



PORTLAND WATER BUREAU

STRATEGIC BUSINESS PLAN

PROJECT UPDATE

April 12, 2018

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Purpose Today

- Summarize the three project phases
- Share a progress update
- Look ahead to the next phase and major steps

Project Road Map

Task A. Organizational Scan

ORGANIZATIONAL REVIEW

- Review previous and current plans and results
- Analyze gaps

VISION, MISSION, VALUES

- Collaborate with MT
- Identify where we want to be in five years

EQUITY LENS SERVICE AND WORKFORCE

- Identify opportunities
- Quantify risks and benefits

STAKEHOLDER ENGAGEMENT

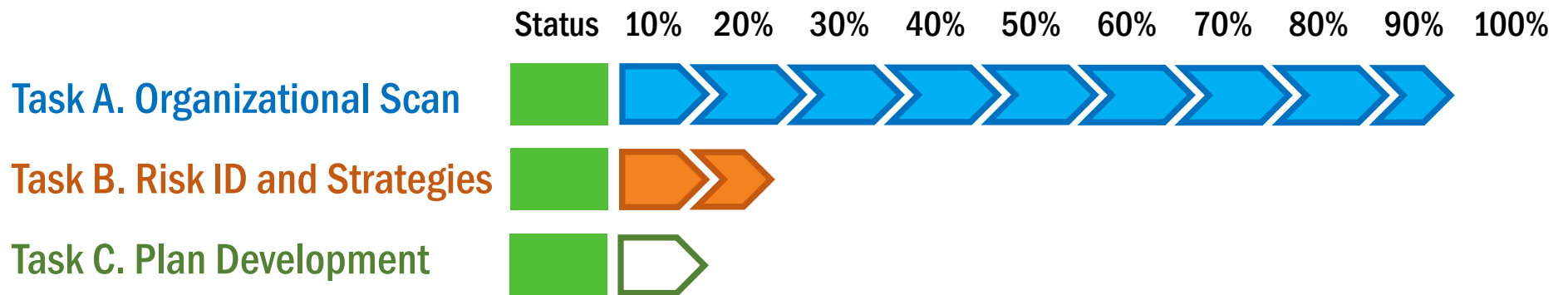
- Gather data through surveys, focus groups, and interviews
- Internal and external

Task B. Risk Assessment and Strategy Development

Task C. Strategic Business Plan Development

Project Progress

- Finishing up the Organizational Scan
- Organizational Scan Report will be out in late April
- Started work on Risk Identification and Strategies



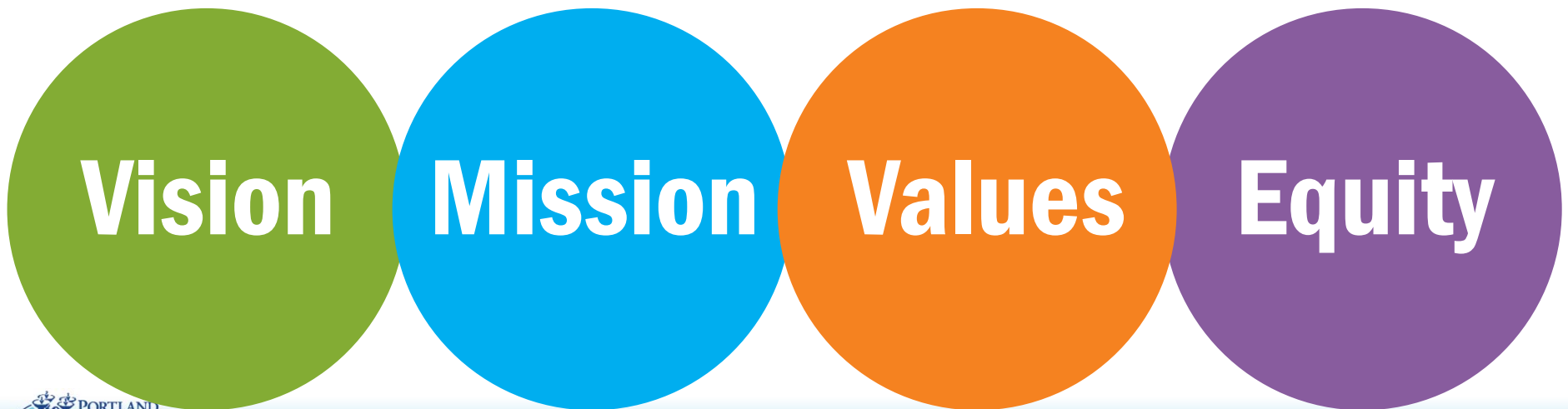
Organizational Scan Report

Broad assessment of the Water Bureau

- Employee focus groups—43 employees participated
- City bureau director interviews—12 City bureau directors
- Survey of external organizations—46 participants (out of 80 invited)
- External stakeholder interviews—5 organizations with extensive contact
- A review of 40 Water Bureau plans, reports, projects, and budgets
- History of the Water Bureau since the last strategic plan was published

Guiding Statements

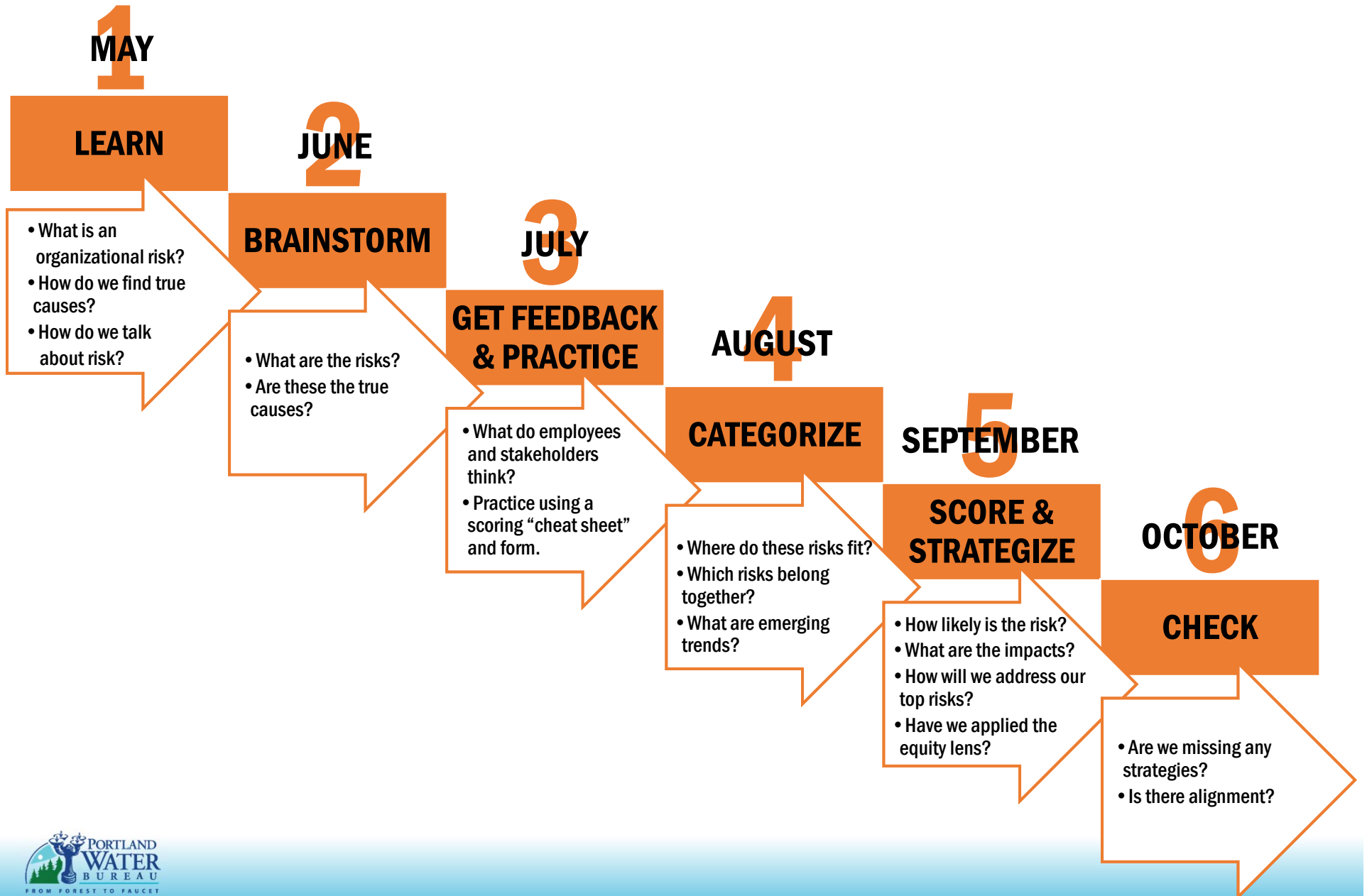
- Drafted by a team of senior employees.
- Includes a bureau statement on equity.
- Will guide work in the next two phases.
- Statements are drafts until after the risk phase to allow for adaptation.



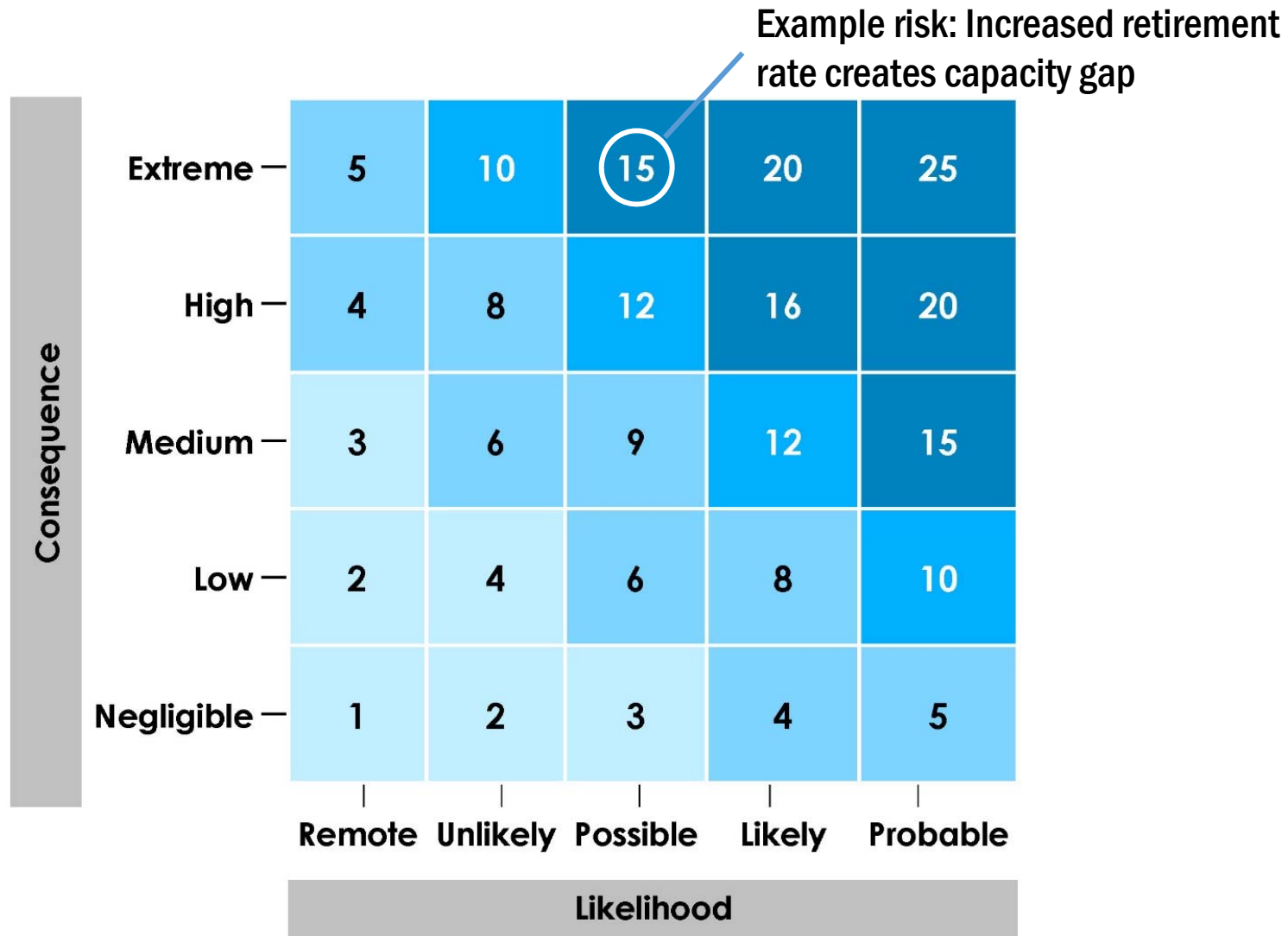
Equity Lens

- Will guide work in the next two phases.
- We are developing the method for best representing equity in risk scoring and strategy development.
- Integral to the way we are developing the plan.

The Risk Phase—A Closer Look



Sample Risk Map



Strategic Business Risk

- A strategic business risk is the threat that an event—*action or inaction*—will adversely affect an organization’s ability to achieve its business objectives and execute its strategies successfully.
- Management of these risks has the twofold advantage of *avoiding* and *minimizing* the risk itself, and *enabling informed business decision-making* based on an understanding of where the business vulnerabilities lie.

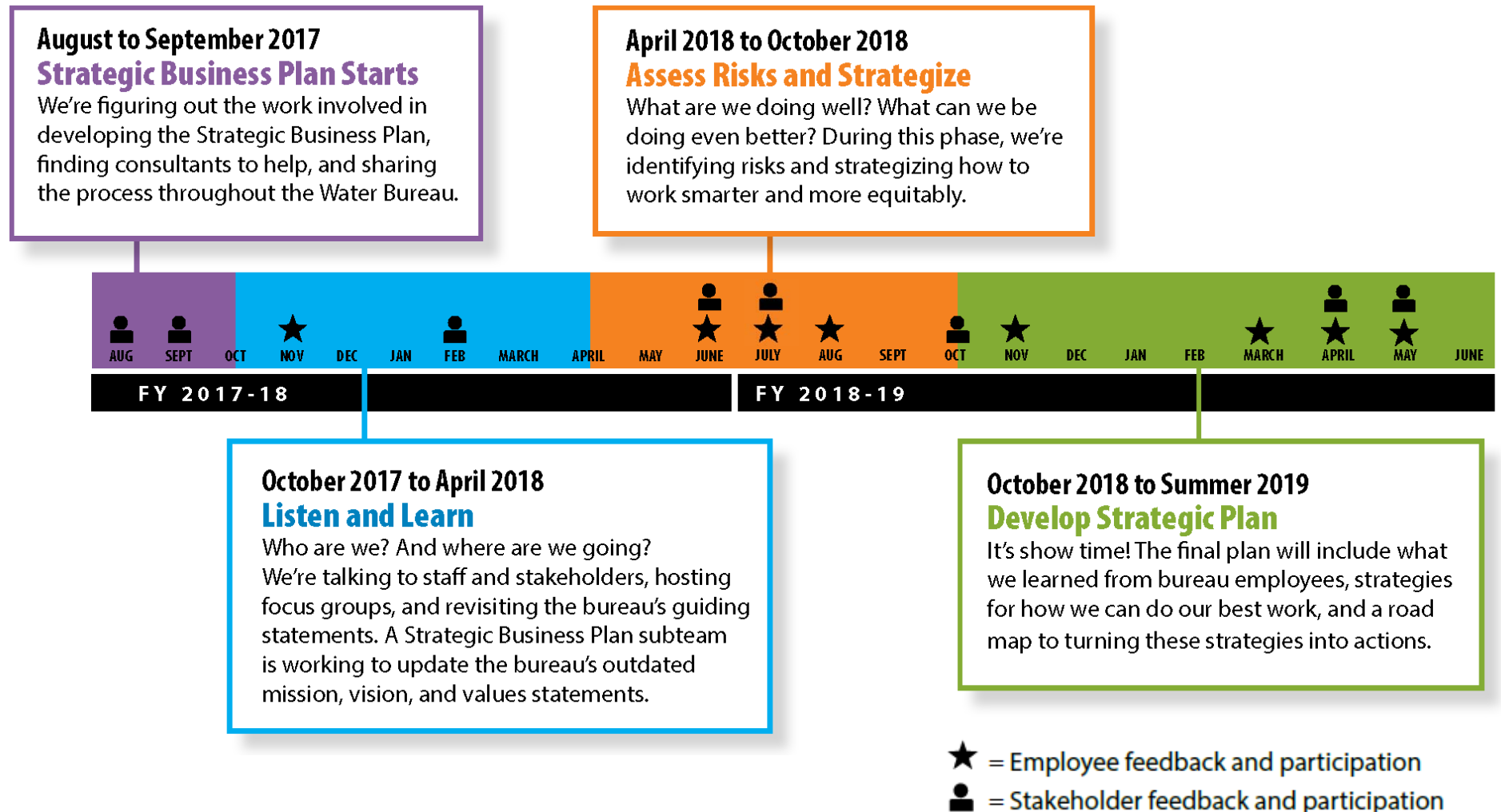
Examples of Organizational Risks From Another Utility

- **Increasing regulatory requirements**
- **New technology and data analytics needed to make increasing complex decisions**
- **Water conservation impacts ability to fund programs**
- **Lack of a succession plan with increasing retirements**
- **Difficulty recruiting and retaining staff as local costs of living rise**
- **Aging infrastructure needs exceeds ability to fund rehab/replacement**

PUB's Role

- Review progress through quarterly updates
- Brainstorm risks
- Provide feedback on
 - Master list of risks
 - Major strategies
 - Draft plan

Project Timeline



Next Major Steps

- **Brainstorms Risks**
 - **PWB—Early May**
 - **PUB—June 5**
- **PUB Provides Feedback on Risks—July 2018**
- **PWB Employees Give Feedback—Summer Survey**
- **PWB Scores Risks and Develops Strategies—Fall**
- **PUB Provides Feedback on Strategies—Spring 2019**

Questions