

Benchmarking & Workplace Efficiency Study

Report Summary from HDR

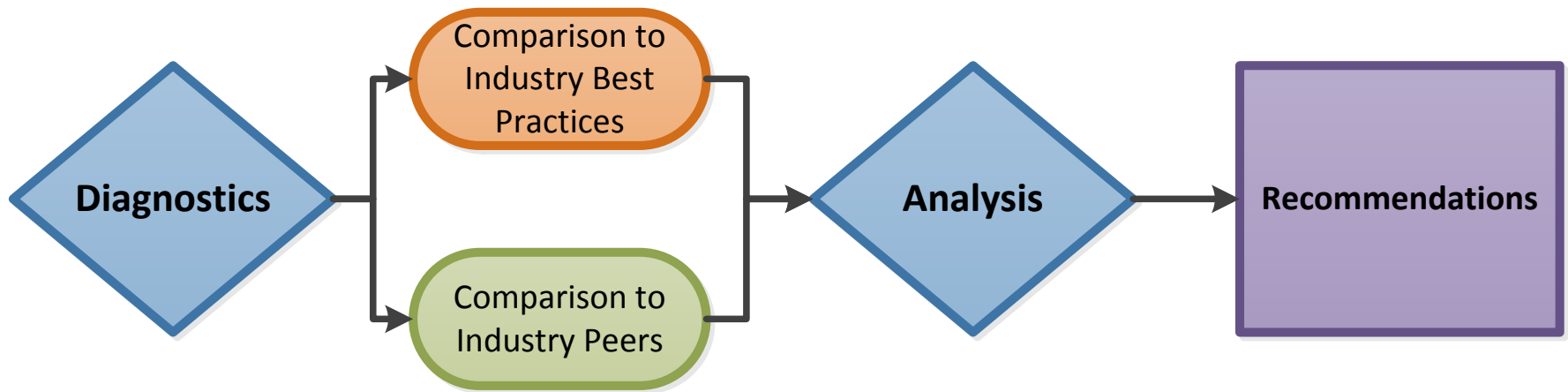
March 12, 2014



Today's Discussion

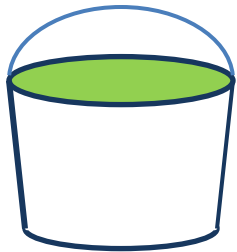
- Summary of Cost Savings by Type
- Discussion of Select Opportunities

The Project Approach

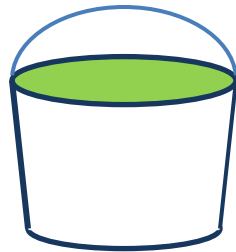


The goal of the project is to identify opportunities to improve overall efficiency and savings

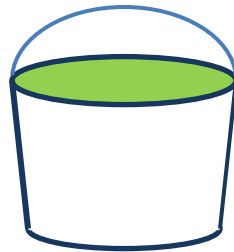
The five categories of benchmarking & workplace efficiency:



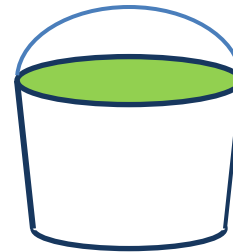
Revenue
Generation



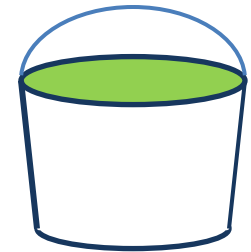
Actual Cost
Savings



Avoided
Costs

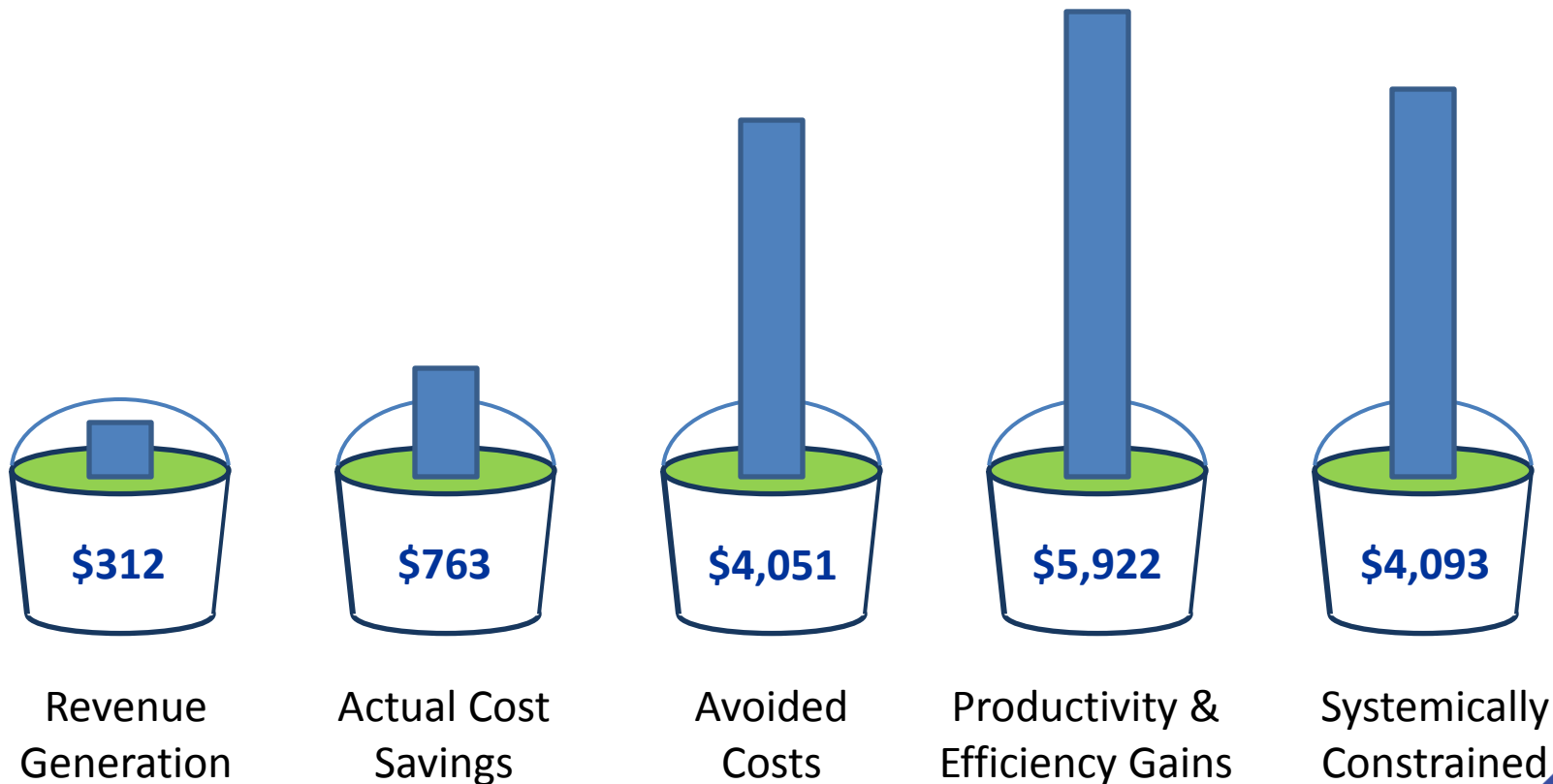


Productivity &
Efficiency Gains



Systemically
Constrained

Summary of Savings by Cost Category



42 Recommendations Organized by the Four Focus Areas



Summary of Savings by Focus Area

Focus Area	Investment (\$000s)	Savings O&M (\$000s/yr)	Savings CIP (\$000s/yr)
Easy & Engaged Customer Experience	\$100	\$900	\$125
Transform the Workforce	\$980	\$3,100	\$250
Protect Environmental & Public Health	\$100	\$240	\$1,470
Operational Excellence	\$3,000	\$5,500	\$3,900
TOTALS	\$4,180	\$9,740	\$5,745

Systemically Constrained Items – \$4 Million in Savings

- Outsource Solid Waste billing and customer services to existing contractors
- Optimize SPU Procurement
- Transition SPU Fleet
- Outsource or share the maintenance of SPU Fleet
- Reduce external claims handling time
- Reduce SPU IT costs incurred from DoIT
- Reduce field crew size

Opportunities for Long-Term Stability

- Expand the use of the standard SPU program management methodology with a Program Management Information System
- Establish a standard environmental management system and regulatory data management platform
- Develop an enterprise content management strategy
- Update the GIS platform
- Create progression path system

Biggest Opportunity is to Improve Organizational Alignment

- Clear strategy
- Defined processes
- Accountability at the workforce level
- IT systems configured with business processes

