

Project Background

The Water Bureau is developing a Strategic Business Plan that will be a road map to making changes in the bureau to meet current and future challenges and opportunities. The heart of the Strategic Business Plan will be an analysis of the risks the bureau faces and strategies to reduce those risks and turn them into opportunities. With the help of customers and partners, the bureau intends to develop a plan that considers the needs of all the communities we serve. The Strategic Business Plan is anticipated to be complete in the summer of 2019.

PROJECT PHASES

Task A. Organizational Scan

Task B. Risk Assessment and
Strategy Development

Task C. Strategic Business Plan
Development

Current Phase—Organizational Scan

The Strategic Business Plan is wrapping up the organizational scan phase. To provide an accurate evaluation of the Water Bureau, the project team has conducted a broad assessment of the Water Bureau: who we are, what we do, our shared history, the challenges we face, our partnerships with stakeholders, and the opportunities available to us. The organizational scan is anticipated to be complete in April 2018. The scan includes the following activities:

- Gathering information on the bureau's strengths, challenges, and opportunities from internal and external stakeholders
 - **Employee focus groups**—43 employees participated in focus groups conducted by Catalysis LLC. Discussions included employee perspectives on equity.
 - **City bureau director interviews**—Catalysis conducted one-hour interviews with the directors of 12 City bureaus. Interviews included questions on partnership.
 - **Survey of external organizations**—46 external organizations (out of 80 invited) participated in a survey on current services and partnership opportunities.
 - **External stakeholder interviews**—Catalysis interviewed 5 organizations that have had extensive contact with the Water Bureau, including partners in the low-income assistance program, regulators, and public-health organizations.
- Reviewing 40 Water Bureau plans, reports, projects, annual reports, and budgets
- Developing draft vision, mission, values, and equity statements
- Developing an equity lens to guide the identification of risks and strategies

The final organizational scan report will be provided to Strategic Business Plan consultant CH2M. CH2M will collaborate with the bureau to conduct a risk assessment, develop strategies to address risks and leverage opportunities, create a framework to implement the strategies, and document the strategies and opportunities in an integrated Strategic Business Plan.

April 2018–June 2018 Planned Activities

In April 2018, the bureau will absorb the results of the organizational scan and begin shifting toward identifying risks and opportunities. Major milestones in April include the following:

- Post the Organization Scan Report to our website. The report will include the following:
 - A draft of the vision, mission, and values statements
 - Bureau recent history and characterization
 - Findings from external and internal stakeholder interviews, surveys, and focus groups
 - Review of 40 bureau plans, reports, surveys, budgets, and financial statements
- Summarize and develop strategies from research findings from 7 to 10 best-practice water providers on risk communication practices.
- Begin contract for Strategic Business Plan consultant CH2M for Tasks B (Risk Assessment and Strategy Development) and C (Strategic Business Plan Development).

Project Outlook, Budget, and Status

Task A. Organizational Scan	Task B. Risk Assessment and Strategy Development	Task C. Strategic Business Plan Development
September 2017–early April 2018	April 2018–early October 2018	Mid-October 2018–Summer 2019
The Organizational Scan Report will include results from internal and external stakeholders, drafts of the vision, mission, values, and equity statements, and a draft of the equity lens.	Bureau leaders and selected stakeholders will identify organizational risks and opportunities. The bureau will develop goals and strategies.	In early stages, the bureau will develop a framework for coordinating strategies and commit to implementation goals. Later stages include review and comment periods with internal and external stakeholders.

BUDGET

Phase	Phase Budget	Year-to-Date Spent*
Task A. Organizational Scan	\$37,000	\$31,600

*As of February 28, 2018

STATUS

