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Mayor Nominee for Chief Technology Officer & Director
Department of Information Technology (DoIT)
Confirmation Questions
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1) What are your major goals for the Department of Information Technology over the next four years?

Over the next four years, the Department of Information Technology will help Seattle City government embrace the latest technology trends and deliver effective infrastructure solutions, new data-sharing platforms, and better online presence through mobile websites and apps. We will do this by pursuing three goals:

#1. Serve the information needs of the public, with government information and data solutions that span the web, mobile, and television. Much of the interaction between the public and City government takes place via seattle.gov, our mobile apps, and Seattle Channel. We will continue to build out and improve online services that enable the public to conveniently and efficiently interact with the City, with a focus on customer service. We must also provide new technologies to facilitate engagement, continue building out our data sharing platforms, and engaging partners with technological expertise.

#2. Empower our City workforce with innovative solutions that facilitate collaboration, efficiency, and constituent interactions. From telephones and radios, to desktop and mobile computers, to email and advanced line of business applications, our City employees depend on technology to facilitate their work. As the City's population continues to grow staff will be expected to do more, often without a commensurate increase in resources. Technology can help close this gap. This will require DoIT to invest in the infrastructure on which City services are operated, deliver leading solutions such as cloud computing and new collaboration tools that reduce costs. We must also implement service-oriented governance models that allow DoIT to be the trusted enterprise IT provider of choice for city departments.

#3. Make Seattle a leader in championing technology access and affordability for all the people in our City. DoIT must work with other City departments, the Council, and the Office of Policy and Innovation to create a shared vision of digital equity for Seattle. Together with input from stakeholders in education, business, non-profit organizations and government, we must identify and implement solutions that bring all City residents closer to this equity standard. These solutions must begin to address how the City facilitates affordable, competitive, and equal options for broadband internet access.

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

The technology industry is rapidly changing in response to disruptive technologies including cloud computing, mobile technology, and the internet of things. These new technologies provide new solutions for engaging city employees, potential cost savings, and new, innovative ways to interact

with the public. At the same time, these same technologies initially disrupt productivity, require upfront costs, and can impact our data protection, privacy, security, and governance landscape.

As DoIT prepares to confront these changes, the primary challenges facing the departments are:

- *Trust.* As DoIT takes on a more centralized role in providing services like data center hosting, DoIT must be seen as a trusted provider of IT services to city departments. We must implement service-oriented governance practices, like the ones envisioned by the Next Generation Data Center Steering Committee, to give departments visibility into the performance of DoIT's operations and to hold us accountable for that performance.
- *Efficiency.* DoIT recognizes that we will need to respond to disruptive technology changes with limited opportunity for increased funding. We must learn to operate more efficiently, in part by working with other IT organizations across the City to establish consistent practices and leveraging economies of scale.

- 3) The biggest municipal technology related issue is building a fiber-to-the-home/premise network, whether it is built privately by companies or by the City. One immediate solution to facilitate the acceleration of high-speed broadband equipment repair, maintenance and deployment is changing SDOT Director's Rule 2-2009, improving the pole attachment application process and the overall city permitting process. What ideas do you have to make next generation high speed Internet available and affordable to all residents and businesses?**

The City must continue to explore all options that would increase the availability of competitive, affordable gigabit broadband internet access. The options I will work with DoIT and the Council to pursue include:

- *Continuing to reduce regulatory barriers to broadband services.* Revisions to the SDOT Director's Rule 2-2009 are a critical first step in reducing regulatory barriers, however other regulations like ones pertaining to utility pole attachment should be reviewed.
- *Exploring public/private partnerships.* The City should investigate engaging experienced commercial internet service providers and could leverage the City's existing resources, such as its fiber optic network, to provide service.
- *Municipal broadband.* While pursuing other options, the City should determine the feasibility of city-operated fiber-to-the-premise broadband internet access to Seattle households.

- 4) The City is in the process of developing and reviewing a new cable franchise with Comcast. The City can negotiate the following during the renewal process: 1) conduct an ascertainment process to determine community needs and interests; 2) identify circumstances where the cable operator has failed to live up to its obligations; 3) deny the renewal, but only after the formal process to determine if the cable operator has failed to meet set criteria; and 4) hold Comcast accountable to the Cable Customer Bill of Rights adopted by city ordinance. Specific areas covered in the Bill are Courtesy, Accessibility, Responsiveness, Services for Customers with Disabilities, Customer Information, Customer Privacy, Safety, Satisfaction Guarantee, a Complaint Procedure and Credits to Customers. What will you do to ensure Comcast is held accountable to the Cable Customer Bill of Rights?**

Among its duties the Office of Cable Communications within DoIT is charged with administering the City's Cable Customer Bill of Rights (CCBOR). It has a staff of 2.5 FTE, and one staff person is dedicated to providing service to Seattle cable consumers and enforcing the provisions of the CCBOR. However, to an extent all cable office staff assist with CCBOR administration. This team works directly with Comcast Executive care customer service representatives to resolve individual issues that constitute CCBOR violations. The resolutions include enforcement of the CCBOR account credit provisions.

The team maintains a comprehensive database of questions, comments and complaints from Comcast customers. It is alert to wider patterns of CCBOR violations. In those cases a violation notice would be issued to Comcast, along with a proposed remedy and a 30 day window to cure. If Comcast does not cure the issue by the deadline, the City would fine the company until the cure was complete. The Cable Office also periodically works with the Office of the City Auditor to conduct periodic audits to determine the extent of Comcast compliance with the CCBOR. I will encourage the Cable Office to continue this practice.

As Director of Information Technology, I will support the Office of Cable Communications in exercising its regulatory powers under the CCBOR, and working to help Seattle residents who experience poor treatment from Comcast. I will also request quarterly reports that provide information on the number and type of cable complaints being received, other issues related to the CCBOR, and on actions the Cable Office is taking to correct them. Please note that we will soon bring forward to the Council amendments to the Cable Code that will increase the obligations on Comcast to provide more responsive customer service.

Lastly, even with an annual mailing of a CCBOR brochure to all cable customers, many Seattle residents are simply not aware of their rights, and do not know to call the City when they need help. I will instruct the Office of Cable Communications to increase its community outreach, to help more Seattle residents become informed of their rights, which is key to holding Comcast accountable to CCBOR standards.

5) What Information Technology improvements do you anticipate working on in the area of customer service? What is your vision for a universal single-sign-on system? What are your ideas to unify the City's Customer/Constituent Relationship Management (CRM) system? What will your approach be to provide access to city services on multiple platforms and in multiple languages?

The City should strive to offer a consistent and connected experience across its web, mobile, and customer service hotlines. Regardless of which medium a user selects, they should be able to obtain a view of their relationship with the City, submit and see the status of service requests, find City resources, and connect with their elected officials, with one set of authentication credentials.

Achieving this vision will require departments to agree to a common data and enterprise architecture for self-service customer service solutions. It will also require departments to assess their customer-facing processes and potentially make modifications to incorporate touch points with the City's common architecture and customer service processes. Similarly, making City services available across multiple platforms and in multiple languages will require departments to agree to key standards for website and application development.

This is a significant ask of department time and resources, and will require additional funding. I am committed to working with DoIT, FAS, and my fellow department heads to pursuing opportunities like an enhanced use of CRM within the City and a single user authentication experience.

6) How do you plan to ensure that Councilmembers and Council staff receives the information needed from your department to make policy and financial decisions?

I will provide the Council with clear and concise summaries of project status, challenges, and opportunities for improvement. These summaries will focus on business outcomes that serve the needs of the public, and not technical jargon.

To reduce the Council would be surprised of DoIT's activities or performance, I will proactively engage council members to discuss potential issues that would affect policy and financial decisions. These potential issues would be identified through processes such as the City's IT project management Quality Assurance Process. I will also work to ensure that detailed planning is performed prior to IT project start and revisited on at least a quarterly basis to reduce project risk.

7) What opportunities do you see for improving collaboration between your department and other City departments? How do you anticipate working collaboratively with other City departments?

For DoIT to be successful, it must be seen as a trusted provider of IT services. The Next Generation Data Center (NGDC) project involves DoIT facilitating the consolidation of 17 City data centers and equipment locations into a primary and secondary data center by 2015. We have proposed a new governance model to our department stakeholders that provides transparency and accountability to engender trust. We must bring all services provided by DoIT into a similar operating model.

We must also to establish an executive level technology steering committee to ensure the direction and performance of DoIT tracks with the needs of the City's mission. This group of stakeholders, comprised of the department heads from DoIT, FAS, SCL, SPD, SPU, and CBO, is already convened as the Executive Steering Committee for the NGDC project. I will propose at our next quarterly meeting to establish this as a permanent governance body that, while primarily focused on NGDC through the project's conclusion in 2015, will begin to address a broader set of IT governance topics at its 2014 Q4 meeting.

8) How do you intend 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?

DoIT has a long history of partnering with local and state governments to develop both policy and technology solutions. One example, the PRISEM cybersecurity monitoring system, was originally developed by the City and is now used and operated by a consortium of 15 government entities in the Puget Sound region under the guidance of the Washington State Office of the Chief Information Officer (CIO). By partnering with other government entities, we built and now operate a system specific to our industry needs at a fraction of the cost of similar commercial systems. As the first

region in the country to take a collaborative approach to developing such a system, federal agencies are studying PRISEM to determine how this model could be replicated to other jurisdictions. In another project, the Public Safety Emergency Radio Network (PSERN), the City is partnering with King County and other entities across the region to implement a \$250 million upgrade to our public safety radio network that will improve the ability of first responders to protect lives in Seattle and across the region.

Through close collaboration with other IT leaders in the region and across the nation we will continue to identify and pursue similar collaboration opportunities. In any collaboration, DoIT must be clear to define its desired outcomes and commit sufficient resources to facilitate the achievement of our goals and priorities in the final solution. These outcomes should be documented in inter-local agreements.

DoIT is an active participant in the Washington State Association of County and City Information Systems (ACCIS), an organization comprised of CIOs from across municipalities, state agencies, ports, commissions, and districts. Under my leadership, we will continue to be a contributor to organizations like ACCIS, and we will invest the time necessary to build and sustain relationships with our colleagues across the region and nation.

9) How will you conduct outreach to neighborhoods and improve the way City government interacts with its constituents? How can the City take advantage of video conferencing, social media apps, electronic polling, and crowdsourcing platforms to broaden public engagement?

Interacting with the public is critical to DoIT achieving its goals related to continually improving its website and mobile apps, as well as championing technology access and affordability. Seattle Channel is a critical service for educating the public about City resources and issues. I envision working with community leaders, convening focus groups, and using surveys to gather feedback and ideas for improving our services. Similar methods were used earlier this year to gather the public's sentiment on the cable provider Comcast in advance of our upcoming franchise negotiations.

We will continually look at technology industry trends to identify potential new technologies to increase engagement and improve how the City interacts with the public, both for the City as a whole and to help departments achieve their mission-specific goals. When determining how the City can take advantage of new technologies, we will consider:

- *What services does DoIT already offer that could be delivered to benefit the public?*
Some services already procured by DoIT for City employees, such as the Office 365 Lync Online communications service, could be used to facilitate live, interactive videoconference and town hall meetings with real time polling for hundreds of attendees.
- *What organizations provide the desired service, and what opportunities exist for partnership?* Before developing a new service DoIT will help identify what solutions already exist and opportunities to partner with developers to deliver the solution in Seattle.
- *How can we enable the public or startup community to develop the desired solution?*
Seattle is home to a vibrant startup community and a number of civic-minded technology professionals who enjoy devoting their time to developing new solutions that benefit their community. When exploring a new technology, DoIT should determine

how these companies and individuals can be empowered to help develop a solution. DoIT can do this in part by making additional data and resources available through its open data sharing platform, data.seattle.gov.

DoIT will also engage the Citizens Technology and Telecommunications Advisory Board (CTTAB) for help envisioning the role new technologies can play to improve how the City interacts with the public. The Technology Matching Fund (TMF) program, administered by DoIT's Community Technology office with direction from CTTAB, provides another opportunity for DoIT to help make technology available to neighborhoods and thus increase engagement.

10) What ideas do you have to address privacy concerns related to surveillance equipment, data collection, data management protocols, and operational protocols? This issue significantly impacts the Seattle Police Department and potentially City Light and the Utilities. In your opinion, what department should take the lead in a coordinated effort to address these privacy issues?

The City of Seattle collects and uses a vast amount of data on a regular basis to serve the people of Seattle. Some of this data contains personally identifiable information or may otherwise pose a privacy concern if exposed or used in a manner inconsistent with public expectations. The City needs consistent and effective privacy policies and practices in accordance with the Generally Accepted Privacy Practices (GAPP) defined by the AICPA Privacy Task Force. Similar to the Race and Social Justice Initiative (RSJI) toolkit, a privacy toolkit could be developed to help departments make the decisions that facilitate compliance our privacy obligations when developing or modifying a program, system, or technology that collects personally identifiable, pseudonymous, or anonymous data. A staff position should be created to manage ongoing toolkit develop and to serve as a subject matter expert who can review developing programs with potentially higher privacy risk.

While privacy governance spans multiple domains, the risk of inappropriate data collection and use is often increased when technological solutions are introduced to facilitate collection. For this reason, and consistent with SMC 3.22.030 sections C, D, and E that assign responsibility for developing, promulgating, and implementing City-wide policies and standards related to technology resources, applying these policies and standards to operations, and developing City-wide technology training, DoIT should take the lead in developing a coordinated effort to address these privacy issues in close coordination with the City Attorney's office.

11) What are the management challenges that you anticipate you may face?

Today the City of Seattle takes a federated approach to information technology, where the Chief Technology Officer is tasked by the City Council to oversee IT planning, architecture, effectiveness, and spending, but has limited authority to directly affect execution in City departments with their own IT programs/offices. I respect the authority of these departments to meet their business needs by procuring services outside of DoIT, and recognize in-department positions were in many cases created to compensate for DoIT's lack of services that met department needs.

Within DoIT, we have a hard working team that has been asked to do more with a staff that has been reduced 10.5% since 2009. As a result of these cuts, the department has not had the resources to implement organizational changes necessary to transition to what were emerging trends but are

now transformative forces in IT. These forces, including new governance models for IT service delivery, a shift to cloud computing, and mobile/Bring your own device (BYOD), must now be addressed by DoIT or risk further straining our relationships with departments. In my brief time working with the DoIT Executive Leadership Team and staff, I am encouraged by a recognition that we need to change.

In helping DoIT become a trusted service provider and advisor to City departments, I expect the greatest management challenges will be to create new models for delivering services worthy of the trust and support of City departments, and aligning our existing IT resources (e.g. people, budget) to those new models while not losing focus on current projects. Establishing the Executive IT Steering Committee, Customer Experience program, and delivering on our trust and accountability promises made as part of the NGDC project will be critical to gaining support for our new service delivery models.

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

Technology will continue to evolve, presenting both distractions and opportunities, and potentially increasing costs. I will help DoIT stay focused on driving implementation and operation of technologies on our enterprise architecture roadmap as directed by our to be established Executive IT Steering Committee. In part we will achieve this focus through the use of our strong portfolio management process that helps us set priorities, expose work, manage resources, and capitalize on the value of our investments. Our DoIT Technology Program Management Office (TPMO) is working closely with similar offices across the City to better align our processes and tooling, which will further increase our ability to monitor performance against budget.

While we must manage costs related to agreed-up projects and operations, I will strongly encourage staff to experiment with technologies and tools that have the potential to provide better service to City departments and the public. While finding the time to encourage this experimentation is always a challenge, the benefits it can yield is significant.

To reduce the budget impact of technological advancements, DoIT must work with departments to sunset less efficient, more costly services. This will require department trust in DoIT to effectively deliver new services, and willingness of departments to adapt when services are implemented. Maintaining the legacy solution requires the City to continue paying license fees, support fees, and maintain staff subject matter knowledge for a duplicative service – all costs that could be returned to departments or better spent on new technologies.

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

I do not anticipate making significant changes to projects in progress at the time of my appointment, however I am very focused on charting a new course for how we deliver IT services to City departments and how we drive City-wide enterprise IT standards as required by SMC 3.22.030.

I will help our department become the trusted service provider and advisor to our City departments. This will require a renewed focus on governance, where policies, standards, and procedures drive our development and delivery of the services we provide to the City. We must provide these services in a manner that facilitates performance measurement and be accountable to departments for our performance. Through new governing bodies like the Executive IT Executive Steering Committee, we will seek direction from departments at a strategic, mission-focused level. We must also invest in creating a true enterprise architecture that is acceptable to City departments and can drive IT consistency across the City.

In addition, I am very focused on the people of DoIT, making sure that we promote a culture where all staff are encouraged to collaborate, produce quality work, and experiment with new technologies that can yield innovative solutions to the City's challenges. We need to make sure these individuals are focusing their talents on developing the services that will be needed by our customers in the years ahead. Within the next month, I expect to kick off an organizational assessment of DoIT that will identify opportunities to shift staff resources to higher-value activities that will better meet the City's upcoming needs. I expect to have the results of this assessment and planned actions with the Council later this fall.

14) What major projects have you completed in your prior jobs, and what do you see as your major accomplishments in those projects?

In my prior experience as a developer, consultant, and manager I have worked on projects that helped enable desired business outcomes through innovative uses of technology. Example projects include:

- Led implementation and ongoing operation of a customer relationship management (CRM) system across 20 departments, supporting 175 users. The system first enabled cross-department view of customers and reduced time to research and respond to customer requests.
- Architected and led implementation of a web content management system that powered 140 website and served more than 1.3 million pages monthly. As part of the rollout, established a community-based user group to drive system adoption and create a venue for peer support. The system enabled customers to maintain their own website content, along a web development team with limited resources to effectively scale.
- Built and led the team responsible for supporting data analysis needs of an electronic records group within a U.S. Federal Government agency. As part of this effort, supported client project managers in the rollout of new analytics tools to champions in national stakeholder networks, which were responsible for implementing the tools within their network of federal facilities. The project identified opportunities for improved use of the new tools and opportunities for additional revenue collection.
- Audited IT security, privacy, and operations programs for compliance with industry and U.S. Federal standards, identifying opportunities for improvement.
- Led creation and implementation of standards, frameworks, and similar tools for driving consistent practices across commercial and government organizations, creating efficiency and reducing risk. In one particular project, I helped the client achieve a 60% reduction in compliance costs by rationalizing efforts and reducing duplicative activity.

15) What are examples of “lessons learned” from your prior jobs? What specific expertise and experience from prior jobs do you anticipate you will apply in your position at DoIT?

Having consulted on a variety of engagements, I have observed different approaches to project management and delivery. Some of the lessons I learned from these projects include:

- *Unclear objectives.* While well intentioned, many projects begin with unclear objectives, or lose sight of their objectives as planning advances. In the end these projects experience scope creep, fail to deliver key functionality, miss deadlines, or exceed budget. With the oversight of the project sponsor, steering committee, and quality assurance monitor, projects should establish reasonable, achievable objectives that drive project planning and delivery.
- *Lack of sponsorship.* In organizations like the City of Seattle with a high volume of competing projects, focusing attention and resources on a particular project in need can be challenging. To be successful, our large IT project must have strong sponsors who can advocate for resources, participation, and adoption at the appropriate levels of the organization.
- *Stakeholder engagement.* Projects with the best intentions and solid technical approaches can encounter issues if key stakeholders, such as business owners, users, and executives, are not engaged early and often. Through steering committees, design reviews, testing, and other forms of communication, stakeholders should be engaged to develop a shared sense of ownership for the project. While time consuming and potentially an opportunity for scope creep if not managed, engagement is critical to facilitating change management and driving adoption.

16) How will you approach making decisions about maintaining the City’s infrastructure? How will you ensure that capital projects are completed on time and on budget?

The City’s network and IT infrastructure is critical to enabling public safety, government, schools, libraries, and civic functions across Seattle. DoIT is fortunate to have subject matter experts for our infrastructure, and I will work with DoIT leadership to develop roadmaps as part of our strategic planning process for the ongoing maintenance of and investment in this infrastructure.

These roadmaps will respect the new and ongoing business needs of City departments and communicated through the to-be established Executive IT Steering Committee. I will also ask the existing City Technology Board to recognize the standards derived from these roadmaps when investing in new infrastructure within their departments.

DoIT has developed several processes to facilitate project completion on time and on-budget. Processes like the Municipal IT Investment Evaluation (MITIE) process identifies projects with higher inherent risk and prescribes a set of mitigating activities, including quarterly reviews and appointment of an independent monitor. I support the continued use of the MITIE process and other monitoring and risk management practices developed by the DoIT TPMO. With the establishment of the Executive IT Steering Committee, results of MITIE and QA evaluations can be shared socialized at a senior level for awareness of projects risk and areas where additional investment is needed.

17) 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?

More than 33% of the DoIT workforce is at or beyond retirement age, creating potential for large disruptions in the next few years as these workers retire. At the same time, we recognize that DoIT is in the midst of disruptive technological changes that will shift skill needs and organizational structure. DoIT must consider what high-value services should be performed by full-time City staff in the future and what work can be performed through other models such as automated, provided by vendors, or procured as a turn-key hosted solution.

DoIT will need to continue hiring new staff to fill existing and future openings. To be competitive in the talent marketplace, DoIT must develop a pipeline of talented, qualified candidates who are excited about the opportunity to serve in municipal government. This will involve outreach to local high schools and colleges, and our community partners. We must consider the Race and Social Justice Initiative in these outreach processes to ensure we reach candidates of a diverse background who may not traditionally have been represented in science, technology, engineering, and mathematics (STEM) fields. I look forward to working with local professional organizations for diverse business and technology professional to help potential candidates as well.

Our candidate interview and selection processes are designed to be inclusive. Specifically:

- Our hiring process incorporates hiring and interviewing best practices developed by the City of Seattle Personnel/Human Resources Department and Workforce Equity and Planning Advisory Committee (WEPAC).
- DoIT's resume rating panels and interview panels are gender/ethnic diverse, with an emphasis on subject matter expertise.

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

I will direct DoIT executives and staff to outreach to the WMBE community. This may include meeting individually with WMBE vendors to provide them with information about doing business with the City, and to explore whether their product offerings would fill particular DoIT business needs. DoIT staff will also support and participate in outreach events including the Regional Contracting Forum, City Purchasing Trade Show, and the Northwest Minority Business Council Conference.

An area that I will target will be to search for WMBE firms available in the industries used to support the City's computing and communications networks (data, telephone, radio and wireless). This is particularly important as the City implements large initiatives such as the Next Generation Data Center project.

I will ensure that DoIT identifies projects that will allow a prime contractor to provide meaningful subcontracting or employment opportunities, and that DoIT will structure projects to encourage

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

I will ensure DoIT-issued solicitations and contract documents are fair and equitable. Staff will be directed to review documents to promote contracting opportunities for WMBEs and to ensure there are no institutional barriers preventing WMBE businesses from participating.

DoIT Directors, Managers, Supervisors and line-staff involved in contracting will be trained on how to identify WMBE vendors and how to promote contracting opportunities within the WMBE community. Participation in training will be considered an RSJI element during annual performance reviews.

I will challenge DoIT staff not only to meet percentage goals, but also to give more WMBE vendors opportunities to do business with the City. As of June 2014, DoIT contracted with a total of 42 WMBE vendors. By the close of 2014 I expect the department will have contracted with 50 WMBE vendors.

19) The City of Seattle is committed to providing the public with access to government. How will your department help the City improve its systems and processes for responding to public disclosure requests?

While public disclosure requests provide the public with access to how their government operates, they also place enormous strain on the staff who must search disparate systems and file stores to locate potentially relevant information then review potential matches. I share the Council's desire to make retention, eDiscovery, and public disclosure request processes more efficient. Over the next several months we will have a two opportunities to improve these processes:

- *Office 365 migration and eDiscovery tools.* The City's migration to Office 365 (O365) in 2015 will bring together the City's email and files currently stored in silos across City departments to a central solution. The City is procuring a solution that assist with eDiscovery of documents and emails within our O365 tenancy. As departments choose O365 services for document file store and sharing over our current network shared drives, we will greatly reduce the number of locations that need to be searched for relevant information and introduce a tool selected by an interdepartmental team for its ease of use.
- *Archiving requirements and data classification education.* As part of the migration to O365 and selection of a new eDiscovery tool, the same interdepartmental group that selected the tool reviewed the City's archiving requirements and aligned configuration requirements for O365 to match. These new requirements differ from how the old archiving system worked. As we educate users of how archiving works in the new system we will also have an opportunity to drive broader education on how to apply the City's data classification system, helping ensure documents are consistently and correctly available for discovery.

These improvements will not solve all challenges related to public disclosure requests. Some data, such as video files from surveillance cameras, relies heavily on manual search and identification methods. I look forward to advising departments with these and similar digital assets on information assurance practices to both increase the efficiency of the public disclosure request process and reduce the risk that relevant records are omitted.

20) Regarding Cable and Broadband services:

- a) Do you anticipate any benefits or any detriments to Seattle cable customers or internet users upon approval of the proposed merger between Comcast Cable and Time Warner Cable by the Federal Communications Commission and the U.S. Department of Justice? If so, please describe them.**

The proposed merger of Comcast Corporation and Time Warner Cable Inc. would consolidate ownership of the country's two largest cable television service providers and two of our largest internet service providers. The combined company would provide cable television coverage to more than 30% of the country and internet access to 40%. It would provide these services in 19 of the top 20 U.S. markets for cable.

With this level of control in an unregulated market, Comcast could make decisions that leverage its market position to maximize profits at the expense of its customers.

As part of approving the Comcast-Time Warner merger it is possible that antitrust regulators could impose conditions to maintain a competitive cable television marketplace, and these conditions may benefit Comcast customers. I can't envision a concession that would benefit customers such that it would mitigate the risk posed by Comcast's ability to manipulate the internet service provided to its customers.

- b) Do you believe it would be in the best interest of Seattle residents for the City of Seattle to communicate to the Federal Communications Commission and to the U.S. Department of Justice its support for or its concerns over the proposed merger between Comcast Cable and Time Warner Cable? If so, please list the main points you believe should be included in any such communication. If you believe there are concerns, please suggest conditions the City can propose the FCC & Justice Department require of the merger that can lessen those concerns.**

Given the real concerns about the potential for Comcast's undue market power in cable and internet access it may be in the best interest of the City to write a letter to FCC and DOJ expressing our concern about the merger. If the decision is made to send such a letter it should state that any approval of the merger should be conditioned upon strict compliance with public interest obligations. Among them:

- a) A commitment to preserve and advance Public, Educational, and Government access cable channels and programming (PEG)
- a) A commitment not to oppose municipal broadband efforts and to oppose state initiatives that would impose prohibitions/restrictions on public and public/private broadband projects;
- b) Expansion of its low-cost Internet Essentials program – either to increase pool of eligible students or to reach out to other “disadvantaged” groups such as seniors and persons living in subsidized housing. Also to provide higher internet speeds in its discounted programs;

- c) A commitment to abide by the FCC's Open Internet Rules or alternately to not unreasonably discriminate in bit transport or block access to lawful content;
 - d) Strong, verifiable commitments to improve customer service within a specific time. This is important since recent surveys show that both Comcast and Time Warner are rated among the worst companies in America in terms of customer service;
 - e) A commitment not to impose data caps on Internet customers;
 - f) Assurances that any price increases in cable and internet service will not be made as a result of the competitive advantage brought about by this consolidation.
- c) **Do you believe a merger between Comcast Cable and Time Warner Cable would have any impact on attempts by governments to deploy their own municipal broadband systems? If so, please explain.**

Some states have enacted laws that limit the ability of municipalities or districts from offering municipal broadband solutions. For example, in Washington State Public Utility Districts (PUDs) are prohibited from selling broadband internet services directly, rather they can only operate as wholesalers. Washington's laws do not currently prohibit the City of Seattle from offering municipal broadband service.

Established, incumbent broadband internet providers like Comcast have an incentive to increase barriers to market completion. If they choose, Comcast could encourage laws and regulations that prohibit or make it difficult for municipalities to offer broadband internet service. This merger would increase Comcast's resources for pursuing such action if they choose.

21) How do you define open and equal access to the internet and what actions might you take as the City's CTO to protect or achieve it?

Internet access is the infrastructure challenge of the early 21st century. The internet, and the access to the information and services it provides, is responsible for economic growth, job creation, education, and a better way for life. But the internet only creates value for people if everyone has choices for equal and affordable access, and the digital literacy skills to use that access effectively.

Equal internet access means that City residents need competitive choices for broadband internet access that meets certain speed minimums. We must pursue all options for increasing broadband competition in Seattle to ensure residents truly receive equal access, including reducing barriers to competition, public/private partnerships, and municipal broadband. I understand much research and planning has been done on these options, and I will work to quickly determine where we have the greatest opportunity to efficiently benefit the public.

Open internet is the idea that anyone can access and service information over the internet, treating all information (or traffic) flowing over the internet in the same way. I strongly believe we must maintain an open internet by passing net neutrality rules that continue to allow the public to receive information from a variety of sources and allows Seattle startups to compete on equal footing with established companies for internet access. I support Mayor Murray's calling on the White House and Congress to urge the Federal Communications Commission (FCC) to maintain net neutrality, and will work closely with the Mayor's office to identify additional actions the City can take to affect the FCC's rulemaking.

22) What impacts on City operations do you anticipate from the deployment of Office 365, Microsoft's cloud-based online software subscription service, such as issues involving integrating it with existing City software and software-related services?

Implementing Office 365 has the potential to change the way City employees create and share information, enabling new methods of collaboration while streamlining our current support model and reducing the need for on-premise IT infrastructure.

With the implementation, the basic functionality of the Microsoft Office suite of products on end user desktops will not noticeably change. New features, such as OneDrive for Business and SharePoint Online, will require users to learn slight changes to where they store files and how they interact with colleagues on team projects. We think users will be supportive of this change once they realize the benefits the new features enable, such as access to files from mobile devices and a simplified experience working with files remotely.

We are currently engaging departments across the City to understand how other IT business processes may be affected by the implementation. Departments are particularly interested in understanding how Office 365's new model of continually releasing updates (the "evergreen" model) will affect other system dependencies. In DoIT's tests we have found Microsoft to provide ample notification of planned changes and have not identified any related issues in DoIT-administered City systems. We will continue working with departments to prepare for implementation.

One issue we have identified is the need to replace the City's email archiving system, which was discontinued by its vendor and cannot be upgraded to support Office 365's Exchange Online email component. FAS is leading the project to select and implement a replacement, and we are working closely with them to facilitate a successful implementation.

As with move to any cloud-based service, the City must verify the cloud provider's ability to meet the City's data security, privacy, compliance, and availability requirements. In the case of Office 365, DoIT evaluated Microsoft's ability to meet the City's requirements in these areas and found the service in many cases exceeded what the City could provide in its current on-premise infrastructure. Post-migration, DoIT will monitor Microsoft's ongoing ability to meet our requirements and take corrective action if necessary.