

PWB Strategic Risk Groupings

Emerging Risk Grouping Titles	Risk ID	The Strategic Risk(s)
Ensuring a Reliable Groundwater Source	16	Underinvestment in ground water system
Preserving Affordability for Customers	2	Unaffordable retail water rates
Promoting a Collaborative Workplace & Culture	52	Failure to address over-focus on engineering culture
	56	Lack of collaboration between Water Bureau workgroups
Acting as an Engaged City Partner	36	Lack of control over city provided services
	34	Competing or conflicting objectives, rules, regulations from other bureaus and agencies
Leading as a Workplace of Choice	67	Not retaining qualified employees
	33	Not recruiting qualified employees
Demonstrating Accountability	59	Accountability lacking for both personnel and work assignments
Protecting Customer Data	21	Insufficient investment in technology
	24	Cyber attack on bureau systems
	22	Lack of internal bureau data security expertise
Enhancing the CIP Process	55	Poor management and execution for capital projects (>\$50m)
	57	Projects lack effective process for transfer to end user
Being Prepared and Resilient	27	Failure to prepare and plan for emergency or disaster
	10	Natural disaster occurs in Portland area
Becoming a Trusted and Inclusive Public Utility	51	Inability to achieve equitable outreach
	49	Failure to authentically prioritize equity
	64	Loss of public trust and investment
Planning and Preparing for Climate Change	8	Climate change
Fostering an Equitable and Diverse Workplace	54	Failure to hire equitably
	47	Failure to create gender equity
	48	Failure to remedy lack of racial diversity

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 do not speak for the bureau, but rather provide a starting point for the bureau to work together in assessing and addressing strategic risks.