

## Development Services Redesign Initiative - FAQ

### 1. What Is SPU Trying to Achieve?

Development of a new business model that will centralize and simplify SPU's development services activities.

### 2. Why Is SPU Doing This Work? Is This Related to the Recent Fraud Investigation and Internal Controls Work?

SPU is developing a new business model for development services to address three needs:

- 1) **Financial** - strengthen internal controls and bring service revenues and expenditures into balance;
- 2) **Customer** - understand customer expectations and needs
- 3) **Internal Efficiencies** – streamline processes and reduce SPU “time and touches”

This work builds upon and broadens the SPU's financial controls and audit work begun in April 2012 in response to the employee fraud investigation. It also seeks to bring together numerous efforts already under way to address a de-centralized policy and improve the processes regarding development services. These include: *Utility Availability Certificate, Utility Master Planning/Requirement Setting, System Development Charges, Standard Charge updates, Street Restoration Coordination, Plan Review Process Improvements.*

### 3. What are Development Services? How Broad Is the Focus? Will It Look at All of SPU's Development Related Services?

“Development services” is loosely defined as those interactions that SPU has with customers who want to establish new or modify existing connections to SPU's utility systems. These include private property owners and public entities and involve activities such as requirement setting, plan review, charges, and service delivery. This effort will examine all business processes and staffing for development services throughout SPU, including all SPU branches and lines of business. While everything will be looked at, it is currently unclear which specific business processes will undergo actual redesign.

### 4. What Will Development Services Redesign Look Like?

Ultimately, the process for development services will be different. Minimally, SPU has determined it will hire a New Business Area Manager to work with an assigned Finance Manager to oversee these redesigned services. However, specific details of the redesigned process and where the work will be located within SPU have not yet been determined. In part, this is the purpose of this redesign effort. SPU did benchmark with other utility agencies providing developer services and found that most of these had a “One Stop Shop” – meaning that development services were managed by and conducted out of one centralized work group in the organization. The location for that varied, but included Customer Service, Engineering, and Planning. The extent to which staff worked directly within that unit or were involved at a matrix level also varied.

## 5. What Should Staff Working on Development Service Activities Expect? Should Current Staff Perform Business As Usual?

Staff should continue with all current processes and work unless otherwise directed by their L-Team manager or Branch Executive. Any self-initiated process changes should also be discussed with their L-Team managers. As the redesign effort progresses, SPU management will keep staff and labor unions informed about future, potential changes. A New Business Area Manager will be hired in the middle part of this year to be part of the redesign effort. As with earlier process mapping and analysis, staff subject matter experts can also anticipate some level of engagement and input into the redesign effort. Once a new business model is decided upon, some employees should expect that:

- job responsibilities and job requirements may change;
- reporting relationships may change; and
- Service delivery locations will be centralized.

## 7. What Is The Time Frame For This Effort?

SPU will spend some of 2013 redesigning its business model. By 2014, SPU will have begun implementation. Implementation may be phased.

## 8. Who Will Be Working On This Effort? How Are Decisions Being Made?

SPU will use the “One Team” approach to accomplish work on this effort. The Development Services Redesign Team will consist of Core Members responsible for redesigning SPU’s business model in consultation with internal and external Subject Matter Experts (SME’s). The work of this group will be led by Linda Paralez of Demarche Consulting who has extensive background with city-wide business processes (including DPD, SCL, and SDOT) and SPU Development Services. The group will also base its work on and build upon past analyses and audit findings. SPU’s E-team will be final decision makers for the redesign of the business model.

Development Services Redesign Core Members are:

Role	Core Member
Facilitator	Linda Paralez
Development Services Business Manager	To be hired (Dani Purnell, surrogate)
Development Services Finance Manager	Kathleen Organ
Customer/Customer Service Branch	Vic Roberson
IT Business Systems	Vicki Evans
Field Services/FOMs Branch	Kris Effertz
HR/Labor Relations/Change Management	Laura Southard
Engineering/Project Delivery Branch	Henry Chen
Planning/USM Branch	Mark Jaeger
DPD	Bob Laird ( <i>Consult as needed</i> )

Subject Matter Experts will include individuals working in the following areas:

- Development Planning, Modeling, Appeals – Water, DWW, SW
- Development Requirement Setting Processes – Water, DWW, SW
- Development Plan Review – DPD, SDOT
- Mainline Extension Project Management – Water, DWW
- Water Taps and Hydraulic Testing Transactions – Sales and Services

- DWW Core Taps Transactions - Sales and Services
- Side Sewer Permitting – DPD
- Real Property
- Development Department Liaisons, Customer Interfaces – city-wide
- Development Service Charges and Cost Estimates
- Development Services Financials and Accounting
- Development Services Business Systems/IT
- Internal Controls, RQA
- Engineering Records/Vault