

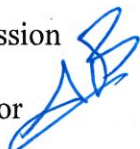


Oregon
Kate Brown, Governor

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MEMORANDUM

TO: Water Resources Commission

FROM: Thomas M. Byler, Director 

SUBJECT: Agenda Item K, February 22, 2019
Water Resources Commission Meeting

Strategic Plan Implementation Update

I. Introduction

During this agenda item, the Department will update the Commission on strategic plan implementation efforts since the adoption of the Five-Year Strategic Plan in late 2018.

II. Background

The Department worked with its staff, the Water Resources Commission, and Department stakeholders to develop a strategic plan that would compliment Oregon's Integrated Water Resources Strategy. Through the course of plan development a broader theme emerged and was incorporated into the Strategic Plan: the need to modernize our systems, processes, procedures, technology, data, and tools to tackle the water resources issues of today and tomorrow. The Department identified the following strategic priorities for the next five years:

- Modernize our management of Oregon's surface water and groundwater resources to meet instream and out-of-stream uses
 - Advance responsible groundwater and surface water management
 - Modernize water transactions systems and processes
 - Increase protection of public safety and health
 - Improve instream protections and increase water conservation
- Work to secure Oregon's instream and out-of-stream water future in the face of increasing water scarcity
 - Understand Oregon's expected future water supply
 - Equip basins to plan for their water future
 - Invest in Oregon's built and natural water infrastructure
- Foster a forward-looking team dedicated to serving Oregonians with integrity and excellence
 - Maintain technical excellence and improve customer service by investing in training
 - Improve agency communications

III. Plan Implementation Update

The Department is in the midst of the initial phase of plan implementation. This initial phase approach entails taking on up to 3 projects for the first 6-9 months of 2019. One of those projects is to develop a Department portfolio management, project management, and KANBAN Board system. That system would be used to identify future projects beyond the initial period.

To learn about portfolio management, project management, and KANBAN Boards, the Department hosted a management retreat on December 5, 2018. During the day-long retreat, Ron Sarazin of Olympic Performance, Inc. walked through the approaches/tools and Department managers discussed whether they felt developing such a system would help the Department in pursuit of its strategic priorities.

In addition to developing this system, the Department will take on two other shorter-term projects in strategic plan implementation—one with an internal focus and another with an external focus. The Department developed a short list of project proposals to consider in this initial phase and narrowed the list by focusing in on what projects could be implemented in the near-term, during the Legislative Session, and within the resources available, given other ongoing efforts.

The internal project will focus on implementation of the Department's core values. It will build upon the work of the Core Values Committee, which is made up of representatives from management and staff across different sections of the Department. The project is still being scoped but will likely involve three components: 1) raise awareness (e.g., develop signage for cubicles and shared meeting spaces, add values to email signature blocks, etc.), 2) develop a shared understanding (e.g., Department-wide training and conversations in section/division meetings), and 3) promote integration (e.g., incorporate the values into all stages of an employee's time with the Department from job announcement, to onboarding, to performance evaluations, and to exit interview).

The third project will be one of two modernization efforts for water right transactions. The Department is still considering which to pursue or if it would be possible to complete both. One project under consideration is to expand credit card payment availability to select water right transactions. The Department currently only accepts credit cards in select instances for well construction and dam safety. This project would increase our efficiency and improve customer service. Another option under consideration is the development of a system or program that will automatically email updates to applicants of various water right transactions. Implementation of one or both of these projects will start when a new Information Systems Manager is hired.

Each project will be scoped out and assigned a project manager and other resources. Project managers will be responsible for tracking and reporting progress internally. The Department will also provide periodic updates to the Commission on project and plan progress.

IV. Summary

Since the adoption and ratification of the Department's Strategic Plan, the Department has worked to scope out an initial phase of plan implementation. This phase will involve the development of system to prioritize, select, manage, and track projects in a way that leverages but does not overcommit Department resources. The goal is to successfully complete these projects in the near-term in order to help build momentum for longer-term strategic plan implementation.

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