

working for clean rivers



Portland Utility Board Update

July 2018



ENVIRONMENTAL SERVICES
CITY OF PORTLAND

working for clean rivers

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BES Strategic Goals



Strategic Priorities

Goal: Service Delivery & Responsive Business Systems

Performance Metrics

Develop framework

Implementation Strategy

Phase 1: Pilot

CIP Process Improvements Phase II

Integrated Systems Planning

Portfolio Management

Program and Project Delivery

Governance

Inter-bureau coordination

(esp. major infrastructure bureaus)

Comprehensive Data Management Strategy

Charter, IT Governance Committee

Data Governance Plan (document, assess, prioritize)

Asset Management Re-launch

Transparent decision making

Address maintenance backlog

Stormwater system deficiencies

Code, Admin Rule and Policy

Policy Library

Process Improvement



Strategic Priorities

Goal: Workforce Development & Bureau Culture

Equity and Diversity

- Training & Professional Development
- Social Equity Contracting
- Recruitment
- Annual Reporting

Bureau Wide Job Rotation Program

- Testing project management processes and support tools and piloting new program

Workforce Development and Culture

Professional & Technical Support

- Training Coordinator
- PTE support

Committee for Workplace Excellence

- Committee for Equity and Diversity
- Peer Employee Empowerment and Recognition (PEERs)
- Employee Recognition Committee
- Management Excellence

Change Management Support & Tools

- PDX Process Improvement
- Change Agent Network
- Organizational Change Management (OCM)



Strategic Priorities

Goal: Leader in City Government & Community Relations

Proactive Coordination & Collaboration

- PBOT/BES Leadership Team
- Portland Water Bureau
- Portland Parks & Recreation
- Office of Management & Finance
- Planning and Sustainability
- Development Services

Portland Utility Board & the Oregon Citizens' Utility Board

- Updates
- Levels of Service
- Budget development

Community Relations and Proactive Communications

- Audience identification, messaging, & communication
- Working relations w/Community
- Engagement Liaisons to reach historically underrepresented communities

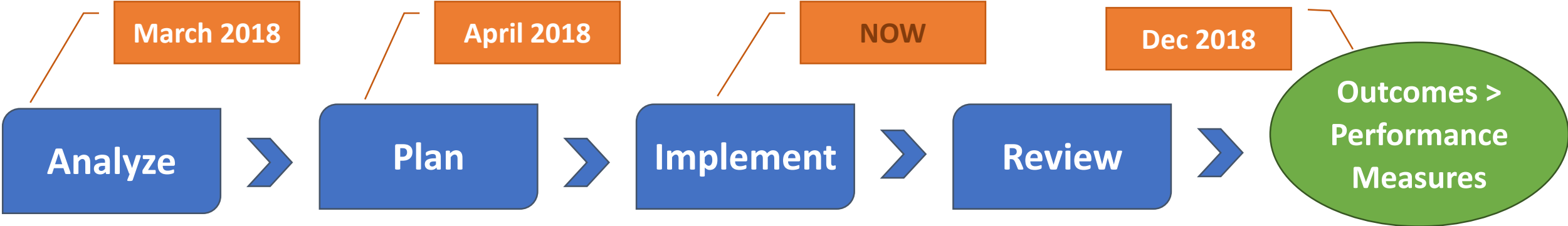
City-wide Green Infrastructure Agenda

- PSU Institute for Sustainable Solutions
- Bureau of Planning and Sustainability
- Portland Parks and Recreation
- Community Stakeholders



Metrics: Phase I Project Update

Stakeholder Engagement - Performance Measures Owners & BLT



Research:

- Current Performance Measures (PM)
- Identify gaps
- Other jurisdictions

Working Session:

- Create framework for PM
- Identify tools
- Plan implementation strategy for pilot

Working Session:

- Business Services Pilot
- Pollution Prevention Services

Working Session:

- Review & refine PM Register
- Select PM as Performance Goals Communication

Communication:

- Across bureau, City, & Beyond



CIP Prep Phase 2 Update

2016-2017

Strategy Development

- Strategic Plan:
 - Bureau-wide Engagement
 - Overarching direction for improved service delivery & cultural change
- CIP PREP Phase 1:
 - Characterized CIP delivery issues

Jan-Jun 2018

CIP PREP Phase2

- Leadership alignment
- CIP Prep Phase 2:
 - Improved project planning
 - Portfolio Management
 - Project delivery
 - Governance
 - Definitions

2018-2020

Organizational Change

- Budget Development
- Improve customer/service provider relationships
- Shared ownership in decision making



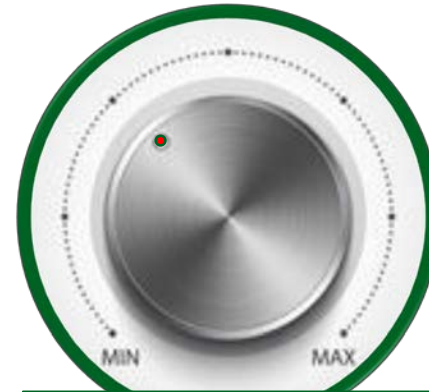
Adjusting the 3 Dials



**Business
Processes**



Workforce Talent



Organization

...to create best possible performance



Functional Service Areas



Get these teams up and running

Answer outstanding questions about organizing this work

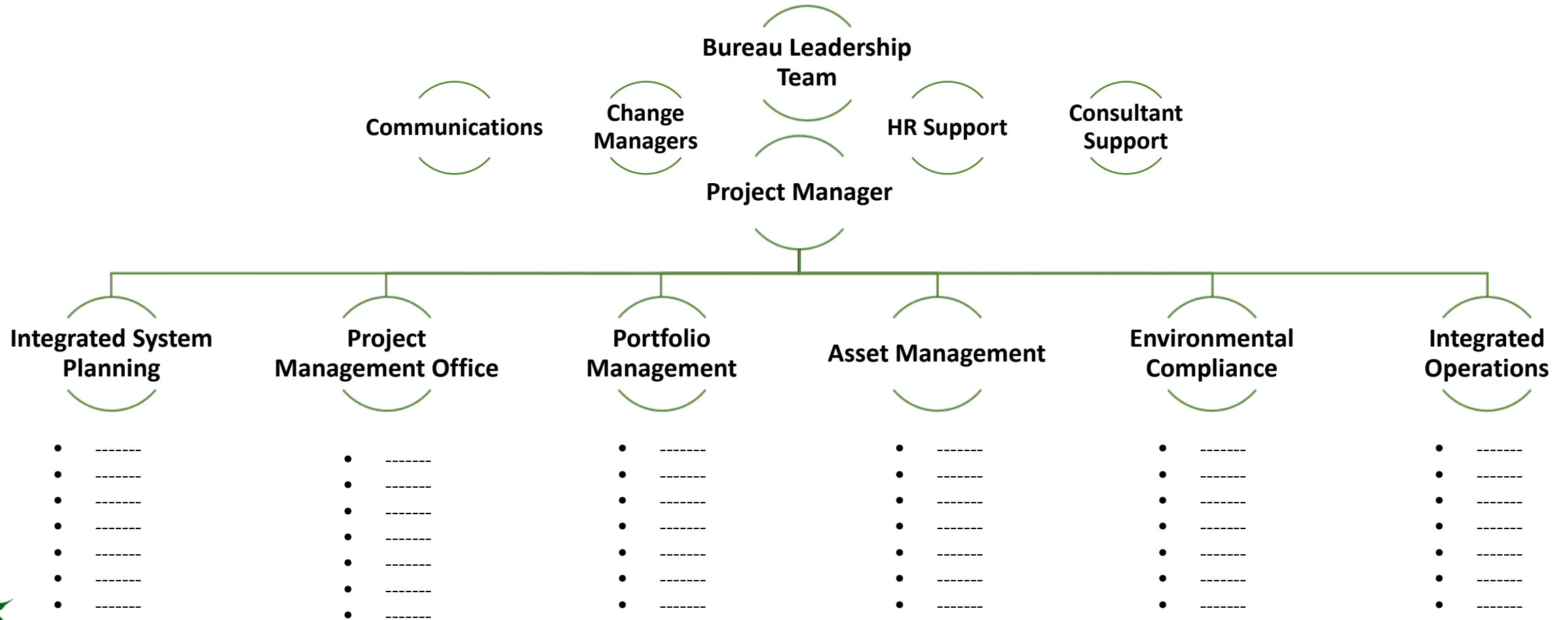


Transition Implementation Roadmap

	Fiscal Year 2018-19				Fiscal Year 2019-20				
	July 18	Oct 18	Jan 19	March 19	July 19	Oct 19	Jan 20	March 20	
PMO	[Blue bar]								
Integrated Planning	[Blue bar]								
Portfolio Management		[Blue bar]							
Asset Management		[Orange bar]							
Enviro Compliance	[Orange bar]								
Integrated Operations			[Orange bar]						
Project & Change Management	★ <i>Project Charter and Work Plan</i>								
Communications	[Yellow bar]								

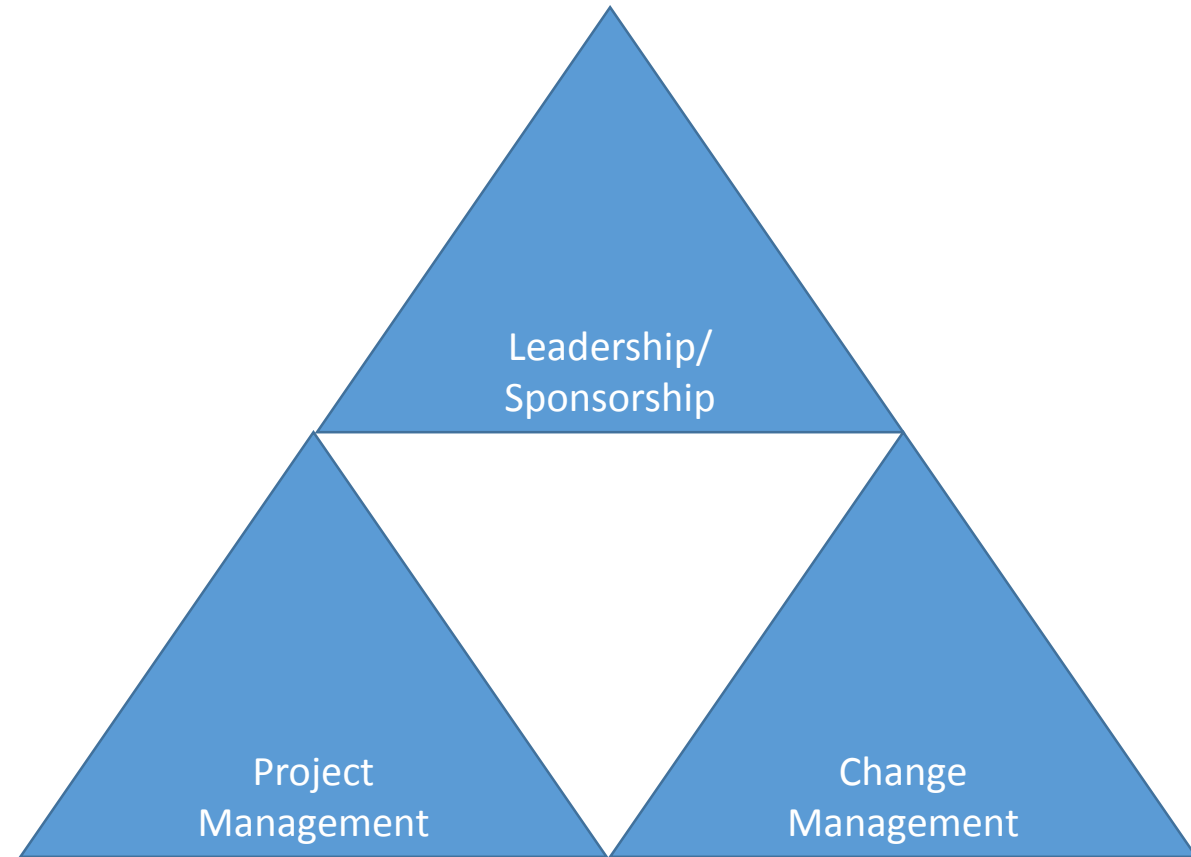


Proposed Transition Team



Organizational Change Management – Elements of Success

- Leadership/Sponsorship – Provides guidance and governance
- Project Management - gives structure to the technical side of the change
- Change Management – supports the people side of the change



Change Management Process

