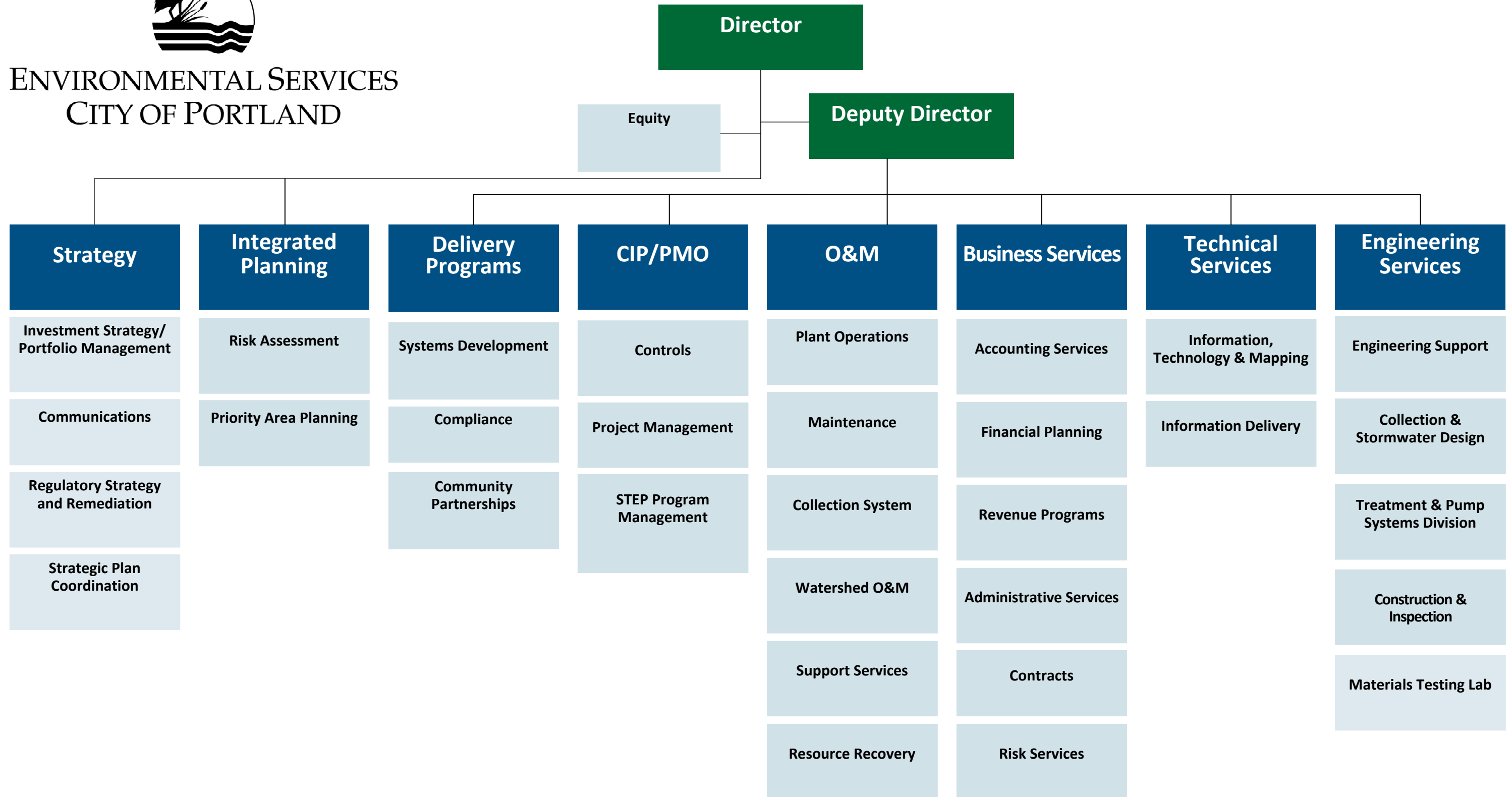




ENVIRONMENTAL SERVICES
CITY OF PORTLAND

City of Portland Bureau of Environmental Services



The Bureau of Environmental Services is a mission-driven, high-performance organization, leading the City in preserving and restoring the health of Portland's watersheds.

Updated February 2020

Future BES: Organizational Overview

Whether you've been with Environmental Services for years or only a few months, you play an important role in the BES mission. Together, we provide critical wastewater, stormwater and watershed services to protect public health and the environment.

After decades of incremental change, we are taking a bold step to organize our resources around the major functions of our business processes. Our new structure consists of eight groups that are designed to promote collaboration and innovation and to foster a shared ownership of our vision to best serve our community and preserve and restore the health of Portland's watersheds.



Operations and Maintenance (O&M) Group

What it does: Leads the operation, maintenance and long-term stewardship of our bureau assets, from pipes, pump stations and treatment plants to green infrastructure and natural areas. In many ways this group serves as the ultimate internal customer in our overall business process. Employees in this group will also participate on Integrated Planning, project, program and other teams to help inform and preserve long-term asset health.

What's new: This group includes all of the wastewater and stormwater collection, pumping and treatment system operations functions and adds a new Watershed O&M unit that is responsible for O&M of built and natural stormwater assets.

Strategy Group

What it does: Leads and guides the strategic direction of the bureau. It establishes and tracks bureau priorities and drivers, including regulatory obligations. The Strategy group establishes a governance structure that promotes coordinated

decision-making and investment strategies bureau wide and leads implementation of the bureau's strategic plan.

What's new: Strategy is a new group that includes a new team dedicated to developing a portfolio management approach for the bureau, including processes for governance and a coordinated investment strategy. The team will also include a regulatory policy and remediation team, centralizing these functions and enabling more coordination. Some functions previously housed in the Office of the Director are in this group, including strategic plan implementation, communications and public affairs, and public records.

Integrated Planning Group

What it does: Leads and develops integrated plans from citywide to project scales. Integrated Planning manages planning processes and documents across and within all of our different systems, such as the sanitary and combined sewer and stormwater systems, as well as for our facilities and waterways. This group provides integrated solutions to risks and opportunities, which are delivered by one or more

of four pathways: programs, operations and maintenance, capital projects, and policy updates.

What's new: Integrated Planning is a new group, consisting of employees from various groups across the bureau. BES has always done planning; this new structure allows us to be more deliberate and strategic as we approach project and systems planning with an integrated team. Functions include integrated risk assessment, modeling and analysis, priority area planning, and resiliency. This is an area that we expect to grow and change in the months to come as the new processes are built and the team is established. This team is working closely with the Engineering and Project Management Office (PMO) teams to ensure that work and accountabilities are distributed between the teams in the way that makes the most sense.



Delivery Programs Group

What it does: Leads and delivers integrated programmatic, compliance and other non-Capital Improvement Program (CIP) solutions. Delivery Programs implements, manages and enforces regulatory programs and cultivates community relationships.

What's new: Delivery Programs is a new group that includes employees from across the bureau. Coordinating functions such as community engagement, systems development, regulatory compliance and policy and design guidelines provides opportunities for integrated solutions to come out of planning activities. (This has happened, for example, with the existing Neighborhood to the River program, which often combines activities such as tree planting, community outreach, green streets, policy updates, partnerships and underground pipes into a single project).

Capital Improvement Program Project Management Office (CIP/PMO) Group

What it does: Leads, manages and delivers capital projects through integrated project teams.

What's new: The PMO will continue to grow and take on more projects as it continues to build out the updated PMO manual and refine the project delivery process, pulling together delivery teams of experts from across the bureau. This team is working closely with the Engineering and Planning teams to ensure that work and accountabilities are distributed between the teams appropriately.

Technical Services Group

What it does: Leads and provides technology and data management as well as technical and scientific expertise on integrated planning, project, program and other teams; evaluates asset performance;

serves as a center of scientific and technical excellence.

What's new: Technical Services is a new group that includes employees from across the bureau to drive scientific and technical work and serve as a resource for teams across the bureau. Functions include biological services and expertise, coordinated site analysis, coordination and management of monitoring projects, investigations, data strategy and analysis, field operations, geographical information systems (GIS), information technology (IT) governance, mapping, and laboratory services.

Business Services Group

What it does: Leads and provides foundational business, financial, human resources and administrative services for the bureau.

What's new: This group structure remains largely the same as the previous Business Services group, with two exceptions: employee training and workforce development functions are more centralized and resourced, and Mapping, Data and Application Services (MDAS), GIS and technology support teams are now part of the new Technical Services group.

Engineering Services Group

What it does: Leads and provides engineering and construction management services for integrated planning, project, programs and other teams; monitors asset performance; serves as a center of engineering excellence.

What's new: This group structure remains largely the same as the previous Engineering Services group except for the addition of the non-conforming sewer design team. This team works closely with the PMO and Planning teams to ensure that work and accountabilities are distributed between the teams appropriately.

Equity and Leadership

Equity Team

The Equity Team reports to the Bureau Director and is a critical element of our organization, leading the bureau's internal and external equity strategy. This team works with all eight groups to advance equity and diversity outcomes across the bureau and the city.

Leadership Team

The Director oversees the Equity, Strategy and Integrated Planning groups, while the Deputy Director oversees the remaining six groups. The Bureau Leadership Team (BLT) includes the eight group managers, the equity managers and the public affairs manager. In addition to their roles as group managers or other functions they perform in their daily work, BLT members work together as a strategic body to set overall direction for the bureau.

More Information

For detailed org charts, please visit portlandoregon.gov/bes/orgcharts.

To read the BES strategic plan, visit portlandoregon.gov/bes/strategicplan.

For more information about the Future BES Transition, visit portlandoregon.gov/bes/transitionteam.

