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City of Seattle

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CITY CLERK

Chief Technology Officer of the Department of Information Technology

Confirmation Packet
January, 2013

ERIN DEVOTO

COUNCIL CLERK

Mike McGinn, Mayor
City of Seattle

FILED
CITY OF SEATTLE
2013 JAN -7 PM 2:24
CITY CLERK

January 7, 2013

The Honorable Sally Clark
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, Washington 98104

Dear Council President Clark:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Erin Devoto as Chief Technology Officer Department of Information Technology (DoIT). Erin is a results driven innovative executive with more than a decade of public service. She has a consistent record of effective leadership within the City and the region in the areas of information technology, capital project management and complex public initiatives. She is a terrific asset to the City of Seattle and I respectfully request you confirm her.

The materials in this packet are in two sections:

A. Erin Devoto
This section contains appointment and oath of office forms, resume, and the press release announcing Erin's appointment.

B. Background Checks
This section contains the Mayor's Office report on Erin's background check.

Erin has served as the Acting Chief Technology Officer and Director of DoIT since May 2012 and she has been DoIT's Deputy Director since 2007. The Department of Information Technology with 192 employees and an annual budget of $49 million is responsible for the City's main data center, Seattle.gov website, The Seattle Channel, the City's fiber network, the City's data and telephone network, the Public Safety Radio network, cable franchises, and technology oversight and planning.

During the last six years, Erin has successfully led several technology initiatives, directed the department's finances and accounting, human services, Project Management Office and Office of Cable Communications.

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During her tenure at DoIT she was responsible for the successful migration of the City's 11,000 email users from the City's former email software to Microsoft exchange, and has made business process improvements by creating a new delivery model for the City's Public Access Channel resulting in savings to the City. In August, she led the data center disaster recovery planning during the building's Bus B event, ensuring that the data center remained functional during the electrical repairs. She is also set to begin the planning and design of the data center relocation.

Currently, Erin is the lead on a current initiative to develop an ultra-fast broadband network that will bring high-speed fiber to homes and businesses. This innovative partnership combines the City's excess fiber capacity with the expertise of Gigabit Squared and the community leadership of the University of Washington, to stimulate business opportunities, spur advancements in health care, education, and public safety, and enhance quality of life for the residents and businesses of Seattle.

Erin is an active employee and community member. She leads interdepartmental teams coordinating SPD, SCL, SPU and SFD technology initiatives. She represents the City of Seattle on the three county Public Safety Radio System—working with King County, Pierce County and Snohomish County— to develop the next generation system. She has been on the Board of Directors for Washington Women in Need since 2007 and, starting in January, she will join the Pacific Northwest Gigapop Advisory Council.

Erin is joining the King County Strategic Advisory Council. The SAC is a key part of the County's technology governance structure and is responsible for advising the KC Executive in developing long term strategic objectives and planning for information technology countywide.

If you have any questions about the attached materials or need additional information, please contact Jaline Quinto, Council Liaison to the Mayor at 684-4021.

Sincerely,

Mike McGinn
Mayor of Seattle

SECTION

A

City of Seattle

Notice of Appointment

Name: ***ERIN DEVOTO***	☒ **Executive Appointment** ☐ **Legislative Appointment**
Appointed to: *Chief Technology Officer Department of Information Technology*	**Date of Appointment:** *December 14, 2012*
Authority (Ord., Res.): *SMC 3.22.020*	**Term of Office** **From:** *Confirmation* **To:** *Four Years or Mayor's Discretion*

Comments:

Ms. Devoto is the Acting Chief Technology Officer and Director for the Seattle Department of Information Technology. She has served as the Deputy Director of the department for the past 6 years.

Erin is a uniquely capable manager of large initiatives requiring collaboration between jurisdictions, private business, and the public.

Aside from her current work on broadband internet connectivity, Erin also oversaw the successful "migration" of the City's 11,000 email users from the City's former email software to Microsoft Exchange.

Erin has more than a decade of executive leadership and development experience at the City of Seattle.

Authorizing Signature:	**Name and Title of Officer Making Appointment:** *Mike McGinn, Mayor*

CITY OF SEATTLE - STATE OF WASHINGTON
OATH OF OFFICE

STATE OF WASHINGTON
COUNTY OF KING

I, Erin Devoto, confirm that I am the person appointed on December 14, 2012, and confirmed by the City Council on March 11, 2013, to the position of 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.

_____
Erin Devoto

Subscribed and sworn to before me
this 11th day of March, 2013

(affix seal)

_____
Monica Martinez Simmons, City Clerk

ERIN DEVOTO

CAREER SUMMARY

Ms. Devoto is a results driven innovative senior executive with more than a decade of public service. She has a consistent record of effective leadership within the City and the region in the areas of information technology, capital project management, and complex public initiatives.

EXECUTIVE EXPERIENCE

Department of Information Technology, City of Seattle

- **Chief Technology Officer, Acting** — **May 2012 - Present**
- **Deputy Director** — **2007 - May 2012**

Responsible for the strategic planning and operations of citywide enterprise IT services including data and telephony network operations, enterprise architecture, data center management, licensing, project/program management, electronic communications, and security and public safety radio network operations. Manage a $49M operating budget and direct activities of 192 staff. Leads inter department strategic technology initiatives with other City of Seattle departments and regional public agencies. This includes the fiber-optics partnership of 17 public institutions and private partners, working on broadband service improvements throughout the city. These collaborations help all parties leverage their technology-development budgets and improve services and capacity for the future.

- Created the strategy and led the successful implementation of a new citywide email system for 11,000 users
- Led multiple software implementations including MS Office 2010, Active Directory and Archiving.
- Developed the 2013 budget and leveraged existing funding to enable the City to move to Office 365 which will provide enhanced production capabilities at no additional costs.
- Provided leadership and led the effort to keep the city's technology running during the month long "BusB" event. Responsible for the successful development of the data center's shut down and reinstatement plan strategically balancing risk management and disaster recovery planning. Organized the implementation of redundant internet connections, Seattle.gov alternative sites and worked with the vendor to stand up a backup email system for over 10,000 users.
- Through innovation, created the legislation required to remove barriers from the private sector to access City excess fiber resulting in private sector investments in Seattle. Leads the City's broadband interdepartmental team (SCL, SPU, MO).
- Led efforts which resulted in cost savings of $600k annually through process engineering in areas such as Public Access Television and Warehousing/Purchasing.
- Provide leadership for complex interdepartmental technology initiatives such as upgrading the City's financial systems, E-Discovery, and implementation of the Emergency Notification System.
- Part of the Regional Emergency Radio Council as a voting member representing the City of Seattle. (The RERC) is a "joint board" that will be formed by the interlocal agreement between the three counties. The RERC is responsible for creating the public safety radio network strategic plan for the region).
- Will be joining the King County Strategic Advisory Council which is responsible for advising the King County Executive in developing strategic objectives for information technology deployment county wide.

Department of Parks and Recreation, City of Seattle

o **Director, Planning and Development** **2001 –2007**

Directed and managed the planning and development and implementation of the 2000 Pro Parks Levy ($185.1M) and the 1999 Community Center Levy ($36M). These on-time and on-budget programs included land acquisitions, site design, engineering, and execution of more than 300 projects.

- Led the successful "on time and below budget" $24M Seattle Aquarium Piling Replacement project.
- Secured the first Starbuck's extreme parks makeover grant to renovate Powell Barnett Park. Renovated the park in 7 days with over 200 volunteers.
- Developed a project-based cost accounting system resulting in financial accountability for over $185 million capital projects.
- Strategically managed the risks associated with construction and property acquisition resulting in no construction claims against the City.

Krekow Jennings, General Contractor

o **Operations Manager** **1999 – 2001**

Supervised and provided leadership for the day-to-day operations of a $50 million company including field supervision, project management, safety program, customer service, budget, scheduling, and risk management. Accomplishments included development of company-wide scheduling and cost control practices, objectives and strategies for safety standards, and labor management for 200 employees.

Seattle Center, City of Seattle

o **Director, Facility Management and Capital Programs** **1998**

Directed the day-to-day maintenance of the 74-acre campus. Oversaw more than 350 employees representing several labor unions (including skilled trades), and managed 10 managers and supervisors. Created maintenance protocols, and led the capital long-range planning and development of Seattle Center facilities. Worked with the Pacific Science Center, the Fun Forest, the Experience Music Project, Key Arena, and the annual cultural festivals to coordinate with Seattle Center's daily operations.

EDUCATION

- MPA, University of Washington, Evans School of Public Affairs
- Executive Development Program Certificate, University of Washington, Foster School of Business
- Interior Architecture studies, University of Oregon

PROFESSIONAL AFFILIATIONS & AWARDS

• Washington Women in Need (private non-profit)	Board Member 2007 - Present
• Washington Park Arboretum	Board of Directors, 2006 - 2007
• Seattle Center Advisory Commission	Member, 1997
• Issaquah Arts Commission	Member, 1988-89
• Seattle Management Association, Project Manager Award	2003

City of Seattle
Office of the Mayor

News

For Immediate Release
January 7, 2013

Contact: Aaron Pickus, Mayor's Office
Tel: (206) 233-2650

Mayor Mike McGinn appoints Erin Devoto as Director of the Department of Information Technology

Devoto has served as acting director since May 2012, was deputy director since 2007

SEATTLE – Today Mayor Mike McGinn appointed Erin Devoto as Director of the Department of Technology. Devoto has served as the acting chief technology officer and the acting director of the Department of Information Technology since May 2012, where she previously served as the deputy director since 2007. The mayor's appointment is subject to confirmation by the City Council.

"She has successfully advanced our broadband initiative by thinking creatively and forging new partnerships in both the public and private sectors," said McGinn. "I look forward to continuing to work with her and urge the Council to confirm her appointment."

Devoto most recently has worked as the Mayor's lead advisor on the City's efforts to build next-generation fiber-optic broadband in Seattle. Last month, McGinn announced that the City of Seattle had reached an agreement with broadband developer Gigabit Squared to develop and operate an ultra high-speed fiber-to-the-home/fiber-to-the-business broadband network. The plan will begin with a demonstration fiber project in twelve Seattle neighborhoods and includes wireless methods to deploy services more quickly to other areas in the city. The initiative, leveraging the City of Seattle's excess fiber capacity, the expertise of Gigabit Squared, and the community leadership of The University of Washington, aims to stimulate business opportunities, spur advancements in health care, education, and public safety, and enhance quality of life for the residents and businesses of Seattle.

The Department of Information Technology has 192 employees and an annual budget of $49 million. The department is responsible for the City's main data center, Seattle.gov website, The Seattle Channel, the City's fiber network, the City's data and telephone network, the Public Safety Radio network, cable franchises, and technology oversight and planning.

All Mayor's Office press conferences, town halls and general public meetings are archived by Seattle Channel. Many town halls and press conferences are also broadcast live to the web. Sign up for The Reader, our office newsletter, at our website. And learn more about your neighbors and the mayor's activities on our blog.

SECTION

B

City of Seattle
Department of Finance and Administrative Services

MEMORANDUM

DATE: December 7, 2012

TO: Jen Cramer – Mayor's Office

FROM: Yvonne Chan, Senior Personnel Specialist

SUBJECT: Criminal History Check – Erin Leone Devoto

The Finance and Administrative Services Department, Human Resources Division has completed the criminal history and background review for Erin Leone Devoto. There were no findings that would impact the employment eligibility of Ms. Devoto.

Fred Podesta, Director
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Chief Technology Officer for the City of Seattle and
Director of the Department of Information Technology
Confirmation Questions

Questions:

1. What are your major goals for the Department of Information Technology over the next four years?

1. Maintain the City's core technology services including the data network, telephone network, City website, and public safety voice network to ensure high levels of reliability and availability.
2. Plan, develop and relocate the City's main data center within schedule and budget while creating efficiencies in the management of the center and implementing a disaster recovery/continuity plan.
3. Continue to pursue the private sector development and investment of fiber to the home to all residents and businesses in the City by reaching out to the private sector and supporting their ability to obtain permits and service in a timely manner.
4. Improve the way constituents interact with government; for instance I've asked the Seattle Channel to develop a five year strategic plan for programming and I meet regularly with other jurisdictions to understand what other cities/counties are pursuing.
5. Continue to seek ways to use new and emerging technologies to further city goals, improve efficiency and leverage innovation.

2. What do you see as the primary challenges facing the Department of Information Technology in the next four years?

Over the next four years we will need to replace aging infrastructure including the relocation of the City's main data center and develop a funding mechanism for the replacement of the City's Public Safety Radio System in partnership with King County. Until replacement occurs, we need to keep both systems operational.

Keeping up with changes in technologies is another challenge facing our department and will require us to balance the implementation of new technology against spending money on systems which quickly become outdated. The City is generally not an early adopter of new technology due to costs. As we look forward and continue to provide new ways to communicate with the public, we may have to find ways to adopt new technologies more quickly.

As over 30% of our employees can retire during the next four years, it will be a challenge to develop a succession plan and attract new employees given that the private sector is also competing for staff recruits.

3. How can you ensure that Councilmembers and Council staff receive the information needed from your department to make policy and financial

decisions?

We are happy to provide monthly or quarterly briefings and/or reports to Council members and Council staff. We update our website regularly and have successful working relationships with council central staff members Martha Lester and Tony Kilduff and the Public Safety Technology Committee Chair and will continue to reach out with information.

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

There are many opportunities for improving collaboration between DoIT and other departments beyond the day to day support of technology. I believe that collaboration begins with communication and developing relationships. I've been successful in leading collaboration between departments for large technology initiatives such as citywide implementation of a new email and a new archive system, working with departments during the Bus B event and leading the Executive Steering committee on the Broadband Initiative, as well as my history of collaboration in the implementation of two Levy Programs at Parks. The data center relocation project provides an opportunity where we can revisit how we manage our applications, storage and network infrastructures and develop new service level agreements with our customers.

Conducting a survey to departments regarding DoIT services is another opportunity to we can identify how we can improve collaboration.

We have installed collaboration tools such as data.seattle.gov so employees can share data between departments. We also will be installing the Enterprise version of SharePoint later this year which will offer additional tools and opportunities for collaboration.

5. 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 am committed to fostering partnerships with other governmental agencies and encourage our staff to participate in local, state and federal organizations in order to ensure that Seattle has a voice at the table. To that end, I am the City's representative on the Puget Sound Emergency Radio Network and I participate in the KC Metro/SDOT regional transit planning efforts as it relates to mesh wireless network systems. DoIT regularly sends updates to the state legislature regarding Cable and Internet legislation. Most recently I have been invited to serve on the King County Strategic Technology Advisory Council as the first representative from the City of Seattle. As part of the GigU effort I participate in webinars and conferences regarding Seattle's broadband initiative.

DoIT staff continues to work on issues related to the digital divide and information equity; we are part of the state Council on Digital Inclusion with the WA State Broadband Office and the National Association of Telecommunications Officers and Advisors. We pro-actively work with local, regional and national agencies to ensure that Seattle is included in cyber

security issues at the national level and several members of DoIT's executive team participate in the Association of City and County Information Systems organization for Washington State.

6. What Information Technology improvements will you work on for the future in the area of customer service?

I have a strong commitment to good customer service and will be setting clear expectations to staff for providing good customer service. DoIT is both an internal service provider to departments and an external service provider to the public.

As an internal service department, we need to revisit and establish new service level agreements with our customers. We need to regularly re-evaluate our services and our rates and ensure that we are providing appropriate value for cost.

Externally we will continue to hone our use of social media to better reach customers and use the data from the residential survey and focus groups to help inform us of how we are meeting the needs of the low-income, communities of color, disabled, senior and immigrant communities. This year we launched the first mobile web app for seattle.gov and the traffic app, Travelers, is now available on I phones. DoIT runs and manages @cityofseattle twitter account where we answer questions and help members of the public directly. We continue to work with the Finance and Administration Services Department (FAS) on the roll out of the city wide Customer Management System which will include device specific formatting, making it easier for residents to get comprehensive information and services about the city on mobile devices.

7. How will you conduct outreach to neighborhoods?

We have a variety of ways of reaching out to neighborhoods, most notably our Community Technology Program, the award winning Seattle Channel, our web team and the Office of Cable Communications work tirelessly to work with the public in areas of outreach, interaction and monitoring the cable franchises. DoIT staffs the Citizen's Technology Telecommunications Advisory Board (CTTAB) and assists in developing an annual work plan for the Board. This year the CTTAB established a public outreach committee and the marketing skills of its members will help to inform us about neighborhood outreach. We continue to build relationships with neighborhoods, non-profit and immigrant refugee organizations through our Technology Matching Fund and cable broadband grants (including the provision of free internet connections we provide via Comcast and Wave agreements).

We recently converted our monthly education newsletter, Brainstorm, to a blog form making it easier for the public to subscribe and distribute.

The Seattle Channel is actively pursuing new programs to address the diversity of their

audiences.

We are partnering with the Office of Immigrant and Refugee Affairs on one of their "Tea Times" on March 29th to share information about our Technology Matching Fund program.

Our Cable Office and Community Technology Program are continuing to participate in community events to inform residents about cable customer rights, low-income broadband options, computer safety and our grant program.

The bi-annual residential technology survey will be broadcast to residents during the next quarter and will provide updated information on broadband access, and request users' preferences for receiving City information. The data from the survey will guide our outreach strategies and provide City departments, Council and neighborhood organizations with information about what the public needs and expects with City communications, connections and services through technology.

8. How will you address 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?

I am committed to welcoming people of color, women and people with disabilities to the City workforce. As a woman who worked her way up through a male dominated construction industry, I understand firsthand how rare it might be to have an opportunity to be given the chance to prove yourself. To that end, it is a core value of mine to find creative ways to be inclusive in our hiring processes. I am currently pursuing an internship program with Seattle Housing Authority for interns to work in our department. Additionally our department regularly contracts with interns from the Community College System.

9. What are the management challenges that you face?

- Keeping up with rapidly changing technology; as we don't have the resources to implement every new technology, and as some technologies may not be in the City's best interest, determining when to implement new technology to best serve the public and employees is important. DoIT leads and facilitates annual technology roadmap discussions with all the departments to determine which new technologies should be added and the timing of those technologies. I regularly meet with other jurisdictions and work with our vendors to understand what is available.
- Limited resources; when I started at DoIT in 2007 DoIT had 30 more staff than we have today and yet we are consistently asked to implement new technologies. My strategy is to look at our existing configurations and ensure that DoIT's organization is aligned with the technologies we use today, not the technologies used in the year 2000. I am not proposing large reorganizations at this time as I believe there are ways to re-evaluate and repurpose our focus and talent within our existing

organization.

- Decentralized technology governance across the City; The technology landscape is different from when the City's decentralized approach to technology evolved and as in other areas, we need to revisit that structure in light of current and future technologies. Some technologies should be more standardized; others more diversified.

10. How will you balance departmental priorities in a time of budget constraints but ever-evolving technological advancement?

I don't believe the two are mutually exclusive and the key is to make the right investments within our budget. For instance, we found a different model for providing the Public Access Channel which resulted in not only savings of several hundred thousand dollars, but provided producers the access to new equipment, training and skill sets.

Moving to Office 365 will save us money going forward by eliminating the need to pay for costly equipment purchases and upgrades while offering many new features for City staff.

Going forward we will continue to leverage opportunities such as grants, vendor discounts and partnering with external agencies such as the fiber partnership. We will develop criteria for making budget decisions, and we will make those decisions and involve other departments in the discussions as appropriate.

11. What changes from the previous DoIT leadership are you considering making? In what new direction do you hope to take the department?

I would like to build on our track record of reliable availability by delivering higher levels of service. The technology landscape is different than when DoIT was created in 1999 and we need to revisit the services we currently provide to determine if we are delivering those services in the most efficient manner. I plan to streamline several of our internal processes with the goal of reducing some of our rates. To do so, I will set expectations with my executive team and will develop a strategic plan by mid-year.

12. What were your primary responsibilities as Deputy Director of DoIT, and what do you see as your major accomplishments in that role?

I was responsible for Major Projects including the fiber program, the Project Management Office, Human Resources, Finance and Budget, Broadband development, major initiatives and department strategies and, I was the Acting Department Head when the CTO was unavailable.

My major accomplishments include successful oversight and implementation of large IT projects and initiatives including the migration of a new email system, the implementation of Office 2007, and the implementation of a city wide archive system were all successfully completed on time and within budget. I developed and implemented the new business process for how DoIT purchases and stores IT equipment. By moving to a model where we order as equipment as needed, we were able to close the warehouse facility which reduced

rental and staffing costs. I led the move to a new delivery model for the Public Access Channel which saved the City over $600k annually and provided producers with improved services through North Seattle Community College.

13. 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?

My approach begins with meeting with stakeholders from other departments, the Central Budget Office and Council Central staff to review the issues. For example, during the Bus B event, we provided regular updates to the Finance and Budget committee chair and the Public Safety Committee chair. To make the most of city investments in technology, we need to evaluate what our core competencies are and determine the most efficient ways to best maintain the different components of our infrastructure on a citywide level. For example, the move to O365 will give us the flexibility to keep up with more current technologies without having to implement costly and timely updates every couple of years.

To ensure that capital projects are completed on time and within budget, systems need to be established to monitor costs and schedules and staff need to be held accountable. I've asked staff to track their time spent on projects and we hold weekly and monthly meetings with project managers to access the status of their projects. As the Director of Development for the Parks Department, I created reporting systems which allowed us to understand individual project budgets and schedules in real time. As a result, over 150 projects were completed on time and under budget.

14. How will you approach contracting decisions so as to give ample opportunity for women-owned, minority-owned, and disadvantaged businesses to participate?

My approach includes setting expectations, project preplanning, education and outreach. I intend to fully continue DoIT's long-standing commitment to the WMBE community. As laid out in the 2013 WMBE Plan developed under my direction:

- My expectation is that DoIT staff will reach out to the WMBE community by meeting individually with WMBE vendors on a quarterly basis. These vendors may or may not hold mandatory-use Blanket contracts with the City. The purpose of these meetings is to provide the vendors with information about doing business with the City, and to explore whether their product offerings would fill particular DoIT business needs.
- I have asked that when items are available through WMBE businesses, DoIT staff will reach out and provide those vendors with opportunities to meaningfully participate in City business.
- DoIT will continue to search for WMBE firms that are available in the industries used to support the City's data center and communications networks (data, telephone, radio and wireless). We will ask FAS for assistance in this effort.
- Using the RSJI Toolkit and FAS's Inclusion Plan guidelines, DoIT will examine projects that will allow a prime contractor to provide meaningful subcontracting or employment opportunities. DoIT structures projects to encourage such

participation. DoIT requires an Inclusion Plan as a material submittal whenever subcontracting is considered to be a feasible and commercial useful component of the work.

- DoIT will conduct a variety of training for its employees including training on the history and practices of the City-wide WMBE program by FAS and training on our WMBE program by the DoIT contracting manager.