



SEATTLE CITY COUNCIL

March 18, 2019

Saad Bashir, Director and Chief Technology Officer
Seattle Information Technology Department
700 5th Ave, Suite 2700
Seattle, WA, 98104

Re: City Council Expectations for Saad Bashir, Director and Chief Technology Officer of the Seattle Information Technology Department

Dear Mr. Bashir:

Congratulations on your appointment to serve as Chief Technology Officer and Director of the Seattle Information Technology Department. During this confirmation process, I have appreciated your openness and thorough approach to meeting with over a 150 employees and clients to fully understand the current challenges but also laying out a clear vision to be the “best-in-class digital service delivery team” as you describe it in your answers to our confirmation questions. 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.

This expectations letter has been placed in [Appointment File 01252](#) that contains Mayor Durkin’s request for your confirmation as Director and Chief Technology Officer (CTO) of the Seattle Department of Information Technology (Seattle IT). These expectations provide a basis for the Council’s evaluation of you, if and when you are brought forward for reconfirmation. The Council expectations (listed below) are intended to enhance your accountability to the Council. Council expectations are intended to add to the Mayor’s expectations and your responsibilities established in Seattle Municipal Code.

I. City Council General Expectations for the Seattle IT Director

- A. Relationship with Council. The director 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. The director 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 and fiscal management.
 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 the Seattle IT Director for 2019-2023

Seattle IT plays a crucial role in the smoother functioning of municipal government. During the term from 2019 to 2023, the director 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, networks and servers. Reliably meet expectations for performance of these systems. Successfully develop and implement the use of new budget, human resources, and grants management software programs.
- B. Departmental Consolidation. Successfully complete the consolidation of information technology services into a single, City-wide department, including ensuring that the

quality of service for departments and the public is maintained and the expected cost savings are realized.

- C. Race and Social Justice. Advance the City's Race and Social Justice Initiative (RSJI), provide guidance to City departments in implementing programs, services and issuing contracts that enhance race and social justice for the City's residents and employ criteria sensitive to race and social justice concerns in developing and administering your department's budget. Meet annually with the Seattle IT RSJI Change Team — listening to recommendations and implementing a plan to respond to specific deliverables from the Change Team.
- D. Equity in City Contracting and Purchasing. Continue efforts to increase the utilization of Minority-owned Businesses (MBEs), Women-owned Businesses (WBEs) and other historically disadvantaged businesses in contracts for information technology services and products.
- E. Cable Television. Administer the City's cable television franchises with a focus on improving customer service for residents and businesses and ensuring compliance with the Cable Customer Bill of Rights.
- F. 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, including through the rollout of 5G technology.
- G. Capital Development. Be an effective steward of general government resources for capital projects related to information technology, including efficiency in planning and project administration.

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

Sincerely,



Bruce A. Harrell
President, Seattle City Council
Chair: Governance, Equity, and Technology Committee

cc: Jenny A. Durkan, Mayor, City of Seattle
Seattle City Council Members