HDR Report & Accountability and Affordability Plan

Keri Burchard Juarez & Jonathan Swift

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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

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<tr>
<th>Strategy Effectiveness</th>
<th>Performance &amp; Control</th>
<th>Asset Management</th>
<th>Response and Resolution</th>
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<td>Financial Strength</td>
<td>Project Delivery</td>
<td>Community Sustainability</td>
<td>Talent Management</td>
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<td>Technology Planning</td>
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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

- Capital Project Planning and Delivery
- Efficiency and Improvement
- Partnership Opportunities
- Regulatory Alignment
- Budget and Financial Management
- Customer Assistance
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

- Applying Methods
- Sustaining Improvement
- Integrating into Systems
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
Example: Integrated Fund Monitoring

1. Plans, prioritizes & executes
2. Manages through financial surprises
3. Utilizes tools to be sustainable, short and long term
4. Manages resources cash, existing debt, and maintains access to resources
5. Builds and maintains reserves
6. Balances revenues and expenses
Community Centered Framework

- Equity & Empowerment
- Community Centered
- Risk & Resiliency
- Accountability & Affordability

Strategic Business Plan
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