

Clerk File No. 311028

The City of Seattle - Legislative Department

Clerk File sponsored by: Brian A. Russell

Clerk File No. 311028

Reappointment and Oath of Office of William "Bill" Schrier as Chief Technology Officer for the Department of Information Technology, for a term of confirmation to March 21, 2015.

Committee Action:

Date	Recommendation	Vote
03/16/2011	Confirm	BH, MO

Related Legislation File: _____

Date Introduced and Referred: Sept. 7, 2010	To: (committee): Energy, Technology, and Civil Rights
Date Re-referred:	To: (committee):
Date Re-referred:	To: (committee):
Date of Final Action: March 21, 2011	Disposition: Confirmed

This file is complete and ready for presentation to Full Council. _____

Full Council Action:

Date	Decision	Vote
3/21/11	Confirmed	9-0

Aug. 16, 2010
Date Filed with City Clerk
Emilia M. Sanchez
By _____

CF No.311028

Title:Reappointment and Oath of Office of William "Bill" Schrier as Chief Technology Officer for the Department of Information Technology, for a term of confirmation to March 21, 2015.

Date Filed with City Clerk:20100816

Resume' of William M. (Bill) Schrier

May 2009

bill@schrier.org

Summary

An information technology executive with over 20 years experience in information technology operations and public administration, responsible for budgets of over \$59 million and managing an information technology department of 215 employees.

Present Position

Chief Technology Officer (CIO) and Director, Department of Information Technology (DoIT), City of Seattle, Washington - October 2003 to present. The senior information technology executive in Seattle's City government, reporting directly to the Mayor.

Other Work and Military Experience

- IT operations and management positions at the City of Seattle and SAFECO Insurance
- Assistant Branch Manager, Equitable Savings and Loan, Seattle
- Police Officer, City of Dubuque, Iowa
- Commissioned Officer, U. S. Army Corps of Engineers (Reserve) (Retired)
- High School Teacher, science and mathematics

Educational Experience

M.P.A. (Masters in Public Administration), 2001, University of Washington, Seattle
B. S., Physics and Mathematics, Loras College, Dubuque, Iowa.

Community and Personal Service

United States Army and Army Reserve. Twenty-two years of increasingly responsible experience, beginning on active duty with the United States Army Corps of Engineers at Fort Belvoir, Virginia, and culminating as commander, 3rd Battalion, 104th Division Training Group (a unit of 200 soldiers), United States Army Reserve at Fort Lewis, Washington.

Catholic Archdiocese of Seattle. Fifteen years experience as a volunteer in parish elementary schools and with the Catholic Schools Office of the Archdiocese. This includes six years as a member of the Archdiocesan School Board, serving two years as President of that Board.

Personal Information

Address: [REDACTED] Seattle, WA 98116

Telephones: 206-[REDACTED] (home)
206-937-0633 (work)
206-[REDACTED] (mobile)

Electronic mail: bill.schrier@seattle.gov (work)
[REDACTED] (personal)

Selected Significant Personal Accomplishments

- 1996-2009: Directed technology support for City government at the City's Emergency Operations Center through 12 separate disasters, emergencies or disaster readiness tests.
- 2006 - 2008: Chair of the King County Regional Communications Board, which operates the public safety radio network for all police and fire agencies in the county.
- 2006 - 2009: Providing oversight and leadership to major upgrades / replacement to the City of Seattle's utility billing/customer information system and police dispatch/records management system.
- 2004 - 2009: Obtained and directed \$7,000,000 in homeland security grant funds for technology projects in the tri-county Puget Sound urban area.
- 2008 - 2010: Obtained \$3.4 million grant for upgrade of regional radio network.
- 2008 - 2011: Directing a \$9 million upgrade to City government Office, electronic mail and collaboration software and systems.

Selected Significant Accomplishments of Seattle's Department of Information Technology

This is a selected list of significant 1995 - 2009 projects in progress or finished by work units under my direction:

- The Seattle Channel named "top municipal television station" in the United States in 2007 and 2008.
- Two 10 year cable re-franchises concluded with Comcast and Broadstripe for 180,000 cable users in Seattle.
- Installed \$2.1 million fiber network to connect the five major seats of government and five major emergency operations centers in Western Washington for video teleconferencing and data communications.
- Developed and implemented an oversight program for all City government information technology projects in all departments. Presently overseeing and tracking 30 technology projects valued at over \$80 million. Since oversight began in 2003, no major City technology project has failed.
- Installation of \$7 million in technology in new Emergency Operations Center and Fire Alarm Center
- Installation of telephone and data networks to serve 1,100 employees in new City Hall and Justice Center;
- Installation of \$2.6 million in radio, telephone and data networking equipment in the new 911 call center / West Police Precinct of the Seattle Police Department.
- City's website www.seattle.gov named best large City web portal in 2001 and 2006.
- Development of an interactive voice response system to serve multiple departments of City government
- Installation of a \$1.5 million fiber optic cable network, 350 miles in length in Seattle to support multiple local, state and federal government agencies, including every Seattle school and college, 1996 to present.
- Acquisition of improved an improved Internet link at 23 megabits per second for Seattle City government (as the lead agency), in partnership with King County and the Seattle Public Library
- Installation of new telephone and data networks for over 2000 City government employees in Key Tower; Launched ArtZone television production effort - results in 12 hours a week of arts programming to be broadcast on the Seattle Channel and available for download by Comcast cable subscribers.

310 28

City of Seattle



Chief Technology Officer of Department of Information Technology

Confirmation Packet
August 12, 2010

William (Bill) Schrier



Michael Patrick McGinn
Mayor of Seattle

Hand Deliver

August 12, 2010

The Honorable Richard Conlin
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

FILED
CITY OF SEATTLE
10 SEP -9 AM 10:35
CITY CLERK

Dear President Conlin,

I am pleased to transmit to the City Council the following re-confirmation packet for my appointment of William (Bill) Schrier as the Chief Technology Officer for Department of Information Technology. The materials in this packet include:

A. William Schrier

This section contains Mr. Schrier's appointment forms and his résumé.

Mr. William Schrier has been an exemplary Chief Technology Officer for the City of Seattle's Department of Information Technology. He has an impressive record as an outstanding information technology executive with over two decades of experience with technology operations and public administration. Mr. Schrier manages a department of 205 employees and is responsible for budgets of more than \$56 million. Mr. William Schrier has many significant accomplishments as the Chief Technology Officer of Seattle's Department of Information Technology. Under his direction the Seattle Channel has flourished into a national award winning public access channel, he has overseen the installation of over \$13 million in technology, fiber optic and data networks around the City and developed an oversight program for all City of Seattle government information technology projects within all city departments.

Mr. William Schrier has earned a Bachelor of Science Degree in Physics and Mathematics from Loras College in Dubuque, Iowa and a Masters in Public Administration from the University Washington.

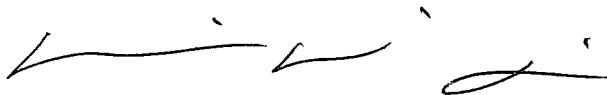
Honorable Richard Conlin
August 12, 2010
Page 2.

Mr. Schrier's commitment to the betterment of our country is evident in his service of over twenty years in the United States Army and Army Reserve. Mr. Schrier's leadership and mentoring skills has also been demonstrated in his community volunteer work with the Catholic Archdiocese of Seattle. He is a bright, energetic and conscientious leader who will continue to be an asset to the City Council, the Mayor, and the residents of Seattle served by the Department of Information Technology.

If you have any questions about the attached materials or need additional information, please contact Timothy Killian, 233-3886.

Thank you for your consideration.

Sincerely,



Michael McGinn
Mayor

Attachments: Bill Schrier confirmation documents

Copy: Honorable Members of the Seattle City Council

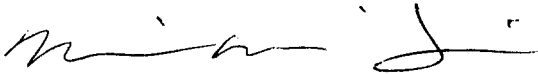
Section

A

**City of Seattle
Appointment**



Notice of Appointment

Name: William (Bill) Schrier	<input checked="" type="checkbox"/> Executive <input type="checkbox"/> Legislative
Position: Chief Technology Officer Department of Information Technology	Date of Appointment: July 30, 2010
Authority (Ord., Res.):	Term of Office: From: Confirmation To: Confirmation + Four Year Term or Mayor's Discretion
Comments: 	
Authorizing Signature: 	Name and Title of Officer Making Appointments: Mike McGinn, Mayor

Confirmed by the Following Vote at City Council

In Favor:	Against:	Date:
By:		



**CITY OF SEATTLE - STATE OF WASHINGTON
OATH OF OFFICE**

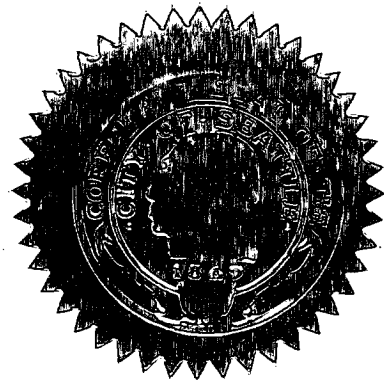
**STATE OF WASHINGTON,
KING COUNTY**

I, William Schrier, confirm that I am the person appointed on July 30, 2010, and confirmed by the City Council on March 21, 2011, to the position Chief Technology Officer of the Department of Information Technology, City of Seattle, in the State of Washington, and that I possess all the qualifications prescribed for said position by the Charter of the City of Seattle; that I will support the Constitution of the United States and the Constitution of the State of Washington; and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as Chief Technology Officer of the Department of Information Technology.

William Schrier

**Subscribed and sworn to before me
this 21st day of March, 2011**

Monica Martinez Simmons, City Clerk



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May 2009

bill@schrier.org

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Personal Information

Address: 1917 - 46th Avenue S. W., Seattle, WA 98116

Telephones: 206-937-8045 (home)
206-937-0633 (work)
206-255-2156 (mobile)

Electronic mail: bill.schrier@seattle.gov (work)
bill@schrier.org (personal)

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- Installation of new telephone and data networks for over 2000 City government employees in Key Tower; Launched ArtZone television production effort - results in 12 hours a week of arts programming to be broadcast on the Seattle Channel and available for download by Comcast cable subscribers.

**Chief Technology Officer for the City of Seattle and
Director of the Department of Information Technology
Re-Confirmation Questions**

Questions:

1. What are some of the notable accomplishments for the Department of Information and Technology (DoIT) over the past four years?
2. What are your major goals for the Department of Information and Technology over the next four years?
3. What do you see as the primary challenges facing your department in the next four years?
4. How have you ensured that Councilmembers and our staff have received the information we have needed from your department to make policy and financial decisions?
5. What opportunities do you see for improving collaboration between your department and other City departments?
6. How have you been promoting intergovernmental relations? How will you continue to foster partnerships with other governments (e.g., local, state, federal) to develop good public policy? How will you work to ensure that Seattle's goals and priorities are reflected in regional projects?
7. What have you accomplished in the past, and what improvements are you working on for the future in the area of customer service?
8. How do you conduct outreach to neighborhoods?
9. How is your department addressing issues of the evolving workforce of the future, such as filling positions vacated by aging City workers, and welcoming more people of color, women, and people with disabilities to the City workforce where they may not have been traditionally represented in large numbers?
10. How have internal operations in your department improved over the past four years? What are your goals for continuing to improve the internal operations of your department? What are the management challenges that you face?
11. How do you approach making decisions about maintaining the City's infrastructure? How do you ensure that capital projects are completed on time and on budget?
12. How does your department approach contracting decisions so as to give ample opportunity for women-owned, minority-owned, and disadvantaged businesses to participate?

**Chief Technology Officer for the City of Seattle and
Director of the Department of Information Technology
Re-Confirmation Questions**

Questions:

1. What are some of the notable accomplishments for the Department of Information and Technology (DoIT) over the past four years?
<p>The department's mission is to "make technology work for the City". Despite the Great Recession and significant budget cuts, the City's core technology services, operated by DoIT, have high levels of reliability and availability. The public safety voice radio network is available over 99.999% of the time – just a few minutes of downtime a year. The City's core e-mail system, data networks, telephone networks are available more than 99% of the time. We print over million pages of utility bills a month, and answered almost 40,000 calls for help at the service desk, solving 59% of the problems over the phone.</p> <p>We completed the multi-million dollar upgrade and conversion of over 10,000 City staff to Office 2010 and a new email and email archiving system on schedule and within budget. The Seattle Channel has been named "top municipal television station of the year" in 2007, 2008 and 2010. The City's website was #1 Best of the Web in 2001 and 2006 and will be a contender again for that honor in 2011. And working with other departments, we've driven dozens of applications and services to the web, ranging from utility bill payments to pothole maps to crime data.</p> <p>But I'm most proud of the day-in, day-out, 24 hour-a-day, 365-day-a-year continued high performance by DoIT's skilled technology employees.</p>
2. What are your major goals for the Department of Information and Technology over the next four years?
<ul style="list-style-type: none">• Keep daily technology operations, services and networks "humming" (operating) at high availability and reliability, as discussed above.• Drive more efficiency and effectiveness into City government by innovative use of technology. See answers to #3 and #5 below for more details.• Help departments improve the outcomes of their major IT projects, making optimal use of limited funds and constrained staff resources.• Continuously improve the way the City interacts with constituents. This includes innovative programming on the Seattle channel, more and better services on the web, better constituent participation using tools like "Seattle Speaks" and making government more transparent through innovations such as data.seattle.gov and My Neighborhood Map. It also includes innovative interactive apps on smart phones, tablet computers and the web.• Help departments improve their services by making them more data-driven. This includes using information such as that found on data.seattle.gov to design and

evaluate programs, but it also includes helping departments “crowdsource” data and information from customers and constituents.

- Improve the quality of life for the people of Seattle through better use of information technology. This includes continuing our community technology programs and tech matching fund, re-negotiating the Comcast cable TV franchise, and helping to bring high speed fiber broadband to neighborhoods.

3. What do you see as the primary challenges facing your department in the next four years?

- The budget and staffing of the department have been reduced from \$59 million and 217 employees to \$49 million and 195 employees over the past three years. We are not investing sufficient dollars to properly operate, maintain and replace our technology infrastructure. Yet City government is more dependent than ever on technology to deliver virtually every City service. We need to think creatively about how to meet the upcoming changes in technology and needs of departments.
- Individual City departments continue to make technology decisions in the context of their own department, without referencing or considering efficiency or the costs to the City government as a whole. Here are some specific examples:
 - City departments continue to independently procure software which performs the same or similar functions. For example, the City government operates at least four project management software systems from four different vendors.
 - The City government continues to operate at least three separate voice radio networks, with separate radio sites (towers), switches, infrastructure and both handheld and vehicle-mounted radios. This means it can be difficult for the departments to coordinate work with each other, and the City government pays for duplicate costs in labor/staffing and equipment.
 - City government operates three separate information technology help desks (City Light, Public Utilities and DoIT for the rest of City government).
 - There are many other examples.
- Management of technology projects by departments continues to be a struggle, with many projects failing to meet scope, schedule, and/or budget targets. See more detail in the answer to question #11 below.
- Cybersecurity - threats to City information technology assets and infrastructure continue to evolve and become more virulent. Maintaining technology that is resistant and resilient will continue to require focus and resources.
- Consumer smart phones, tablet computers. We will increasingly see both constituents and employees using these devices, and we need to embrace them as tools to improve the productivity of employees and new ways to deliver services to constituents.

4. How have you ensured that Councilmembers and our staff have received the information we have needed from your department to make policy and financial

decisions?

We've built a budget and responded to Council requests and statements of Legislative intent, as well inquiries from Council members, their legislative staff and the central staff. Occasionally I've met personally with Council members to brief them on significant technology projects, such as the upgrade to Microsoft Office 2007 or the implementation of the new Police Computer Aided Dispatch (CAD) and Records Management (RMS) systems. I am open to improving this communication through the means or methods which the Council would find most useful. Such methods might include:

- Briefings on relevant topics at the Monday Council open meeting times;
- Briefings at the beginning of ECTR meetings;
- A regular written report from the Chief Technology Officer.

5. What opportunities do you see for improving collaboration between your department and other City departments?

The opportunity here is not so much collaboration between DoIT and other departments, but rather what kinds of technologies the City and DoIT can implement to improve the way all departments work together on behalf of the people of Seattle.

For example, over the past five years DoIT led a team of City technology professionals with support from outside vendors to implement Microsoft Office 2007 and Microsoft Exchange/Outlook for electronic mail across all departments. Electronic mail is, arguably, the most important automated tool in use by the City government today. Almost every City employee uses electronic mail; it is the primary communication tool between employees and departments; and it is the primary communication tool between constituents and their elected officials and City departments.

Are there other collaboration tools which we could implement which would improve the way departments work together and work with the public? Yes, absolutely, and here are a couple:

- Microsoft SharePoint. SharePoint allows employees to easily set up interdepartmental teams and share information (documents, spreadsheets, PowerPoint, Facebook-like "walls") with each other. It also allows sharing files between governments. For example, the City's Office of Emergency Management has a \$5 million catastrophic planning grant for an eight-county region and is coordinating that work through an external SharePoint site.
- Constituent Relationship Management (CRM) software. This project was funded by the Council in the same package as Microsoft Office 2007 and the Exchange/Outlook e-mail upgrade. The Finance and Administrative Services department will implement CRM this year. If embraced and used, CRM almost certainly this will improve the way constituents can request services or report problems to City government via the telephone, web, smart phone apps and in other ways.
- City budgeting software. Right now the City's budget is built through a variety of

different means. Some departments use antiquated specialized software, some use homemade software written by City employees and others use highly specialized budgeting software called "spreadsheets". None of these software packages directly link to the City's financial management system ("Summit") or its human resource management system (which does payroll and benefits). A major United States City with \$3.5 billion dollars in revenues and expenditures should have a better system for budgeting.

- Content management system. The City government has a phenomenal and award-winning website in www.seattle.gov. Yet almost everything posted or created here is done manually. That is, if a web page such as neighborhood service center hours has to be changed (<http://www.seattle.gov/neighborhoods/nsc/>), the Department of Neighborhoods has to recognize the needed change, but then an information technology professional needs to actually make the change. Most cities and counties and private companies use a content management system so individual employees with a minimum of tech knowledge can make such changes directly.

These are examples of the way collaboration can be improved. Both a SharePoint implementation and a content management system can be done at without major software investments, but will require significant labor investment.

6. How have you been promoting intergovernmental relations? How will you continue to foster partnerships with other governments (e.g., local, state, federal) to develop good public policy? How will you work to ensure that Seattle's goals and priorities are reflected in regional projects?

- I encourage DoIT's senior management to stay active in intergovernmental organizations. For example, Deb Schlenker is on the Board of the Washington State Association of City/County Information Services (ACCIS), and Mike Hamilton, our Chief Information Security Officer, regularly attends ACCIS and is active with State of Washington and Department of Homeland Security cybersecurity initiatives. Hamilton works with the nationwide State, Local, Tribal and Territorial government coordinating council, which is focused on critical infrastructure protection and resilience, and that group's meeting will be in Seattle this spring.
- I was President of the Metropolitan Information Exchange (MIX) for 2009-2010. MIX is the leading association of City/County CIOs, with 60 CIO-members from jurisdictions such as Los Angeles, Philadelphia, Washington DC, and Las Vegas. I brought the group's conference to Seattle in 2008.
- I helped launch a regional project to upgrade and replace the region's public safety radio networks, most of which were designed in the 1980s and built in the 1990s. These networks include over 23,000 radios in use by police, firefighters, EMTs, public works, transportation and other responders in a four-county region. I serve as the City's representative on a multi-county steering committee chaired by Fred Jarrett, Deputy King County Executive.
- I have been appointed to the FCC's Public Safety Advisory Committee which is

supporting the FCC's work to build a nationwide public safety wireless broadband network. I chair the group of 20 jurisdictions nationwide which have received authority to build such networks. These jurisdictions include New York City, New Jersey, Los Angeles, the San Francisco Bay area region, the States of Iowa and Mississippi.

7. What have you accomplished in the past, and what improvements are you working on for the future in the area of customer service?

Our primary customers are the other departments of the City government. The answer to question 1 illustrates some of the ways DoIT has met the needs of City departments.

We have multiple intra-City-government groups which help maintain and improve customer service, i.e. the Technology Board, which is the group of 13 IT directors and managers of the major departments. It helps me set policies and standards for technology use, and shares information. The Service Management Board coordinates the work of the service (help) desks in the departments. The Internet Board coordinates and standardizes the work of web professionals.

We also have customers who are constituents – the people who use the City's website and the Seattle Channel, those who benefit from the Community Technology programs and who can engage the Cable Office to improve their cable TV service. But we also have improved customer service by implementing a new electronic mail system (constituents use electronic mail to engage government), continuously upgrading our telephone and contact center technologies, and innovating with services like data.seattle.gov.

8. How do you conduct outreach to neighborhoods?

Examples of DoIT outreach:

- DoIT staffs the Citizens' Technology and Telecommunications Advisory Board (CTTAB) advises DoIT, the Council and the Mayor on technology matching fund grants, broadband implementations and public access television.
- The Seattle Channel regularly highlights issues of interest to neighborhoods and neighborhood history and events with programming such as City Inside/Out, Ask-the-Mayor, City-Inside-Out Council Edition, CityStream, Community Stories and many other programs.
- The City's website www.seattle.gov, managed by DoIT, is the City government's primary vehicle for reaching communities, giving them information and allowing them access to online services.
- The Technology Matching Fund (TMF) program makes over \$200,000 in grants a year to non-profits to help bridge the digital divide.

However, for the most part, the Department of Information Technology enables other departments to do such outreach by having an award-winning website and Municipal Television Channel.

9. How is your department addressing issues of the evolving workforce of the future, such as filling positions vacated by aging City workers, and welcoming more people of color, women, and people with disabilities to the City workforce where they may not have been traditionally represented in large numbers?

The Department of Information Technology has an active recruiting strategy to both retain institutional knowledge and broaden our efforts to increase the diversity in our candidate pools. In our recent budget cuts, we have been able to reassign several DoIT employees in other positions to avoid layoffs, and we have interviewed and hired City employees from other City departments. We strongly support the Project Hire program and have two staff serving as PH case managers. We have a robust RSJI Workplan to implement strategies to address workforce equity. Some of the items on our RSJ Workplan include a cross training program to increase skills between our Service Desk and Technical Support staff, training for HR staff with a focus on diversity in recruiting methods, and training for individuals on interview panels. Additionally, we have an intern program that encourages non-traditional students re-entering the workforce, and have two supported employees on staff.

10. How have internal operations in your department improved over the past four years? What are your goals for continuing to improve the internal operations of your department? What are the management challenges that you face?

Over the past four years, the size of the department has dropped from 217 employees to 195. We've eliminated a number of management and strategic advisor positions, as well as para-professional staff. I've tried to conserve the number of technical staff, but in 2010 we lost at least 5 such positions as well. At the same time, management salaries have been frozen or cut for several years. Management is working harder, but the workload has only increased because the City government has become more and more dependent upon technology.

We've tried to improve and standardize the practices and technologies we use.

On the practices side, DoIT and other departments have tried to adopt the Information Technology Information Library (ITIL) best practices for problem, change and service management. ITIL is the recognized worldwide standard for IT management.

On the technologies side, we've standardized software such as Microsoft Office 2007, Microsoft Outlook/Exchange for e-mail, and Microsoft Active Directory for managing userids and permissions/access. We are now implementing new anti-virus software City-government wide, as well as "certificate management" software to allow us to encrypt data on laptops and enable secure e-mail messages. We are also implementing Microsoft's configuration management tool, which will allow much easier management of software on desktop computers, i.e. regular patching and upgrading, plus license tracking.

Unfortunately, these implementations sometimes become a "herd the cats" exercise. Some departments actively resist using the standard software platforms, saying they do not have the staff or budget to implement the software, or saying their needs are "unique" from the rest of City government, hence they must implement their own service or

software.

11. How do you approach making decisions about maintaining the City's infrastructure? How do you ensure that capital projects are completed on time and on budget?

Increasingly, decision making is driven reactively, not proactively, e.g. which equipment or system is in danger of failing? Furthermore, technology changes are moving so rapidly in the outside world that our decision-making is often driven by outside factors such as smart phone and tablet adoption, and social media. Or we find ourselves unable to adopt new technologies (e.g. Internet Explorer V9) due to constrained resources and our older, legacy systems.

Managing IT projects has historically been a challenge. Following the difficulties of implementing the utilities' customer service system in 2001 (it was a year late and \$14 million over budget), we established a "project management center of excellence". Every department is supposed to identify its large (over \$100,000) technology projects to my office, and we evaluate them for risk. We then establish project oversight and require monthly reporting of status. While some departments take project management seriously, others continue to struggle. Over the last four years, 66 large IT projects have finished. Of those, 72% were close to meeting their budget, but only 55% delivered on their results and less than 40% met their schedule.

However individual project managers and employees in departments, and some departments as a whole, continue to resist project oversight and sound project management practices.

Many of the budget cuts DoIT has taken over the past three years have reduced our ability to provide for replacement of the City government's network and technology infrastructure. I hope we can adopt a targeted funding strategy for specific upgrades and improvements, such as those discussed in the answers to the questions above.

12. How does your department approach contracting decisions so as to give ample opportunity for women-owned, minority-owned, and disadvantaged businesses to participate?

We've focused a lot of effort in this area and had significant success. In 2005, DoIT's WMBE utilization was 4.77% and 19 vendors. For the past four years, we've been over 13% and 40+ vendors.

Our staff regularly attends trade shows, forums, business alliance meetings and the like in an effort to reach WMBE businesses. We set up individual meetings between WMBEs and DoIT Division Managers who might be able to utilize their services and we provide regular periodic internal training to DoIT staff on finding and using WMBE businesses.

We participate on the citywide WMBE Interdepartmental Team and were recognized by them in 2010 as having a very successful WMBE Program.



Seattle City Council

February 7, 2011

Bill Schrier, Director
Department of Information Technology
PO Box 94709
Seattle, WA 98124-4709

Re: City Council Expectations for Bill Schrier, Chief Technology Officer and Director of the Department of Information Technology

Dear Mr. Schrier:

Mayor McGinn has reappointed you as Chief Technology Officer (CTO) and Director of the Department of Information Technology (DoIT). To be successful, a director needs to work constructively with both the Executive branch and the City Council. A positive working relationship requires a director to be responsive to Council needs and priorities.

To that end, as part of the Council's reconfirmation review process, we want to communicate to you our expectations for your job performance if you are reconfirmed. The Council expectations (listed below) are intended to enhance your accountability to the Council. The expectations also provide a basis for Council evaluation of your performance if and when the Mayor reappoints you for another term in the future. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

A copy of this letter has been placed in Clerk File 311028, which contains Mayor McGinn's request for your reconfirmation as CTO and director of DoIT.

I. City Council General Expectations for Bill Schrier as CTO and Director of DoIT

- A. Relationship with Council.** Mr. Schrier is expected to maintain a constructive working relationship with the Council, as demonstrated by:
1. Prompt and complete responses to Council information inquiries.
 2. Pro-active updates on policy development, operational concerns and financial matters of significance, so that the Council is informed of significant changes or controversies before the information reaches the media and/or before the Executive submits a request for Council action.
 3. Dependable implementation of formal policy direction provided by the Council.
 4. Assistance in the research and development of Council policy initiatives.

B. Management Skills. Mr. Schrier is expected to demonstrate strong management skills, with particular focus on the following Council priorities:

1. Public communication

- a. Conduct inclusive outreach to relevant stakeholders.
- b. Implement a strong ethic of customer service.
- c. Make information available so that the public can track the department's performance in delivering services.

2. Organizational management

- a. Coordinate productively with other City departments.
- b. Maintain strong working relationships with other governmental entities.
- c. Operate within budget constraints and pro-actively manage expenditures.
- d. Provide a fair and equitable approach to the award of City contracts.

3. Personnel management

- a. Develop and maintain strong morale among employees.
- b. Provide an inclusive work environment that offers equitable opportunities for all.
- c. Address issues of succession planning and the professional development of existing staff.

4. Service delivery, including both routine operations and emergent situations

- a. Ensure that on-going, day-to-day services are provided effectively and efficiently, and that the department tracks its performance in delivering such services.
- b. Make certain the department is able to deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

II. Specific Expectations for Bill Schrier as CTO and Director of DoIT for 2011 – 2015

During the term from 2011 to 2015, Mr. Schrier is expected to implement (and provide regular progress reports on) the following Council expectations:

- A. Technology Infrastructure.** Maintain and enhance the City's communications and computing assets, including telephone, radio, and e-mail systems, and networks and servers. Reliably meet expectations for performance of these systems. Plan and successfully implement the migration to an upgraded operating system for desktop and laptop PCs.
- B. Technology Planning, Policies, and Standards.** Continue to lead City-wide efforts to implement consistent technology policies and standards, including those related to technology security. Provide City-wide oversight and monitoring of technology decision-making and purchasing. Lead strategic planning efforts for the City's information technology improvements.
- C. Cable Television.** Administer the City's cable television franchises, with a focus on improving customer service. Implement a new model for providing public access television in Seattle.

- D. **Seattle Channel.** Continue to improve the performance of the Seattle Channel as one of the premier government-access television channels in the country.
- E. **Public Engagement.** Continue efforts to conduct outreach, improve the public's access to information, and increase effective interaction and engagement between the public and City officials. This includes implementing my.seattle.gov, single-sign-on, and Seattle Speaks, and updating the City's constituent relationship management systems.
- F. **Race and Social Justice.** Advance the City's Race and Social Justice Initiative. Focus on policies and practices to ensure that all residents have access to technology. Use the Technology Matching Fund grant program to increase digital equity and technology literacy while leveraging significant community contributions.
- G. **Broadband Initiative.** Continue to work with other City departments to explore ways to provide affordable, high-speed, Internet access to all residents, businesses, and institutions in Seattle.

The City Council looks forward to working cooperatively with you to ensure that DoIT continues to manage the City's technology resources and provide reliable and cost-effective technology services.

Sincerely,



Richard Conlin, President
Seattle City Council



Bruce Harrell, Chair
Energy, Technology and Civil Rights Committee

cc: Michael McGinn, Mayor, City of Seattle
Seattle City Council Members



**Legislative Department
Office of City Clerk
Memorandum**

Date: March 23, 2011
To: Clerk File 311028
From: Monica Martinez Simmons, City Clerk *ms*
Subject: Administrative Correction to Clerk File No.311028 Title

Clerk File No. 311028, entitled "Reappointment and Oath of Office of William "Bill" Schrier as Chief Technology Officer for the Department of Information Technology, for a term of confirmation to March 21, 2014," had a typographical error when passed by the Council on March 21, 2011.

Seattle Municipal Code 3.22.020 and the appointed term by the Mayor was established as a four year term from date of confirmation and Oath of Office. The correct term of office of Bill Schrier begins on March 21, 2011 and ends on March 14, 2015.

Clerk File No. 311028 was updated to reflect the corrected term of office for the confirmed position.

c: Bill Schrier, Chief Technology Officer
Council President Conlin
Councilmember Bruce Harrell
Jeff Slayton
Council Clerks