

# Portland Water Bureau Strategic Plan

A risk management approach for 2020 through 2025

## Contents

- Our Commitment ..... 2
- What We Do ..... 4
- Our New Guiding Statements ..... 5
- Our Strategic Planning Approach ..... 6
- Ongoing Work ..... 7
- Strategic Risk Management Goals..... 9
- How the Strategic Risk Management Goals are Organized ..... 9
- Goal 1: System Reliability ..... 12
- Goal 2: Community Relationships ..... 16
- Goal 3: Workforce and Culture ..... 20
- Goal 4: Organizational Processes ..... 26
- Goal 5: Accountability and Leadership..... 30
- To Achieve Our Goals..... 33
- Want to Know More about the Strategic Plan? ..... 34
- Have Questions? ..... 34

## Our Commitment

A strategic plan is many things. It's a reflection of the values and expertise of an organization, a frame for what's possible, and a snapshot of what the future holds.

When we—the Water Bureau workforce—began to plan for the next five years, we hoped to create a plan that was adaptable, durable, and more than another document on a shelf. After a two-year collaborative effort at all levels of the bureau and in consultation with community leaders, we've arrived on a clear set of priorities to guide our work.

In this plan, we propose solutions to a range of pressing issues, including water service affordability; the effects of climate change on our system; workforce and service equity; regional emergency preparedness and resilience; and a need for deeper community relationships.

## Addressing risks

This plan tackles challenges. To create the plan, we identified strategic risks to the Water Bureau and asked community partners to do the same. We had honest conversations about the challenges we face and how we can address them.

## Embedding equity

We applied an equity lens to every part of this planning process, with the goal of creating a plan that reduces systemic inequality and its impacts on our employees and the people we serve. We collected equity-specific risks, scored risk consequences based on equity, identified strategies that would lead to equitable outcomes, and redefined our organization's commitment to equity.

## Directing focus

This plan doesn't describe all the work the Water Bureau does and will continue to do. The plan addresses the risks we identified and focuses us on specific areas that have room for improvement. We will still do the daily work of a water utility, including testing the water, replacing hydrants, building new pipelines, and answering customer calls.

## Looking ahead

As we put the plan into action, we will:

- Continue to work across our organization and with stakeholders.
- Regularly revisit and reevaluate strategic risks.
- Always apply an equity lens to our work.
- Measure outcomes.
- Communicate with our employees, our community, and our partners about progress, decisions, and lessons learned.

We're proud to present this commitment to the people who enjoy the excellent water we deliver every minute of every day.

Onward,

The Portland Water Bureau

## What We Do

The Portland Water Bureau's 600 employees work together to serve almost a million people in the Portland area.

- We test and treat the water to make sure it's safe to drink.
- We collect customer payments to fund water services and programs, and we offer financial help to income-qualified customers.
- We focus on the people we serve. We work with our community through customer service, communications, water efficiency, and education programs.
- We install and maintain infrastructure, from 6-inch water mains to 66-inch water conduits. We maintain dams, reservoirs, tanks, pump stations, valves, and hydrants.
- We aim for ample supply, reliable infrastructure, excellent water quality, top-line customer service, and strong environmental stewardship. We plan so that we'll have a water system that will continue to work in the face of challenges.

- We all contribute to a well-run organization. This means managing everything from money—bonds, budgets, and accounting— to properties, work sites, and contracts.
- We work to create an adaptable Water Bureau, supporting each other with organizational change and equity work.

## Our New Guiding Statements

### Mission

We serve excellent water every minute of every day.

### Vision

The water our community loves is safe and abundant for generations to come.

### Equity

We commit to the difficult—and essential—work of transforming Water Bureau policies, practices, and culture to better serve historically and currently oppressed communities. We work to reduce systemic inequality and its impacts on our employees and the people we serve.

### Values

Honor our responsibility.

We take part in a long legacy of careful stewardship of natural resources, infrastructure, and public trust. We never forget that water is essential.

Serve our community.

We know people depend on us. We are dedicated to listening, communicating, and acting with compassion.

Work well.

Our strength lies in the skills, expertise, and creativity our employees bring to work every day. We work hard, we work safely, and we adapt.

Use money wisely.

We work to control costs while maintaining high standards. We invest to make our water system stronger, more flexible, and better prepared for challenges ahead.

Build relationships.

We recognize the power of collaboration—with customers, coworkers, and partner organizations. Our relationships guide our work.

## Our Strategic Planning Approach

The process of developing a strategic plan can be as valuable as the document itself. To develop this plan, we collaborated across the bureau and with key partners, assessed and prioritized strategic risks, and focused on equity.

- All 7 bureau workgroups participated in the planning process.
- We heard from 55 community partners about how we're doing.
- We learned from 14 regional and national peer utility managers about strategic risk best practices.

- Bureau employees and stakeholders shared over 675 strategic risk ideas.
- 72 employees worked on teams to create the 64 risk management strategies.
- More than 20 Bureau Equity Committee members advised throughout the process and identified equity-specific risks.
- We applied 5 equity review steps to each strategy. These steps helped us consider benefits and burdens, actions to create equitable outcomes, stakeholder engagement, accountability, and evaluation.

## Ongoing Work

The strategic risk management goals on the following pages show how the Water Bureau plans to change the way it works. While we implement the strategic plan, we remain deeply committed to:

### Affordability

We will continue to...

- Enroll income-qualified customers in our financial assistance program.
- Improve how we offer financial assistance to people in multifamily homes.

## Infrastructure

### Continue to...

- Combine engineering, economics, and business to identify the most cost-effective and efficient ways to manage assets.
- Prioritize infrastructure repair and replacement based on data.

## Seismic resilience

### Continue to...

- Implement the bureau's seismic resilience plan.
- Finish building a new seismically sound reservoir at Washington Park.
- Start building a seismically sound pipeline deep underneath the Willamette River.

## Water treatment

- Continue to monitor water quality—with over 10,000 tests each year—for both Bull Run and Columbia South Shore Well Field water.
- Install improved corrosion control treatment (to be done in 2022).
- Plan and start building a Bull Run filtration facility (to be done in 2027).

## Strategic Risk Management Goals

As part of the strategic risk planning approach, bureau staff characterized and grouped risks, brainstormed strategies to address these risks, and evaluated the strategies. These strategies revealed five strategic risk management goals that need particular focus. The five goals are:

1. System Reliability
2. Community Relationships
3. Workforce & Culture
4. Organizational Processes
5. Accountability & Leadership

## How the Strategic Risk Management Goals are Organized

The following pages outline the objectives and strategies for each of the five goals. Each goal has a set of objectives. Each objective has assigned sponsors and a set of strategies. The following example shows how this information is formatted in the following pages and describes the types of information you will find.

## Example goal title

## Example objective title

Objectives are further refinement of the Goal and describe the intent of a group of strategies. Each objective will have a summary following the title.

Next, objective sponsors will be listed in bullets. Each objective has a Lead Sponsor and Co-Sponsors. Sponsors are the bureau leaders responsible for leading and communicating the implementation of the strategies in that objective.

## Example strategies for example objective

1. This is the beginning of the list of strategies for each objective.

Strategies will be in a numbered list. Strategies are specific actions that will mitigate specific risks and create change. Some strategies, by their nature, are more defined than others. The sponsor and Scoping Teams will determine the scope of each strategy as the first step in implementation.

- a. Each strategy will include the timing in this bullet. Timing shows when the bureau will start to focus on the strategy. Each strategy will either start to be addressed within the first two years of the plan, or within the five-year plan. More

information about how timing was decided is in the following “How timing was decided” section.

- b. Each strategy will include if it is marked as high potential to promote equity in this bullet. Some strategies have a higher potential to advance equity. These strategies focus on underserved and underrepresented people and places.

2. Title of second strategy.

- a. Timing of second strategy.
- b. Equity impact of second strategy.

End of example.

### How timing was decided

We know we can't do everything at once. The Management Team used these questions to determine when to focus energy on each strategy:

- Are we already working on this strategy?
- What strategies can we start right away?
- Do some strategies depend on each other? Does one need to come first?
- Which strategies will have broad organizational impact?
- Is there a good balance of work between strategy sponsors?

The timing is a guideline, not a rule. We'll revisit and revise each strategy as we put the plan into place.

## Goal 1: System Reliability

### Objective A: Groundwater system

Invest in infrastructure and staffing to ensure reliable performance and annual availability of the City's potable groundwater system as a seasonal supplemental source and emergency backup.

Objective A sponsors:

- The Lead Sponsor is the Director of Operations
- The Co-Sponsors are the Chief Engineer and the Director of Resources Protections

### Strategies for groundwater system

1. Make sure the Groundwater Steering Committee is composed of the appropriate level of decision makers in order to better coordinate groundwater management and planning.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
2. Improve communication of groundwater planning and operational status across bureau groups (for example, in regular Management Team updates).
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

3. Support the Groundwater Steering Committee to review current groundwater staffing levels and asset needs and recommend appropriate investments in groundwater resources and infrastructure.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
4. When maintaining or replacing equipment, prioritize work that will make the system more reliable.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

## Objective B. Emergency Management

Continue to prepare for regionwide emergencies.

Objective B sponsors:

- The Lead Sponsor is the Chief Engineer
- The Co-Sponsors are the Director of Maintenance and Construction and the Director of Operations

### Strategies for emergency management

1. Update, finalize, and share emergency plans. Continue to create an employee culture of personal and professional preparedness.
  - a. This strategy will start to be addressed in the first two years.

- b. This strategy does not have a high potential to advance equity.
2. Work with local, regional, and national partners to plan for equitable emergency water distribution during systemwide emergencies.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.
3. Establish equipment storage points and staffing processes for fixing infrastructure after a major disaster. Apply an equity lens to planning for post-disaster system repair.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

### Objective C. Climate change response

Bring climate change work into organization-wide planning, communications, and operations.

Objective C sponsors:

- The Lead Sponsor is the Director of Resource Protection
- The Co-Sponsor is the Director of Maintenance and Construction

### Strategies for climate change response

1. Help outdoor work crews prepare for extreme weather and wildfire smoke.

- a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
2. Communicate more—internally and externally—about climate planning, including through a report summarizing climate change work.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
3. Continue to work with other agencies and scientists to plan for climate-related changes in supply and demand.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
4. Continue to reduce carbon emissions of bureau facilities and fleet.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

#### Objective D. Technology expertise and capacity

Make sure the technology the bureau uses is secure and effective.

Objective D sponsors:

- The Lead Sponsor is the Director of Customer Service
- The Co-Sponsors are the Technology Manager and the Director of Operations

## Strategies for technology expertise and capacity

1. Hire a Water Bureau Technology Manager to coordinate technology systems within the bureau, and to work with other City employees to meet the organization's unique technology needs.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
2. Develop a technology plan to improve data security and incident response, and to prioritize investment in data systems.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

## Goal 2: Community Relationships

### Objective A: Community connections

Modernize communications, prioritizing strong community connections. Build relationships to better engage underserved and underrepresented communities.

Objective A sponsors:

- The Lead Sponsor is the Communications Manager
- The Co-Sponsors are the Director of Resources Protection and the Equity Manager

## Strategies for community connections

1. Develop and implement an external strategic communications plan that prioritizes cultural responsiveness and public trust.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
2. Enable all employees to represent the bureau at community events by clarifying time and pay policies and by creating a Community Ambassador Program.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
3. Create more ways for people from underrepresented communities to meaningfully inform bureau policies, programs, and projects.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
4. Create more and deeper partnerships with community organizations and people from underrepresented communities. Track community engagement and offer services where they may be missing.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.

5. Extend the reach of the current education program, focusing on underserved and underrepresented communities.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.
6. Support and train employees to implement the Racial Equity Plan's community-oriented strategies.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

### Objective B. Equitable access

Provide equitable access to water service and programs.

Objective B sponsors:

- The Lead Sponsor is the Director of Customer Service
- The Co-Sponsors are the Equity Manager and the Director of Finance

### Strategies for equitable access

1. Research how smart meter technology could affect the bureau and the communities we serve, focusing on equity impacts of smart meter implementation.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

2. Study rate structures that prioritize affordability, including rates that incorporate a very inexpensive lifeline (or essential) water use amount.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.
3. Hire more multilingual employees and research ways to compensate employees who bring and use multilingual skills.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

### Objective C. City partnerships

Serve our community better by strengthening collaboration across city government.

Objective C sponsors:

- The Lead Sponsor is the Director of Finance
- The Co-Sponsors are the Chief Engineer and the Deputy Director

### Strategies for city partnerships

1. Develop a clearer and more collaborative process for making regulations and procedures that will affect other bureaus.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

2. Develop service level agreements for the work bureaus do for each other.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
3. Encourage and support employees to build relationships with staff in other bureaus. Encourage bureau leaders to develop relationships with staff in elected offices.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

### Goal 3: Workforce and Culture

#### Objective A. Workplace communication and collaboration

Create and embed a more positive and collaborative workplace culture.

Objective A sponsors:

- The Lead Sponsor is the Communications Manager
- The Co-Sponsor is the Equity Manager

#### Strategies for workplace communication and collaboration

1. Reward cross-group collaboration in employee events, awards, and evaluations.
  - a. This strategy will start to be addressed in the first two years.

- b. This strategy does not have a high potential to advance equity.
- 2. Establish clear expectations for how employees work across groups and how long internal bureau processes should take.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy does not have a high potential to advance equity.
- 3. Create new ways to recognize the contributions and accomplishments of all work groups.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
- 4. Provide consistent and more equitable access to cross-group learning opportunities like the SOAKED (Sharing our Assets and Knowledge for Employee Development) program.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
- 5. Implement tools that enable more data sharing and collaboration across groups.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

6. Develop an internal strategic communications plan for improving coworkers' relationships and understanding of each other's work.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

### Objective B. Recruitment and retention

Create a more equitable, welcoming, flexible, and safe workplace for all employees.

Objective B sponsors:

- The Lead Sponsor is the Equity Manager
- The Co-Sponsor is the Director of Finance

### Strategies for recruitment and retention

1. Improve recruitment processes by strategically promoting the Water Bureau, writing clear position descriptions, and training managers on hiring best practices.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.
2. Identify and implement equitable hiring and retention practices.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

3. Elevate the Racial Equity Plan within the bureau by increasing communication and training about the plan's tools and goals, and by connecting all employees' work to the plan.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
4. Explore offering flexible schedules and telecommuting opportunities to more employees.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
5. Create clear processes for identifying and accommodating individual employee needs. People may need flexible or part-time schedules, accommodations for disabilities, or equitable access to paid time for professional development.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.
6. Develop leave guidelines that are consistent across groups and within City guidelines.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
7. Build and maintain leadership development for current and rising leaders to make management more diverse. Embody an inclusive

management philosophy to improve recruitment and retention of women and people of color.

- a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
8. Create a workplace culture in which all employees feel (and are) safe, regardless of identity. Implement procedures for reporting and responding to bigotry and hate directed at any bureau employee.
- a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

### Objective C. Empowered employees

Support employees to do their best work.

Objective C sponsors:

- The Lead Sponsor is the Equity Manager
- The Co-Sponsors are the Communications Manager and the Director of Customer Service

### Strategies for empowered employees

1. Encourage employee growth through mentorship programs, tuition assistance, and clearer pathways for promotion; focus on underrepresented groups.
  - a. This strategy will start to be addressed within the five-year plan.

- b. This strategy has a high potential to advance equity.
- 2. Increase use of the job shadow program.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
- 3. Institute processes for debriefing major events and identifying how we can do better next time.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
- 4. Empower employees to identify safety challenges and uphold safety standards.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
- 5. Create mechanisms for employees to recommend improvements to bureau work, and for managers to consider and potentially implement their recommendations.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy does not have a high potential to advance equity.

## Goal 4: Organizational Processes

### Objective A. Project development and delivery

Help major projects run smoothly.

Objective A sponsors:

- The Lead Sponsor is the Director of Maintenance and Construction
- The Co-Sponsors are the Chief Engineer and the Director of Operations

### Strategies for project development and delivery

1. Identify and assign individuals' roles and performance expectations for each project.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
2. Continue to review and improve E3 (Efficient and Effective Engineering) processes.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
3. Improve and increase contracting and project management training for project managers.
  - a. This strategy will start to be addressed in the first two years.

- b. This strategy does not have a high potential to advance equity.
4. Assign every major project a Management Team sponsor.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy does not have a high potential to advance equity.
5. Monitor and coordinate project performance at all phases, including during transitions between groups and phases.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy does not have a high potential to advance equity.

## Objective B. Standards of practice

Increase communication across the bureau to improve efficiency and collaboration, and to prevent the loss of institutional knowledge.

Objective B sponsors:

- The Lead Sponsor is the Director of the Portland Water Bureau
- The Co-Sponsors are the Director of Resource Protection and the Chief Engineer

## Strategies for standards of practice

1. Standardize how we establish and update service levels.

- a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
- 2. Deepen our understanding of each other's work and how our work connects.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
- 3. Build a bureau culture where we treat each other as partners and demonstrate respect for each other's work.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.
- 4. Identify areas of the bureau where loss of institutional knowledge is greatest and work to capture that knowledge.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy does not have a high potential to advance equity.

## Objective C. Financial management

Manage budget programs to improve understanding and collaboration across work groups. (Budget programs are categories of bureau work that show how money is spent.)

Objective C sponsors:

- The Lead Sponsor is the Director of Finance
- The Co-Sponsor is the Director of Maintenance and Construction

### Strategies for financial management

1. Establish performance measures for each budget program.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
2. Improve how groups work together to meet the goals of each budget program.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy does not have a high potential to advance equity.
3. Explore how we can better manage budget programs.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

4. Give managers more tools for managing budgets, particularly in the form of better training about how to use SAP (the City's financial planning and budgeting software).
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

## Goal 5: Accountability and Leadership

### Objective A. Recognition of value

Commit to a culture that values the work of all groups.

Objective A sponsors:

- The Lead Sponsor is the Deputy Director
- The Co-Sponsor is the Director of Finance

### Strategies for recognition of value

1. Identify new and effective ways to help staff engage in work and support the values of the bureau's guiding statements.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
2. Give employees clear performance expectations and an understanding of how their roles fit within the bureau as a whole.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.

3. Encourage and support decision making at the level of those closest to the information and need.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
4. Set consistent guidelines for the format and content of performance evaluations.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.

#### Objective B. Leadership development

Build leadership skills so that managers and supervisors can support employees in bringing their best to their work.

Objective B sponsors:

- The Lead Sponsor is the Director of the Portland Water Bureau
- There are currently no Co-Sponsors for this objective

#### Strategies for leadership development

1. Train managers and supervisors to recruit and retain excellent employees, build strong teams, and encourage employee development.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

2. Create cohort groups in which managers and supervisors can collaborate about shared challenges (such as goal setting, rewards, and management style).
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy does not have a high potential to advance equity.
3. Require managers and supervisors to regularly evaluate (and set goals with) each of their employees. Provide support so that this is practical and effective.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

### Objective C. Decision making

Embed effective decision-making processes throughout the organization.

Objective C sponsors:

- The Lead Sponsor is the Director of the Portland Water Bureau
- There are currently no Co-Sponsors for this objective

### Strategies for decision making

1. Support teams in recognizing, discussing, and managing conflict.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.

2. Make opportunities for employees at all levels to participate in relevant decision making processes.
  - a. This strategy will start to be addressed in the first two years.
  - b. This strategy has a high potential to advance equity.
3. Include many perspectives in decision making and be open with each other about the decisions we make.
  - a. This strategy will start to be addressed within the five-year plan.
  - b. This strategy has a high potential to advance equity.

## To Achieve Our Goals

We commit to supporting each other and collaborating.

Each of us has a role in making the strategic plan successful:

- The **Management Team**—as the senior leadership group of the bureau—leads, communicates, supports, and informs the implementation process. Each member **Sponsors** specific objectives, holds fellow members accountable, and facilitates Scoping Teams.
- **Scoping Teams** are groups of employees from many work groups and organizational levels. These teams work with Sponsors to scope, plan, and implement objectives and strategies.
- The **Strategic Plan Program Team** supports the Management Team and Scoping Teams with tools and resources.

We commit to building and improving processes to connect, communicate, and measure our work.

- **Performance measures** help us develop, analyze, and report metrics to assess outcomes.
- The **Timeline** shows when we implement strategies. The timeline considers short- and long-term execution, how implementation might affect current systems, and the need for reasonable expectations.
- Instituting an annual **Strategic Summit** allows us to communicate and celebrate our progress, identify new risks, share ideas, and inform the annual bureau budget.

Together we will keep the water our community loves safe and abundant for generations to come.

Want to Know More about the Strategic Plan?

Visit [the Strategic Plan website](#)

[\(portlandoregon.gov/water/strategicplan\)](http://portlandoregon.gov/water/strategicplan) for information on the development process, plans for implementation, updates, and information.

Have Questions?

[Email the Strategic Plan staff your questions](#) or call 503-823-7412.