

**2018-2023 SBP Update**  
**Gap Action Plan Template – REVISED April 3, 2017**

<b>Action Plan Title:</b> Improve Technology Services (#13)	<b>Action Plan Owner:</b> Sherri Crawford
<b>Focus Area:</b> Operational Excellence	<b>Action Plan Sponsor:</b> Sherri Crawford

**1. Short summary of the project/program (suitable for using with Customer Review Panel and other members of the public, plus additional specifics required for clarity of action).**

This action plan adds two positions to implement key recommendations from the recently completed Technology Services Strategic Plan. One position will serve as SPU's technology strategist and the other position will be SPU's product and services manager.

**2. What outcome will this action achieve? What problem does it solve? What are the benefits?**

The 2015-2020 SBP included a gap action plan to improve SPU's use of technology and data to support core business services. The first component of the gap action plan was to develop a strategic plan for information technology (IT) services to identify specific improvements. The plan was finalized in 2016. The City's recent consolidation of IT services under the new Seattle Department of Information Technology (Seattle IT) had little impact on SPU's Technology Services Strategic Plan. The main difference now is that several of the recommendations will be carried out by Seattle IT while others will be implemented by SPU.

To implement the plan's recommendations that are SPU's responsibilities, this action plan requests one FTE to serve as SPU's technology strategist and one FTE to serve as our product and services manager.

The technology strategist will manage many of SPU's business-related activities that are separate but linked to the services provided by Seattle IT. Responsibilities include:

- Regularly update SPU's Technology Services Strategic Plan. Work with business units to develop long-term strategies to make sure we maximize technology to deliver our core services.
- Work with business units to plan, identify and prioritize technology short-term gaps and needs.
- Manage SPU's intake, governance, and portfolio review and tracking processes for both projects and services in alignment with Seattle IT's processes.
- Manage the groups of technology staff that did not transfer to Seattle IT and remain in SPU. This includes the Maximo business owners group, GIS data maintenance team, and the financial systems administrators.

The product and services manager will lead SPU's efforts to optimize the use of our systems, in alignment with Seattle IT's processes and services. Responsibilities include:

- Work with the business units to identify service level requirements. Also work with Seattle IT to develop and monitor service level agreements and to report issues to Seattle IT.
- Create and manage an SPU-specific IT services catalog that includes a detailed listing of SPU's business critical applications and information on "who provides what" IT services.
- Help the business units maximize the use of systems delivered by Seattle IT, especially systems that are unique to SPU. This includes: successfully integrating SPU's business practices with the systems; designing and providing training; identifying needed upgrades and modifications; reporting software bugs and other problems to Seattle IT; determining when to retire a system; and facilitating a transition from a unique SPU system to a citywide enterprise system.

**3. Short description of activities already in the baseline, incremental work.**

The baseline includes all previously budgeted O&M and CIP costs for IT. This includes payments to Seattle IT for operations, applications development, GIS, and web services. It also includes planned capital projects and expenditures associated with technology staff who remained in SPU (e.g. Maximo business owners group).

**4. Implementation plan and timeline.**

The work described in Question 2 will begin once the new positions are hired.

**5. Implications for budget and FTE (if any)**

**Changes (relative to baseline)**

	2018	2019	2020	2021	2022	2023
O&M Budget Change	300,000	300,000	300,000	300,000	300,000	300,000
CIP Budget Change						
FTE Change	2	2	2	2	2	2

**6. Alternatives considered for varying options/levels of effort.**

If SPU does not get these two new positions, we will try and address the highest priority needs with existing resources in SPU and Seattle IT. Other tasks listed in Question 2 will likely not be done. Because the consolidation is still evolving, it is difficult to anticipate the level of future available resources in Seattle IT. For example, today we are relying on Seattle IT staff to help with aspects of portfolio management. The limited assistance we receive today may not be available in the future since Seattle IT also has limited resources.

**7. Is there lower-priority work underway whose resources could be directed to this effort? Please describe.**

Not at this time.

**8. Identify and describe any significant external constraints affecting this action plan.**

As noted elsewhere, there is a dependency on collaboration with Seattle IT.

**9. Identify possible race and social justice implications for implementation of this plan. How will it impact service equity and how will you resolve this impact?**

N/A

**10. Describe your plan for evaluating success or progress of this plan. Include any metrics you have.**

The measures of success are primarily the ability to produce specific deliverables. This includes:

- Service level agreements:
  - **Deliverable:** Develop at least two of the most critical service level agreements in the first year. Each service level agreement will include specific metrics and targets such as “system up-time” and “response time”.
  - **Metric:** The speed by which the service level agreements are completed and the completeness of the agreements (e.g. defined services, metrics, costs, roles, etc.).
- Technology capital portfolio:

- **Deliverable:** Develop an 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:**
  - **Deliverable:** Develop asset management plans for systems delivered by Seattle IT 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.

**11. Alternatives proposed as a result of Customer Review Panel feedback; costs and benefits.**

An alternative option is to add 1.0 FTE instead of 2.0 FTEs. The new position would perform the most critical functions outlined in section 2. This includes:

- Working with business units to plan, identify and prioritize technology short-term gaps and needs.
- Managing SPU’s intake, governance, and portfolio review and tracking processes for both projects and services in alignment with Seattle IT’s processes.
- Working with business units to identify service level requirements and with Seattle IT to develop and monitor service level agreements.
- Helping business units maximize the use of systems delivered by Seattle IT, especially systems that are unique to SPU.

The tasks listed above are vital to SPU’s successful use of technology to support our core services. These tasks are SPU’s responsibilities, not Seattle IT’s. We currently do not have the resources to perform this work. Without the new position, we risk sub-optimizing our systems, taking a “first come, first served” approach to new investments rather than a strategic approach, and having poorly defined service level agreements with Seattle IT.

**Changes (relative to baseline)**

	2018	2019	2020	2021	2022	2023
O&M (Non- Labor) Budget Change	150,000	150,000	150,000	150,000	150,000	150,000
CIP Budget Change						
FTE Change	1	1	1	1	1	1