • Climate Resiliency Plan • BES/BDS Interagency Agreement • BES/PBOTMO Service Agreement • PWB billing • BES/PBOT Leadership Team • PBOT Right-of-Way Management [franchise agreements and BES’s work with franchise holders (e.g. cable companies, power companies) when building infrastructure]. • Parks (e.g. urban forestry, stormwater management, project planning)
Strategic Initiative #2.	Take a leadership role in developing new inter-bureau partnerships to advance the bureau’s mission, improve service delivery, and achieve City goals.
Action Items:	<ul style="list-style-type: none"> a. Develop and implement a strategic framework for engaging in setting and achieving city goals, advancing the bureau’s mission and improving delivery of city services. b. Work collaboratively with the central service bureaus (e.g. Human Resources, BTS, Procurement, etc.) to meet additional demands resulting from an increased CIP budget. c. Develop collaborative across-bureau process to streamline City code and rule updates as needed to reflect changing regulations. d. Develop alternative tools for accomplishing coordinated work (for City-wide efficiency) – form multi-disciplinary task forces e.g., via Project Charters, Cooperative Work Agreements, etc. e. Prioritize improvements to shared systems with BDS, PBOT, Parks, BPS, WB, Fleet f. Develop inter-bureau work group with PBOT, PWB, and Parks to facilitate review and construction of capital projects. g. Assign personnel within BES to act as liaisons in leading inter-bureau collaborative efforts.
Strategic Initiative #3.	Integrate City goals into BES culture, operations, and decision-making.
	<ul style="list-style-type: none"> a. Add consideration for advancing City goals to the Bureau’s budget and CIP processes.

Leadership in City Government Proactively engage in setting and achieving city goals.	
Action Items:	b. Develop and incorporate content in Bureau on-boarding program that explains the Bureau's role in setting and achieving City goals (e.g. explanation of framework and collaborative activities).
	c. Develop and implement training for existing employees that explains the Bureau's role in setting and achieving City goals (e.g. explanation of framework and collaborative activities).

Community Relationships Build community relationships and be a trusted service provider.	
<p>What's at stake: The trust of the Portland community, including customers and partners, is at stake. BES can build trust by communicating transparently about the impacts of our work (both positive and negative) and engaging in ongoing, two-way conversations with stakeholders. We must also show our commitment to the well-being of the community by providing more equitable and comprehensive financial assistance programs. Finally, BES can enhance community trust by building and leveraging strong relationships with businesses, residents and like-minded organizations, and partnering on projects that benefit the community and work toward our mission.</p>	
<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Portlanders are comfortable swimming and recreating in the Willamette River and feel connected to their local waterways. 2. BES understands the priorities of all communities and stakeholders we serve. 3. BES recognizes past inequities and current community needs when making decisions that impact our community and stakeholders. 4. BES has effective relationships with partner agencies and organizations, including those that represent historically underserved communities. 	<p>Outcome Metrics:</p> <ol style="list-style-type: none"> 1a. Number of participants in the Big Float each year. 1b. Number of volunteer groups donating time to local streams. 2a. Community priority/satisfaction survey. 2b. Number of top community priorities identified in annual survey supported in BES budget and/or CIP. 3a. (need to contact OEHR) 4a. Number of communications to community not directly related to specific issues or projects. 4b. Number of community events BES participates in.
<p>Strategic Initiative #1.</p>	<p>Communicate transparently and effectively to inform our customers and the public about how our work benefits the communities we serve and improves the health of our waterways.</p>
<p>Action items:</p>	<ol style="list-style-type: none"> a. Redesign the BES website to be more customer-focused. b. Evaluate and update BES customer communications, media relations and social media strategies. Develop a communications framework that allows for consistent, flexible, and accessible communications programming, during and between projects. c. Develop BES messaging and train all staff to be able to articulate those messages to the public.

<p style="text-align: center;">Community Relationships</p> <p style="text-align: center;">Build community relationships and be a trusted service provider.</p>	
	d. Hold quarterly meetings and create an information sharing tool for all BES staff who engage in any communications or public involvement work to coordinate our efforts, messaging, and expertise.
	e. Strengthen support for and partnerships with community groups and activities that help connect Portlanders to our waterways.
	f. Increase external communication regarding changes and updates in the regulatory environment.
	g. Develop improved tools for sharing data with the public.
	h.
Strategic Initiative #2.	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.
Action items:	a. Develop a structure and strategy that supports deployment of flexible Community Relations Teams that draw on communications, public involvement, and project level expertise, for use throughout the bureau.
	b. Conduct regular surveys or focus groups to assess customer understanding of and confidence in BES, and to gain insights into customer needs and concerns.
	c. Invite customers to participate in the development of BES policies, such as the administrative review process and City Council rate hearings, as appropriate.
	d. Identify projects that can employ Community Engagement Liaisons (CELS).
	e. Increase use of PUB, CUB, and community advisory committees for appropriate projects and bureau-wide initiatives.

Community Relationships Build community relationships and be a trusted service provider.	
	f. Build community engagement process into the earliest stages of our work, before projects are even selected.
	g. Expand engagement with commercial and industrial customers.
	h. Explore outreach in the permit center to share information and increase interaction with customers.
Strategic Initiative #3.	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.
Action items:	a. Designate a financial assistance point person.
	b. Evaluate potential availability of small business / commercial property loans for services including grease treatment, Monitoring Access Structures installation, and the Maintenance Inspection Program.
	c. Identify alternative funding sources for settling BES loans in cases where the loan recipient is experiencing extreme financial hardship and develop a loan forgiveness policy.
	d. Review complete process of voluntary and mandatory connection, including communication and customer support, to better support our customers with sewer transitions.
	e. Include evaluation of programs including LINK and Clean River Rewards in the planned FY 18-19 rate study to assess whether they are effectively and optimally serving our equity goals.
	f. Examine the Portland Housing Bureau’s model for gaps in financial assistance for sewer maintenance and repair.
	g. Explore the potential for a grease recovery program, including examination of existing models at Clean Water Services and City of Gresham.

Community Relationships	
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	<ul style="list-style-type: none"> h. Working with the Water Bureau, implement a strategy for broadly and effectively communicating financial assistance programs to the public.
	<ul style="list-style-type: none"> i. Streamline the process for resolving customer fee complaints.
Strategic Initiative #4.	Utilize expertise in equity to inform BES’s community relationships and communications.
Action items:	<ul style="list-style-type: none"> a.
	<ul style="list-style-type: none"> b. Train public-facing employees to utilize tools (including language translation) for effectively and appropriately communicating with diverse audiences.
	<ul style="list-style-type: none"> c. Work with trusted third parties to better reach underrepresented communities.
Strategic Initiative #5.	Proactively engage with agencies that regulate that our work to increase effectiveness, consistency, and strategic direction of interactions with those agencies.
Action items:	<ul style="list-style-type: none"> a. Increase effectiveness, consistency, and strategic direction of interaction and collaboration with regulating agencies.
	<ul style="list-style-type: none"> b. Develop an internal regulatory communications strategy to ensure employees have consistent and reliable information regarding the local, state, and federal regulatory environment.
	<ul style="list-style-type: none"> c. Establish clear responsibilities and disagreement resolution strategy to resolve internal conflict regarding permit negotiations.
Strategic Initiative #6.	Work with businesses, residents, educational institutions, nonprofits, and agencies to partner on projects and to support private activities that complement bureau work.
Action items:	<ul style="list-style-type: none"> a. Partner with organizations and agencies that are driving behavior change that benefits our rivers and streams.
	<ul style="list-style-type: none"> b. Partner on projects that meet BES goals, benefit the community, and build capacity in the marketplace.

Community Relationships

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- c. Support expanded efforts for educational opportunities that connect students with our work.