

## 2018-2023 SBP Action Plan Update

### Action Plan #13 – Technology Services

#### 1. Short summary of the project/program

##### **Part 1: Summary of Project.**

- This action plan adds a position to manage SPU's information technology portfolio and governance system to enable SPU to better partner with the Information Technology Department to develop, manage, and track SPU's suite of technology projects. This position will be responsible for SPU's intake, governance, and portfolio review and tracking processes for both projects and services in alignment with Information Technology Department's (ITD) processes. The position will work with ITD to identify service level requirements and develop and monitor service level agreements. It will collaborate with business units to maximize the use of systems delivered by ITD, especially those unique to SPU.
- **Part 2. Targeted Commitments & Actuals (2018-19).** The Action Plan established the following targeted commitments and performance metrics:
  - Service level agreements:
    - At least two of the most critical service level agreements in the first year. Metrics: The turnaround speed and the completeness of the agreements (e.g. defined services, metrics, costs, roles, etc.).
  - Technology capital portfolio:
    - Annual and six-year portfolio of SPU's capital technology projects that reflect the highest business needs for SPU and the city. Metrics: Developing the annual and six-year portfolios by SPU's specified deadline, within the budgeted amounts, and reflecting SPU's highest priorities (per defined criteria).
  - Asset management plans:
    - Asset management plans for systems delivered by ITD that are unique to SPU. The plans would include ways to integrate the systems with business practices and identifying future upgrades and modifications. Metric: Life cycle costs for our systems.

In 2018, SPU started on the following efforts, in collaboration with ITD:

- Developing of service level agreements and/or service expectations and metrics for critical services, so that the utility's Technology CIP portfolio reflects SPU's priorities.
  - Service levels agreements were not executed. We started work in 2018 but did not complete it, as ITD was undergoing organizational and leadership changes. We have picked up the effort in 2019 and are currently working on establishing service levels indicators for key O&M services.
- Revising monthly project reports to better communicate progress and needs.
- SPU completed development of 2019 technology CIP portfolio to reflect SPU's business priorities as well as SPU/ITD Workplan for 2019.

During the 2019-2020 budget, hiring for one FTE position under this Action Plan along with several others was deferred to meet overall budget reductions.

In 2019, SPU continued to work on or completed the following deliverables:

- SPU and ITD kicked off O&M prioritization efforts aimed at identifying SPU O&M priorities and corresponding service levels.
- SPU continued to closely collaborate with ITD to ensure efficient and timely technology project implementation and delivery.
- SPU specific Technology Project Portfolio dashboards and O&M financial reports supported by ITD were introduced to track more effectively both O&M and CIP project performance.

## 2018-2023 SBP Action Plan Update

- SPU completed ITD/SPU Objectives and Key Results that guide development of performance indicators and service levels.
- SPU completed development of 2020 technology CIP portfolio.

• **Part 3. Financial Plan & Actuals for 2018-2019.**

	2018	2018 Actuals	2019	2019 Actuals	2020	2021	2022	2023
<b>O&amp;M (Non- Labor) Budget</b>	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Capital Budget	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FTE Change	1 (\$190,000)	0	1 (\$193,878)	0	1	1	1	1

- Funds allocated in for O&M Non-Labor became a part of SPU annual O&M payments to ITD.
- Funding for 1 FTE was requested through a 2018 budget process and approved.

**2. Have there been any significant changes in scope or assumptions since this action plan was approved in 2017? If so, please describe.**

The hiring deferral of one FTE impacted the pace of deliverable completion under this Action Plan. Although SPU has made some progress towards completing deliverables under this Action Plan, the capacity to complete the deliverables is restricted by resource constrains. It will be challenging to sustain the progress without having a designated position to successfully develop Tech Services program and deliver on the targeted commitments.

In 2020, SPU is planning to allocate one FTE position to lead the development of SPU Technology Strategic Plan and resulting initiatives, identify short term and long term priority technology investments, leverage technology innovations to improve SPU business outcomes, and establish shared objective and key results for ITD/SPU future collaboration. The scope of future work will continue to include development of service level agreements and SPU CIP short term and long term portfolio. ITD and SPU will collaborate on creation of system management roadmaps for SPU applications.

**3. Do we anticipate this investment continuing in the next strategic plan? Will funding and targets be above or below 2018-2023 levels? Why?**

Once filled, we anticipate this position as a continuing need – no reduction or increase anticipated. In 2021, this work will continue as a part of our baseline business activities.