

Portland Water Bureau Strategic Risk Likelihood and Consequence Scoring Matrices

For use during Strategic Risk scoring Aug & Sept 2018

PWB STRATEGIC RISK LIKELIHOOD MATRIX					
Likelihood Score	1	2	3	4	5
	<i>Rare</i>	<i>Unlikely</i>	<i>Possible</i>	<i>Likely</i>	<i>Near Certain</i>
Description	Event possible but rare.	Event unlikely.	Event possible and likely to occur within the next 10 years.	Event likely to occur within the next 5 years.	Event has occurred, or high probability of event occurring within the next year.
Likelihood in any given year	<2%	2% to 10%	11% to 20%	21% to 90%	>90%
Frequency	Less than once every 50 yrs	Once every 10 to 50 years	Once every 5 to 10 years	Once every 1 to 5 years	At least once every year or two

PWB STRATEGIC RISK CONSEQUENCE MATRIX					
Consequence Score	1	2	3	4	5
Category	<i>Insignificant</i>	<i>Minor</i>	<i>Moderate</i>	<i>Major</i>	<i>Extreme</i>
	Impacts listed below are for a single event if risk is one-time, or ongoing to a similar extent if chronic.				
Business Objectives <i>Wholesale Customer Agreement</i>	No impacts to wholesale customer agreements.	Bureau does not deliver guarantee for five or fewer days.	Bureau does not deliver guarantee > five days - wholesaler(s) do not have to pay.	Customer dispute or litigation more than \$5 million - OR customers with 10 year agreement do not renew.	Bureau does not deliver guarantee > 30 days twice in 10 years - wholesalers can reduce future purchase 10%.
Business Objectives <i>Program/Project, Customer Response, Revenue Generation, Meeting Regulations, Resiliency</i>	No or insignificant impacts to business objectives. For example, Insignificant project delays.	Minor impacts to business objectives. For example, failure to complete minor project on schedule.	Moderate impacts to business objectives. For example, failure to complete 90% of service installs within 15 days.	Major impacts to business objectives. For example, one day delay in completion of a regulatory project and/or prolonged failure (>30 days) in completion of a community obligation.	Extreme impact to business objectives. For example, prolonged failure (>30 days) to complete regulatory project on schedule.
Environmental <i>Natural Resources</i>	No environmental impacts.	Minor short-term reversible impacts on the environment, no remediation required.	Significant reversible impacts on the environment; remediation efforts required.	Major impacts on the environment; significant remediation efforts required.	Environmental damage with lasting impacts, including severe degradation of Bull Run watershed or loss of habitat.
Equity <i>Service Equity</i>	Does not cause or contribute to service inequities on any communities.	Will directly or indirectly contribute to minor service inequities for one or more communities.	Will directly or indirectly contribute to measurable service inequities for one or more communities.	Will directly or indirectly contribute to significant service inequities for one or more communities.	Will directly or indirectly contribute to major lasting service inequities for one or more communities.
		For example, marginalized communities subjected to system outages, health risks, community and environmental impacts, poor access to service, or poor communication to a greater extent than non-marginalized communities.			
Equity <i>Workplace Equity</i>	Does not cause or contribute to inequities towards employees or potential employees.	Will directly or indirectly contribute to minor inequities towards employees or potential employees.	Will directly or indirectly contribute to measurable inequities towards employees or potential employees.	Will directly or indirectly contribute to significant inequities towards employees or potential employees.	Will directly or indirectly contribute to major inequities towards employees or potential employees.
		For example, underrepresented groups experience less recruitment, fewer opportunities, lower compensation, lower rates of hiring, retention, training, and advancement than majority groups.			
Financial <i>Direct PWB Expenditures, Community Financial Impact, Future Generations, Liability Insurance Coverage Thresholds</i>	Minor implications, including loss to the Bureau of <\$500,000.	Loss to the Bureau between \$500,000 and \$1m.	Loss to the Bureau between \$1m and \$5m.	Loss to the Bureau between \$5m and \$10m.	Loss to the Bureau of greater than \$10m.
		Financial impacts are for a single event if risk is one-time, or life-cycle if risk is chronic.			
Health and Safety <i>Workplace or Public Injury, Death</i>	No injuries or adverse health effects.	Near miss or minor public or workplace injury with no lost-time.	Significant injury to one person with >30 days off work.	Permanent disability to one person.	Loss of life to one or more person, or permanent disability to more than one person.
Service Delivery <i>Supply Outage, Service Pressures, Fire Flows</i>	No service disruption.	Disruption of one service levels for a day or less.	Service disruption of one or more service levels for several days to a month.	Service disruptions of one or more service levels for several months to a year.	Service disruptions of one or more service levels for more than a year.
Water Quality Related Illness <i>Acute Chronic</i>	No water quality issues.	Localized non-health water quality issue.	Water quality exceedance; minor health issues, such as turbidity event.	Widespread water system contamination.	Large scale water system contamination that leads to loss of life.
Public Confidence <i>Reputation Transparency Collaboration</i>	Few customer complaints, no media coverage.	Minor media coverage, complaints to Water Commissioner.	Moderate media coverage or editorial comment.	Public media outcry, citizen satisfaction survey indicates unacceptable performance, complaints elevated to City Council level.	Daily local negative news stories and national news coverage, lasting damage to public confidence.