

Project Background

The Water Bureau is developing a Strategic Business Plan (SBP) that will be a five-year road map for how the bureau will meet current and future challenges and opportunities. The heart of the SBP will be an analysis of the risks the bureau faces and strategies to address those risks. With the help of customers, employees, and partners, the bureau will develop a plan that considers the needs of all the communities it serves. The SBP 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—Risk Assessment

The SBP is currently identifying and assessing strategic risks faced by the Water Bureau.

A strategic risk is the threat that an event—action or inaction—will adversely affect an organization's ability to achieve its mission and execute its strategies successfully.

The inclusive risk identification process:

- Trained 60 bureau leaders in strategic risk identification to collect and brainstorm potential risks with employees,
- Collaboratively organized the identified risks with the 60 bureau leaders,
- Developed an anonymous risk portal to encourage employee participation, and
- Facilitated strategic risk identification with PUB and CUB.

The result is an extensive Master Risk List that includes input from all seven bureau departments with over 660 risk ideas shared.

The Master Risk List is now being refined into a scoreable Strategic Risk Register by the Risk Communications Subcommittee, a group of interdepartmental employees.

Later this summer, an external stakeholder survey will be sent out to ensure that all major strategic risk themes have been identified. To determine what risks the Strategic Business Plan will focus on, a consequence and likelihood risk scoring tool is being developed. In August, bureau leaders will learn and practice the scoring tool, and will score risks in September.



Bureau leaders participate in group discussions about strategic risks.

Collaborating with the Bureau of Environmental Services (BES)

The vision of the two bureaus is to continually share strategic planning best practices and lessons learned to advance and complement each bureau’s respective work and improve service delivery.

Planning the SBP Process:

- The Water Bureau is using the same consultant, Catalysis, that BES used and recommended.
- The Water Bureau is following a BES recommendation to integrate equity into the entire life of the project. This inspired the equity lens that will inform risk assessment and strategy development.

Developing the SBP:

- BES has provided tools, advice, and lessons learned to the Water Bureau in public outreach, employee engagement, communication techniques, SBP framework, and composition of the SBP Team.
- The Water Bureau is using risk assessment as the core of the SBP. BES is reviewing the risk assessment strategy and may implement a similar approach during a later phase of its strategic plan implementation.
- The Water Bureau is currently sharing best practices in asset management with BES, and will continually share updates on the risk analysis and strategy development phase.

Implementing the SBP:

- In August, BES will be sharing lessons learned (including an increased focus on customer service) and best practices in implementing its strategic plan with the SBP project management team.

Project Budget and Status

BUDGET

Phase	Phase Budget	Spent-to-Date*
Task A. Organizational Scan	\$48,000	\$43,500
Task B. Risk Assessment	\$80,000	\$29,000

*As of June 25, 2018

STATUS

