

# Accountability and Affordability Framework

Customer Review Panel

March 4, 2019



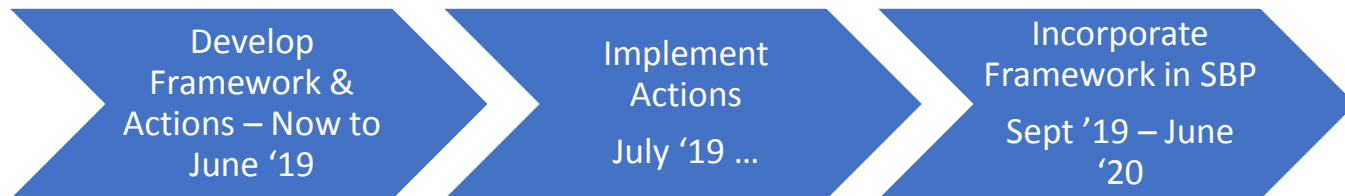
# Discussion Objectives

- Provide an overview of the planned work
- Share some initial preliminary findings
- Next steps and questions

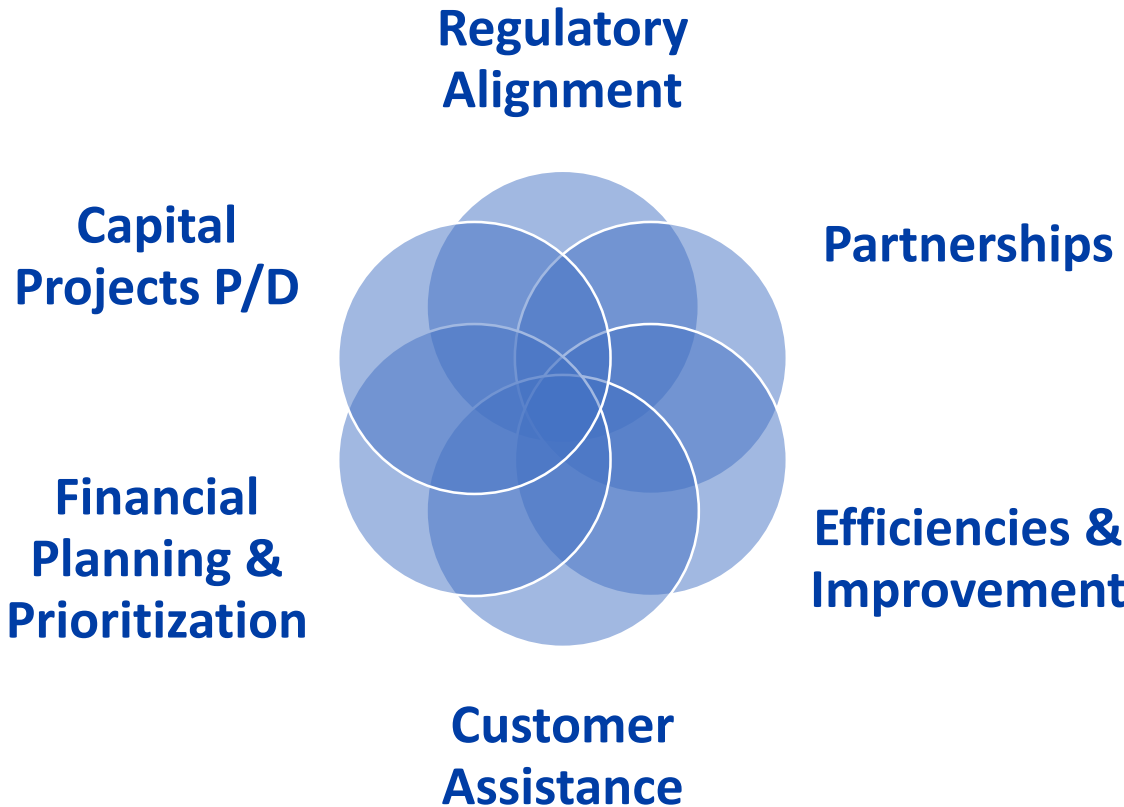
# Focus on Accountability & Affordability

## Challenge:

- Unaffordable for many customers
- Increasing needs/costs
- Value not always clear



# Six Practice Areas Define the Work



# Planning Approach

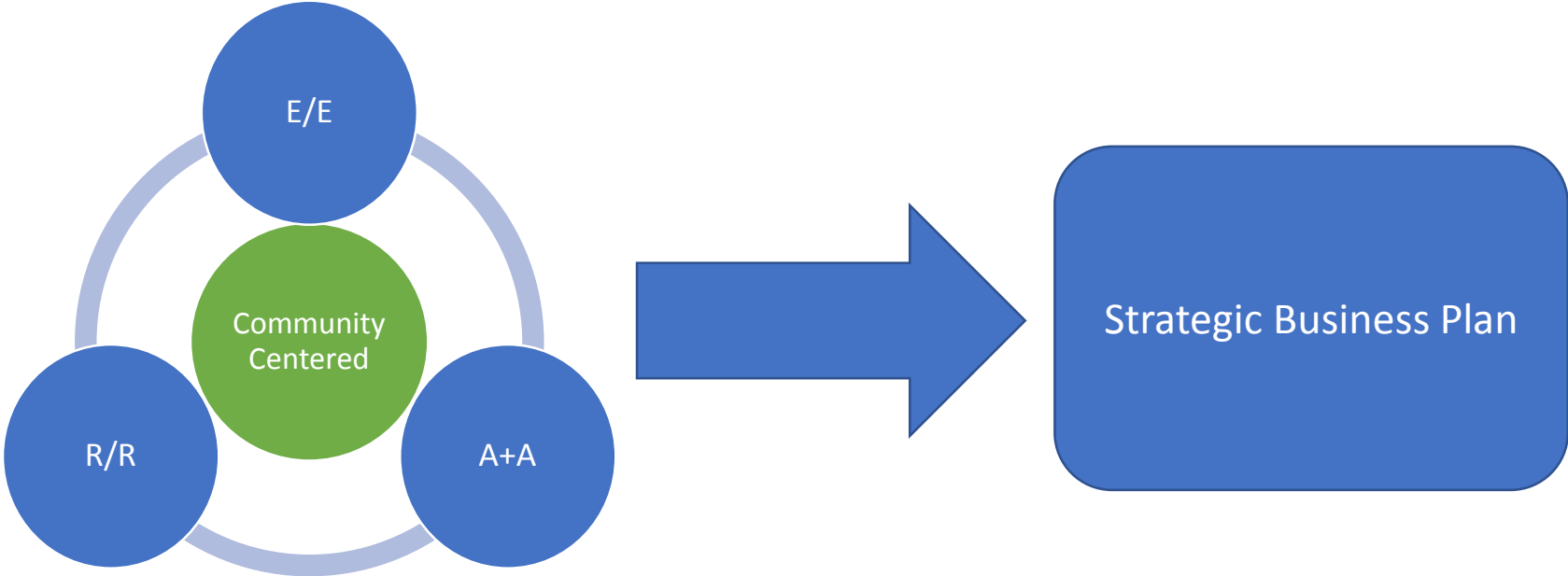
## Current State

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

## Future State

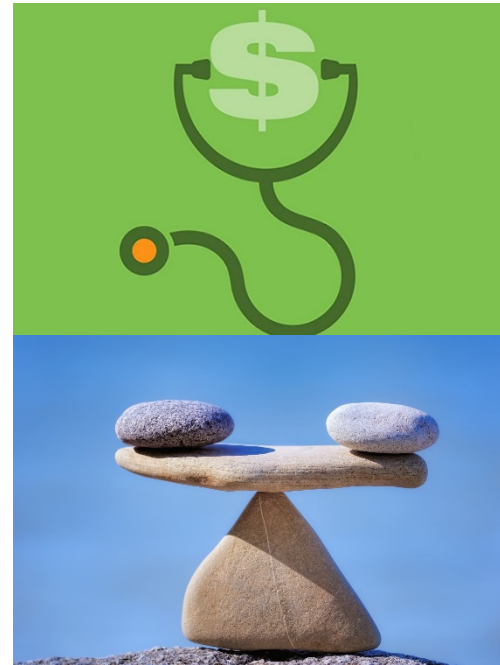
- Where should we be?
- What immediate actions (1 to 2 years)?
- Goals (3 to 5 years)?

# Frameworks Guide Strategic Business Plan



# 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?