

PWB Strategic Risk Scoring

The Portland Water Bureau is working to collaboratively define its next five years and beyond. Looking forward and charting this path requires challenging but productive conversations—some candid, some negative, and some based solely on worst-case scenarios and strategic risks that the bureau hopes to avoid. The strategic risk identification and scoring process sets in motion the first steps for translating strategic risk into opportunity, and creating an actionable game plan through a list of goals, aspirations, and initiatives. This emerging Strategic Risk List represents a bureauwide effort of anonymous risk identification. Wording and titles of the strategic risks provide a starting point for the bureau to work together in assessing and addressing strategic risks.

Risk ID	Emerging Strategic Risk Title	Likelihood AVG	Consequence AVG	Final Score CALC	Highest Weighted Category
16	Underinvestment in ground water system	3.78	3.83	14.49	Service Delivery
29	Aging infrastructure	3.85	3.54	13.61	Service Delivery
21	Insufficient investment in technology	4.05	3.36	13.57	Business OBJ - Other
36	Lack of control over city provided services	4.44	3.05	13.53	Business OBJ - Other
57	Projects lack effective process for transfer to end user	4.08	3.23	13.14	Business OBJ - Other
55	Poor management and execution for capital projects (>\$50m)	3.58	3.31	11.85	Financial
48	Failure to remedy lack of racial diversity	3.60	3.29	11.84	Workplace Equity
1	Significant demand reduction	3.76	3.14	11.81	Financial
11	Forest fire in Bull Run watershed	3.00	3.87	11.60	Service Delivery
22	Lack of internal bureau data security expertise	3.30	3.51	11.60	Public Confidence
31	Loss of institutional knowledge	4.00	2.89	11.55	Business OBJ - Other
37	Leadership and direction changes	4.31	2.67	11.50	Business OBJ - Other
12	Earthquake	2.38	4.74	11.26	Service Delivery
2	Unaffordable retail water rates	3.57	3.10	11.06	Service Equity
33	Not recruiting qualified employees	3.54	3.04	10.75	Business OBJ - Other
41	Increased or additional regulations	3.47	3.09	10.70	Financial
8	Climate change	3.33	3.17	10.56	Environmental
56	Lack of collaboration between Water Bureau workgroups	3.60	2.88	10.37	Business OBJ - Other
52	Failure to address over-focus on engineering culture	3.49	2.95	10.31	Business OBJ - Other
24	Cyber attack on bureau systems	2.83	3.64	10.31	Public Confidence
10	Natural disaster occurs in Portland area	2.92	3.49	10.21	Service Delivery
3	Rate increases unavailable	2.98	3.41	10.17	Business OBJ - Other
59	Accountability lacking for both personnel and work assignments	3.43	2.96	10.16	Business OBJ - Other
67	Not retaining qualified employees	3.29	3.08	10.12	Business OBJ - Other
64	Loss of public trust and investment	3.10	3.25	10.08	Public Confidence

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5	Negative economic factors drive rate setting	3.27	3.08	10.08	Financial
13	Cryptosporidium outbreak	2.79	3.51	9.80	Water Quality
27	Failure to prepare and plan for emergency or disaster	3.00	3.25	9.74	Service Delivery
51	Inability to achieve equitable outreach	3.41	2.84	9.70	Service Equity
47	Failure to create gender equity	3.23	3.00	9.69	Workplace Equity
38	Decrease in city benefits	3.42	2.83	9.68	Business OBJ - Other
49	Failure to authentically prioritize equity	3.25	2.94	9.57	Service Equity
34	Competing or conflicting objectives, rules, regulations from other bureaus and agencies	3.64	2.58	9.39	Business OBJ - Other
54	Failure to hire equitably	3.31	2.83	9.35	Workplace Equity
65	Ineffective communication with the public	2.95	3.14	9.29	Public Confidence
35	Lack of collaboration from staff across departments	3.43	2.69	9.22	Business OBJ - Other
61	Lack of internal communication	3.37	2.67	9.00	Business OBJ - Other
23	Loss of sensitive business data	2.68	3.32	8.90	Business OBJ - Other
53	Failure to consider non-management perspectives and expertise	3.40	2.58	8.77	Workplace Equity
46	Low collaboration between bureaus	3.48	2.52	8.77	Business OBJ - Other
4	Budget accountability lacking	3.10	2.82	8.74	Financial
63	Lack of powerful external advocates	3.41	2.55	8.69	Public Confidence
17	Groundwater becomes contaminated	2.40	3.60	8.64	Service Delivery
32	Lack of professional development opportunities	3.15	2.68	8.44	Workplace Equity
50	Advisory groups are inequitable	3.12	2.67	8.33	Service Equity
18	Failure of chemical access or feed	2.49	3.33	8.30	Service Delivery
58	Strategic Plan not used bureau wide	3.02	2.73	8.23	Business OBJ - Other
60	Inadequate and inconsistent customer access to water use data	3.55	2.27	8.07	Public Confidence
9	Negative perceptions of national water system problems	3.00	2.53	7.59	Public Confidence
28	Contaminant introduced to water distribution system	2.16	3.49	7.53	Water Quality
30	Increased institutional projects	2.75	2.73	7.51	Business OBJ - Other
44	Lack of staff awareness or agreement on bureau priorities	3.00	2.45	7.36	Business OBJ - Other
19	Emerging pathogens contaminate supply	2.24	3.26	7.30	Water Quality
7	Loss of highest available (Aaa) bond rating	2.14	3.41	7.29	Financial
45	Infrastructure is inappropriately prioritized over employees	2.75	2.63	7.25	Workplace Equity
14	Algae bloom	2.22	3.22	7.12	Water Quality

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26	Inability to promptly respond to emergencies	2.69	2.62	7.04	Service Delivery
15	Pressure to change watershed access policies	2.30	3.00	6.91	Environmental
6	Reduced State and Federal financial support	2.80	2.46	6.89	Financial
40	Change in leadership in partner organizations	3.17	2.15	6.83	Business OBJ - Other
62	Lack of consistent Water Bureau brand	3.04	2.04	6.19	Public Confidence
66	Bureau is privatized	1.69	3.61	6.08	Business OBJ - Other
42	Pressure to invest in water reuse systems	2.35	2.54	5.98	Financial
43	Identified risks are viewed as bureau liabilities	2.61	2.29	5.98	Public Confidence
39	Water Bureau is combined with BES	2.06	2.82	5.81	Business OBJ - Other
20	Demand exceeds supply	1.73	2.94	5.09	Service Delivery
25	Population pressure on the watershed	2.17	2.29	4.97	Environmental