

ENVIRONMENTAL SERVICES  
CITY OF PORTLAND  
working for clean rivers

# City of Portland Bureau of Environmental Services **10-YEAR STRATEGIC PLAN** 2018–2027

# Stakeholder Engagement

## Internal Stakeholders

All Employees

- Anonymous All-Employee Survey (75% response rate)
- Numerous interviews, focus groups and work sessions
- 20 Person Steering committee
- Strong support from Bureau Leadership & Management Teams

## External Stakeholders

Input gathered with interviews, focus groups and surveys

- City Council Offices, PUB, CUB, Bureau Directors & Agencies Leaders
- 20 Environmental & Conservation Groups
- 15 Community and Customer Groups
- 10 Business and Industry Representatives
- 5 Academic Institutions

# Stakeholder Engagement

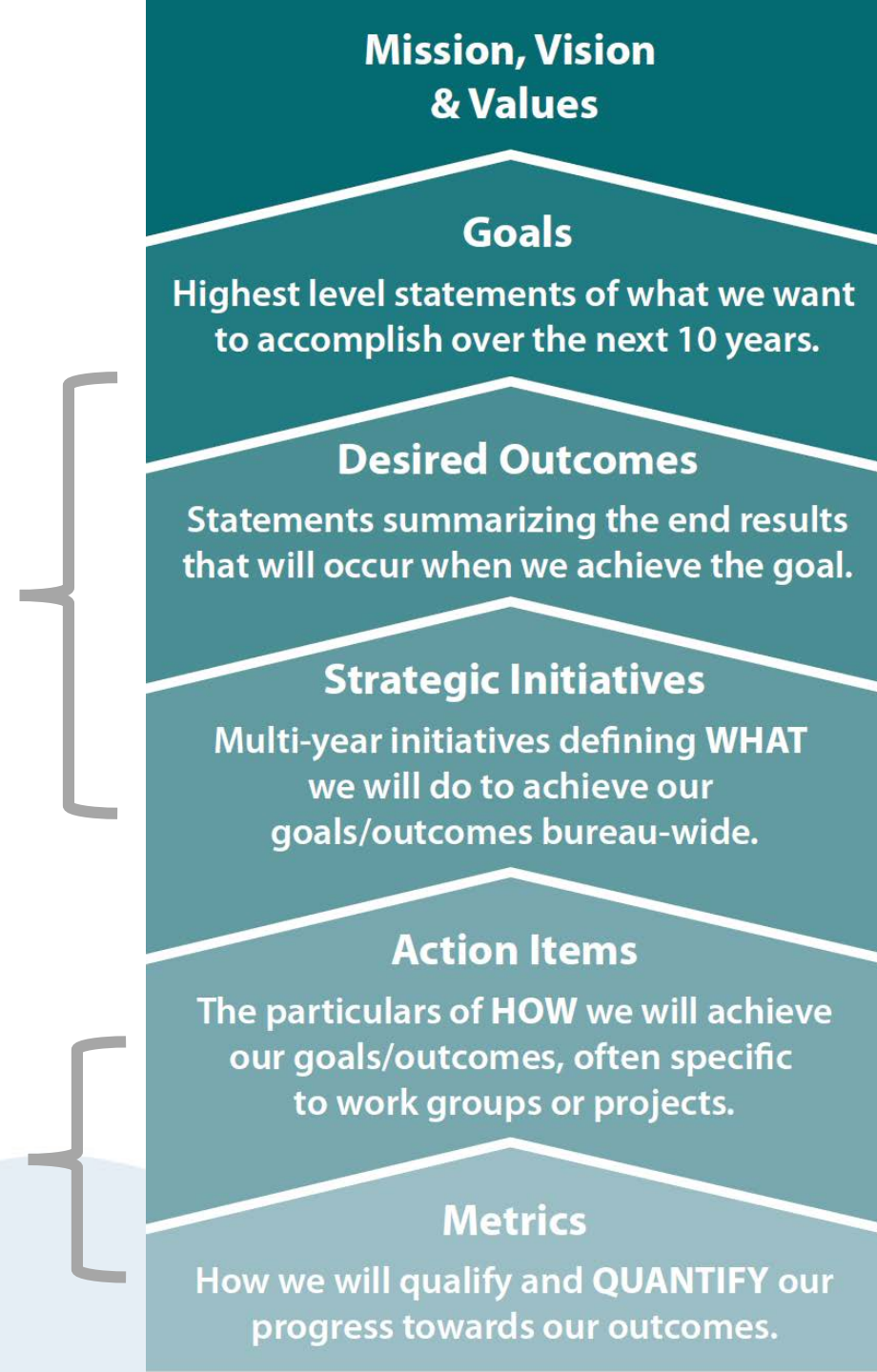
## 5 Major Themes Emerged

1. Community Responses
2. Focus on Equity and Diversity
3. Collaborative Partnerships
4. Workforce Development
5. Infrastructure Preparedness



# BES Strategic Plan Framework

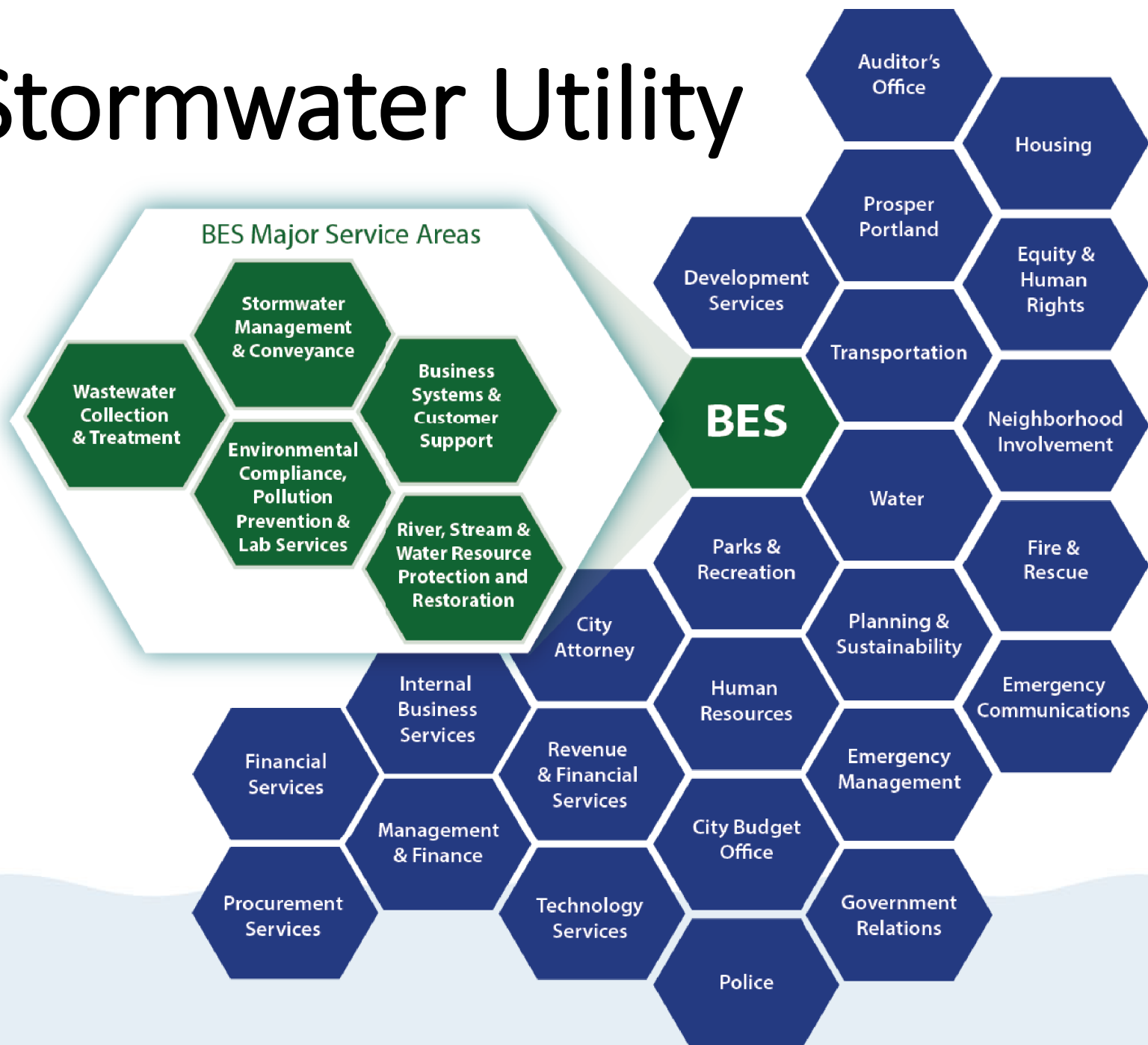
- Goals, Outcomes and Strategic Initiatives are the heart of the plan
- Implementing Priority Action Items & Performance Metrics in 2018



City of Portland's

# Wastewater & Stormwater Utility

- Wastewater
- Stormwater
- Environmental Compliance & Lab Services
- Watershed Protection & Restoration
- Business Systems & Customer Support





# Our Mission

*BES manages Portland's wastewater and stormwater infrastructure to protect public health and the environment.*

working for clean rivers



# Our Vision

*BES is a mission-driven, high-performance organization, leading the City in preserving and restoring the health of Portland's watersheds.*

working for clean rivers

# Our Goals



**& Strategic Priorities**





# BES Strategic Goals



# Strategic Priorities

## Service Delivery & Responsive Business Systems

### ❑ Performance Metrics

Mayor and City Budget Office  
Portland Utility Board and Oregon  
Citizens Utility Board  
Customers  
Employees

### ❑ CIP Process Improvements Phase II

Integrated planning, Portfolio  
Management, Project delivery  
Inter-bureau coordination  
(esp. major infrastructure bureaus)

### ❑ Asset Management and sustainable, long-term capital investment strategy

Transparent decision making  
Address maintenance backlog  
Stormwater system deficiencies

### ❑ Comprehensive Data Management Strategy

Assess and prioritize critical data  
Governance and system architecture

# Strategic Priorities

## Workforce Development & Bureau Culture

### **Equity and Diversity**

Training & Professional Development  
Social Equity Contracting  
Recruitment  
Annual Reporting

### **Bureau Wide Job Rotation Program**

Testing project management processes and support tools and piloting new program

### **Workforce Development and Culture Professional & Technical Support**

Training Coordinator  
PTE support

### **Committee for Workplace Excellence**

Committee for Equity and Diversity

Peer Employee Empowerment and Recognition (PEERs)

Employee Recognition Committee

Management Excellence

# Strategic Priorities

## Leader in City Government & Community Relations

### ☐ Proactive Coordination & Collaboration

PBOT/BES Leadership Team  
Portland Water Bureau  
Portland Parks & Recreation  
Office of Management & Finance

### ☐ Portland Utility Board & the Oregon Citizens' Utility Board

Levels of Service  
Budget development

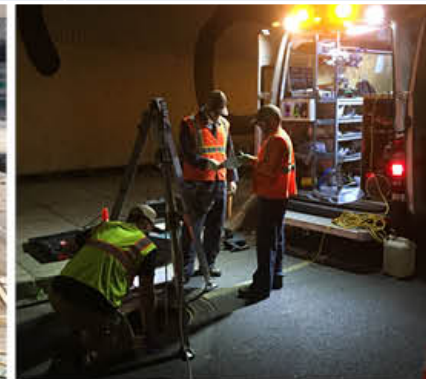
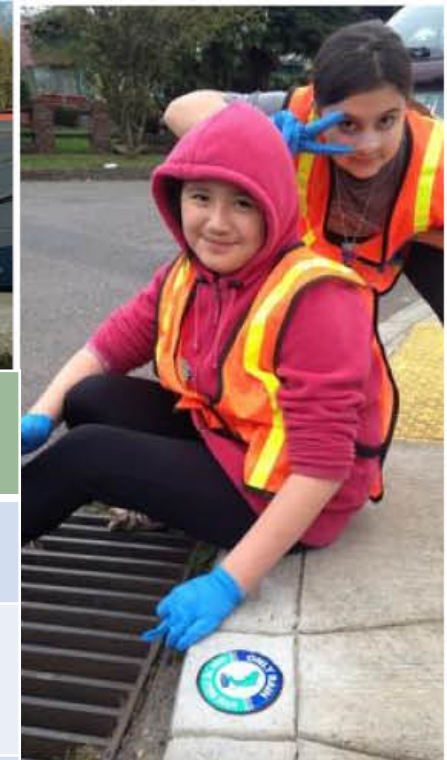
### ☐ Community Relations and Proactive Communications

Audience identification, messaging, & communication  
Working relations w/Community  
Engagement Liaisons to reach historically underrepresented communities

### ☐ City-wide Green Infrastructure Agenda

PSU Institute for Sustainable Solutions  
Bureau of Planning and Sustainability  
Portland Parks and Recreation  
Community Stakeholders

# Outcome Metrics

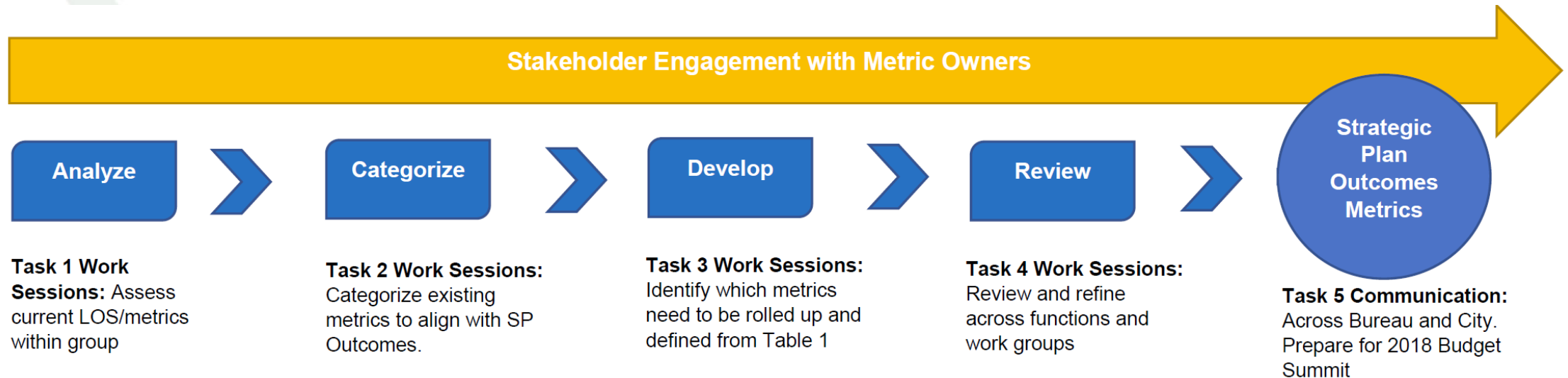


	Quantity	Quality
Effort	How much did we do?	How well did we do it?
	How much service did we deliver?	How well did we deliver the service?
Effect	Is anyone better off (#)? Who isn't?	Is anyone better off (%)? Are there adverse impacts?
	How much change for the better did we produce?	What quality of change for the better did we produce?

# Metrics: Phase I Project Approach

(March – September 2018)

- Stakeholder Engagement and Project Setup
- Business Services Pilot: Develop, communicate refine project scope and approach
- Metrics Owners Bureau-wide: Develop and prepare for budget discussions



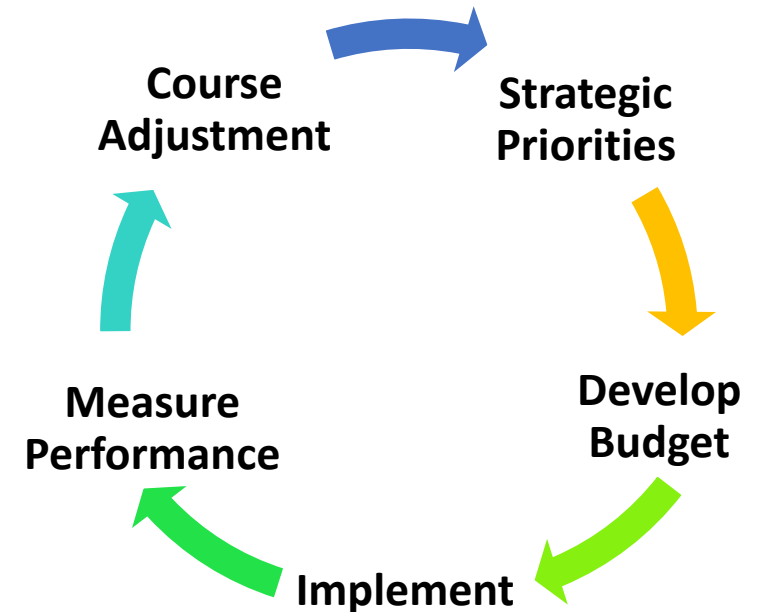
# Annual Budget and Financial Planning Cycle

## FY2018-19 Requested Budget

- Strategic Goal is the framework to develop and prioritize budget
- Utilizes existing resources and includes \$100,000 for implementation

## Future Budget Cycles

- Align all budget elements to Strategic Initiatives and performance measures
- Reassess financial planning decisions against Strategic Plan, year-round
- Full integration is expected to take multiple years



# Our Strategic Future

