

# HDR Report & Accountability and Affordability Plan

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# Today's Objectives

- Understand what the HDR consultant study recommended and what we learned
- Overview and progress to date on the Accountability and Affordability plan
- Plan for integrating the Accountability and Affordability plan into the Strategic Business Plan



# HDR Consultant Study

- Initiated in 2013 completed in 2014 in advance of the first Strategic Business Plan)
- Focus on efficiencies, revenue enhancements, and benchmarking
- 45 recommendations ranging from easy to not feasible

***“SPU is delivering above-average service to its customers effectively, and, in many areas, efficiently.”***

# Benchmarked 9 Areas



# Report Recommendations

- 45 recommendations
- How the utility might move from good to better in the different areas
- Guesstimated “hours saved” from each recommendation



# Keri's Key Takeaways from Report

1. Many interesting and good ideas – some implemented, some are being implemented and some no longer relevant
2. Report attribution of reducing head count through following best practice doesn't quite add up
3. Surprised how much SPU has moved on either the spirit or the specifics of the recommendations



# Examples - Implemented

1. Certify Project Managers/ Set up a project management information system
2. Get rid of Solid Waste “billing in advance”
3. Improve operations in the Customer Contact center.
4. Align SPU around the three lines of business
5. Entry level staff apprentice training programs



# Examples - Being Implemented

1. Update and formalize the Enterprise Asset Management Program
2. Improve the Utilization of management reserve funds
3. Optimize SPU procurement





# Examples: Not Feasible or Abandoned

1. Workforce – procure a new HR management system
2. New Performance Review Process
3. Develop an Enterprise Content Management Strategy



# Accountability & Affordability Plan Update



# Affordability + Accountability Focus Areas



# Taking Action

- 47 Actions in plan (next 3 years)
  - 28 underway
  - 4 complete
- Scaled to use existing resources
- Side Sewer Assistance (discussion March 20) may require additional resources



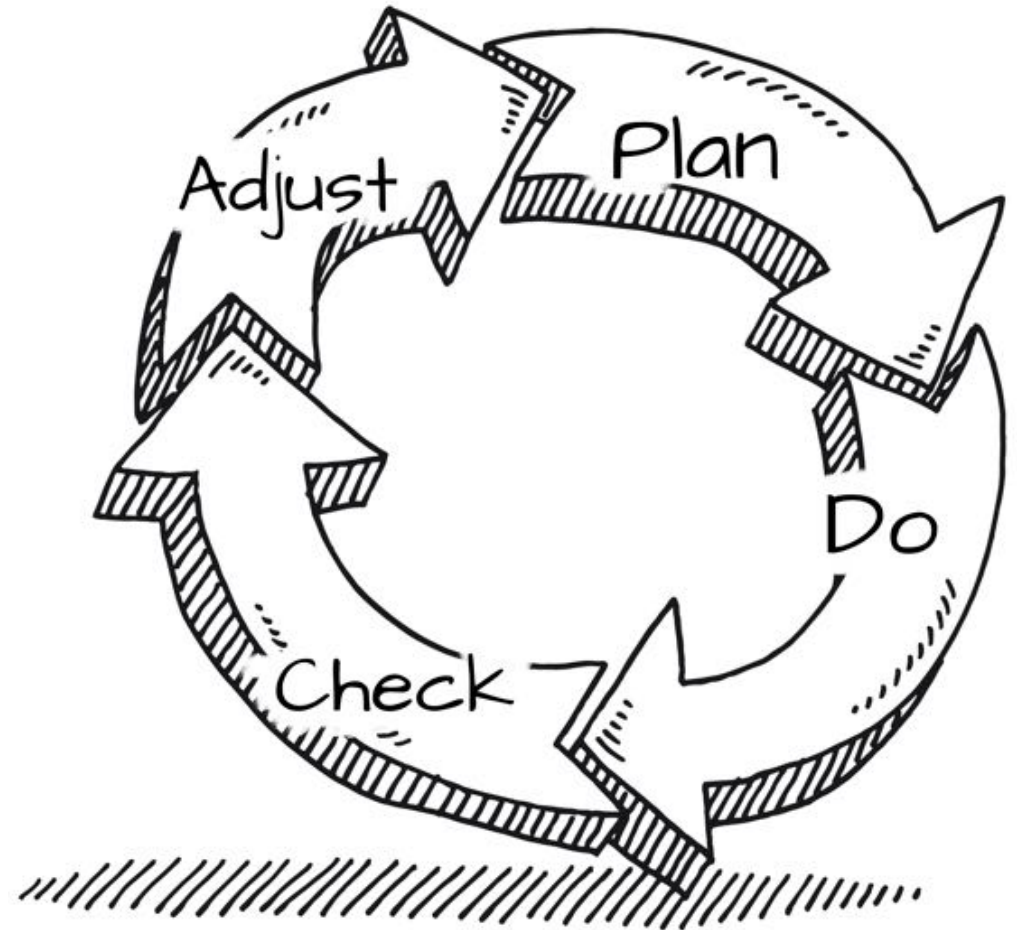
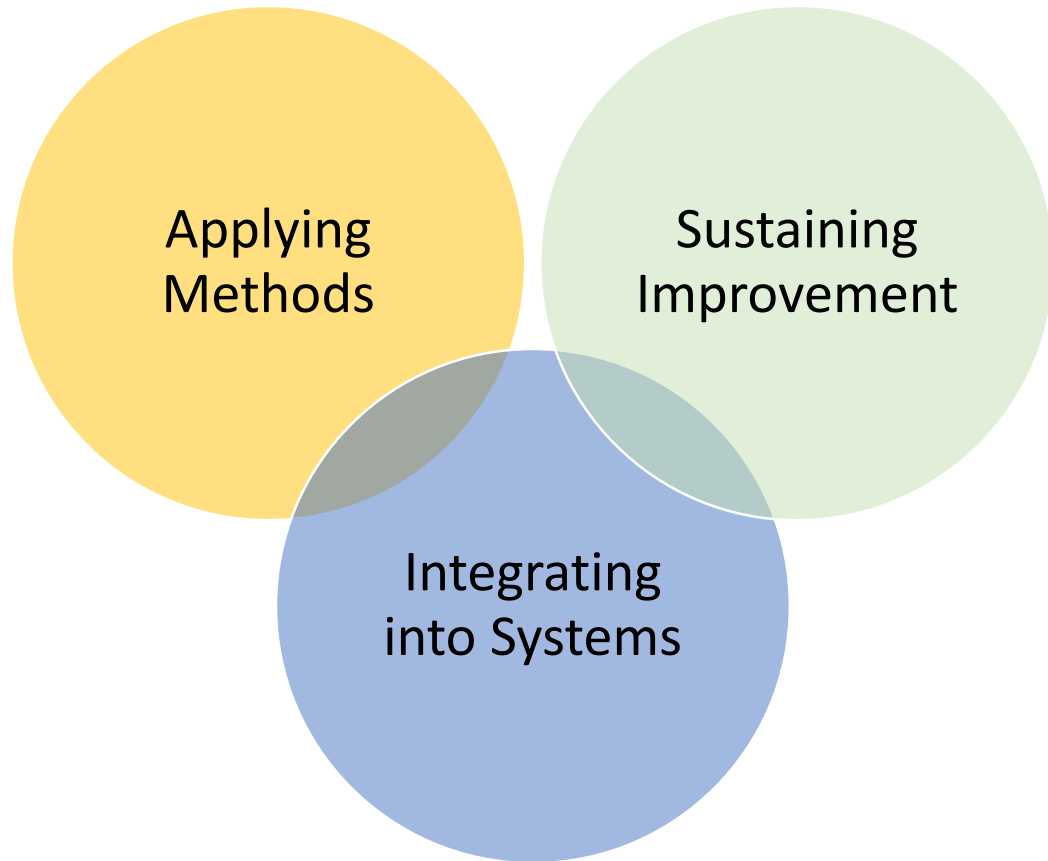
# Capital Project Planning and Delivery

Example: Increase the Speed and Delivery of Capital Planning and Delivery



# Efficiency and Improvement

Example: Build Capacity for Continuous Improvement



# Partnership Opportunities

Example: Partner with South Park community-based organizations via the Center for Community Investment Grant



# Regulatory Alignment

Example: Build performance based regulatory practices - Sewer Overflow Consent Decree



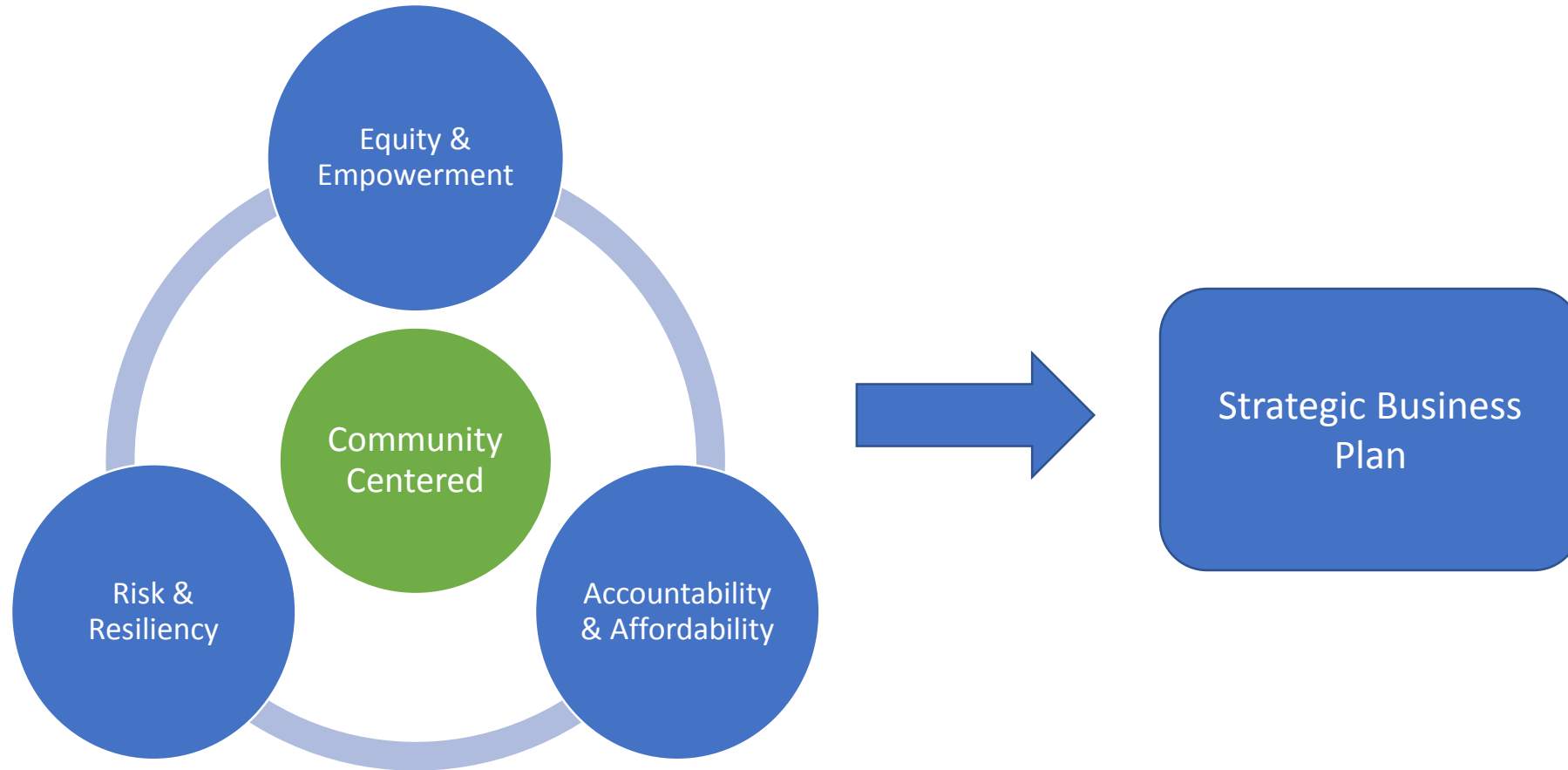


# Budget and Financial Management

## Example: Integrated Fund Monitoring



# Community Centered Framework



# Implementation & Next Steps

- Ongoing program management
- 28 actions in progress; 4 actions complete
- Integrate with upcoming Strategic Business Plan – Business Excellence
- Include top line measures

