Accountability and Affordability Framework

Customer Review Panel

March 4, 2019
Discussion Objectives

• Provide an overview of the planned work
• Share some initial preliminary findings
• Next steps and questions
Focus on Accountability & Affordability

Challenge:
• Unaffordable for many customers
• Increasing needs/costs
• Value not always clear

- Develop Framework & Actions – Now to June ‘19
- Implement Actions July ‘19 ...
- Incorporate Framework in SBP Sept ‘19 – June ‘20
Six Practice Areas Define the Work

- Regulatory Alignment
- Partnerships
- Efficiencies & Improvement
- Customer Assistance
- Financial Planning & Prioritization
- Capital Projects P/D
Planning Approach

Current State

- Policies, Processes, Performance, Practices
- Good and the Gaps

Future State

- Where should we be?
- What immediate actions (1 to 2 years)?
- Goals (3 to 5 years)?
Frameworks Guide Strategic Business Plan

E/E

Community Centered

R/R

A+A

Strategic Business Plan
Practice Area: Finance, Budget & Monitoring

- Balance short and long-term financial health?
- Prioritize investments & make better decisions?
- Control costs, manage risks, measurable/equitable outcomes?
- Meet strategic objectives?
Preliminary Findings

• Review SPU financial policies; provide options focused on risk, affordability, and investment
• Develop a standard integrated enterprise approach to prioritization, reductions and efficiencies
• Set enterprise expectations for efficiencies and productivity ahead and outside of the budget; common expectations and approach for SPU
• Financial Monitoring: Incorporate fund risks, substantive issues/alternatives, cash, and forecasts
• Develop and implement accountability standard work/behaviors
Practice Area: Regulatory Alignment

• Flexibility to reduce costs and risks?
• Influence regulations?
• Highest benefit/cost to the community?
• Intended impact?
Preliminary Findings

- Accelerate shift from prescriptive to performance
- Develop and use a common set of regulatory principles and practices across SPU
- Develop an Enterprise Influence Strategy and resource plan for which industries and organizations we’ll focus on
- Common methodology and specify measurable risk and cost reduction targets for some areas
Additional Practice Areas – Key Questions

**Customer Assistance**
- Affordable to Low Income?
- Performance & Impact?
- Responsive & Customer Centric?

**Partnerships**
- Multiple benefits?
- Innovation?
- Principles/Practices?

**Efficiencies & Improvement**
- Culture?
- Continuous Improvement?
- How as an Enterprise?

**Capital Planning & Dev**
- Right investment?
- Multiple Benefits?
- Delivery & lowest cost?
Next Steps & Questions

- Submit report to City Council
- Take Action on Implementation Plan
- Integrate Affordability & Accountability into Strategic Business Plan

Questions?