City of Seattle

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CITY CLERK

Chief Technology Officer
Seattle Information Technology Department

Confirmation Packet
January 25, 2019

Saad Bashir

City of Seattle
Mayor Jenny A. Durkan

January 25, 2019

The Honorable Bruce A. Harrell
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Harrell:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Saad Bashir as Director and Chief Technology Officer of the Seattle Information Technology Department.

The materials in this packet are divided into two sections:

A. **Saad Bashir**
This section contains Mr. Bashir's appointment and oath of office forms, his resume, and the press release announcing his appointment.

B. **Background Check**
This section contains the report on Mr. Bashir's background check.

Saad Bashir has served in executive leadership roles for the City of Ottawa since 2010. Originally tapped to be the city's Director of Economic Development & Innovation, in 2016 Saad was asked to take over the city's information technology department. As Ottawa's Chief Information Officer, Saad transformed the department through a restructuring that made the organization more nimble and client-centric.

Through the search process, my priority was finding a leader who brings a good balance of public and private-sector background, who delivered on a technology mandate in a public-sector setting, and someone who offers practical change management expertise. My nomination of Saad as Chief Technology Officer represents my vision for Seattle IT and I urge you to confirm him.

If you have any questions about the attached materials or need additional information, please contact Deputy Mayor David Moseley at 206-684-3790, or via e-mail, at david.moseley@seattle.gov.

Sincerely,

Jenny A. Durkan
Mayor of Seattle

SECTION

A

City of Seattle Department Head Notice of Appointment

Appointee Name:
Saad Bashir

City Department Name:
Seattle Information Technology Department

Position Title:
Director and Chief Technology Officer

☒ **Appointment** ***OR*** ☐ **Reappointment**

Council Confirmation required?
☒ Yes
☐ No

Appointing Authority:
☐ Council
☒ Mayor
☐ Other: *Specify appointing authority*

Term of Office:
City Council Confirmation to *January 1, 2023*

Legislated Authority:
Seattle Municipal Code Section 3.23.020

Background:
Saad Bashir has served in executive leadership roles for the City of Ottawa since 2010. Originally tapped to be the city's Director of Economic Development & Innovation, in 2016 Saad was asked to take over the city's information technology department. As Ottawa's Chief Information Officer, Saad transformed the department through a restructuring that made the organization more nimble and client-centric.

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Date of Appointment:	**Authorizing Signature (original signature):**	**Appointing Signatory:**
1/25/2019	Jenny A Durkan	*Jenny A. Durkan* *Mayor*

SAAD BASHIR [redacted]

% of Career	Employers	Business Development	Disruption Management	Financial Analysis	Fund Development	Government Relations	Marketing and Sales	Operations	Policy Development	Process Design	Strategic Planning
15%	Calgary Economic Development	■				■	■		■	■	■
22%	Canadian Pacific	■		■			■			■	■
6%	Citibank		■	■						■	■
44%	City of Ottawa	■	■	■	■	■	■	■	■	■	■
6%	Flextronics	■	■	■			■			■	■
8%	Nortel Networks	■		■			■				

BOARDS

*Carleton University -- Sprott School of Business
*Innovation Centre at Bayview Yards
*Ottawa Tourism *Ottawa 2017 Bureau
*Oxfam Canada

EDUCATION

*B.Sc. Computer Engineering - Queen's University

TOP 5 SKILLS

*Expert Communications
*Partnerships Development
*Leading Results Driven Teams
*Navigating Complex Relationships
*Strategic Planning and Execution

INDUSTRIES

*Banking
*Energy
*Government
*Manufacturing
*Non-Profit
*Technology
*Transportation

STANDING OUT FROM THE CROWD

*	Drove financial savings of $20M from operations efficiency and contract management	**City of Ottawa**
*	Instituted an unprecedented IT workforce retooling program	
*	Introduced OKR framework to the corporation for multi-year planning	
*	Architected a new org structure as the member of an executive team	
*	Designed/led a trade mission to India and China securing $80 Million in contracts	
*	Youngest member ever of the senior management team	
*	Vice-Chair JUNO Music Awards organizing committee	
*	'Top Forty Under 40' prestigious distinction	**Ottawa Business Journal**
*	Events Attraction Office - voted #1 in Canada	**Canadian Sports Tourism Alliance**
*	Secured $23M in Provincial and Federal funding	**Innovation Centre at Bayview Yards**
*	Global tourism accord in Beijing	**World Tourism Cities Federation**
*	Compensation increases to recognize top performance	**Flextronics**
*	Member of a discreet risk assessment team to create a country exit strategy	**Citibank**
*	Performance ratings consistently exceeded - 125% -- 150%	**Canadian**
*	"Ingenuity Prize" – rare recognition for automating operational reporting	**Pacific**
*	"PRIDE" awards – outstanding client focus during corporate restructuring	**Nortel Networks**

WORK EXPERIENCES

CITY OF OTTAWA -- Chief Information Officer (CIO) **2016 -- Present -- Ottawa**

- Accepted a historically challenging file and restructured the organization to be nimbler and client-centric.
- Leading a 350+ team to deliver cost-effective and innovative solutions for a user-base of 19,000.
- Championing the corporation's Digital Transformation and Smart City goals.
- Nudging a large public sector and a complex process driven organization towards digital adoption.
- Oversee $100M+ budget encompassing technology modernization, network operations, enterprise applications, project management, cyber security, risk, architecture and overall strategy.

Sample Projects

- Designed and initiated a platform consolidation program including an ambitious cloud adoption strategy.
- Setting public sector precedents with the use of in-house implementation teams to deploy enterprise digital initiatives such as Office 365 and SAP HANA.
- Leading migration of multiple business applications to platforms such as Dynamics and SharePoint.
- Building new service offerings around Artificial Intelligence, Internet of Things (IoT) and Data Analytics.
- Reset the IT-client relationship with simpler in-take processes and creative collaboration practices.

CITY OF OTTAWA -- Director Economic Development & Innovation **2010 -- 2016 -- Ottawa**

- Headhunted to make transformational changes to the local economic development landscape.
- Oversaw commercial development efforts of a G7 Capital with an annual GDP of $60+ Billion.
- Broad mandate included investment attraction and retention, public-private partnerships, talent development, research & analysis, tourism growth, grant programs and consultancy services.
- Primary interface with all post-secondary academic institutions on a wide variety of initiatives.
- Operated in a highly complex multi-stakeholder and politically sensitive environment.
- Built a high performing team delivering best in class services worthy of a global capital.
- Advised the Mayor and City Council on the strategic and economic impacts of major projects.

Sample Projects

- Led the controversial transformation of a 20-year old external agency to create "Invest Ottawa" including governance setting, leadership recruitment, program development and branding.
- Created an award winning public-private alliance to attract major events with successes including FIFA Women's World Cup, JUNO Music Awards and several other high economic impact events.
- Managed the creation of a $40 Million technology accelerator including fund development, corporate partnerships, governance setting, program development and facility fit-up.
- Responsible for creating Ottawa's very first film/TV business development office.
- Initiated several investment attraction initiatives including tax incentives, concierge service for commercial development, trade commissioner service and a municipal technology pilot program.
- Put in place the foundation of Canada's 150th anniversary initiative with recruitment and fund development.
- Significantly improved the fractured relationship between the various business groups and City Hall.

WORK EXPERIENCES

CALGARY ECONOMIC DEVELOPMENT -- Sr. Business Development Manager **2007 -- 2010 -- Calgary**

- Led the diversification of the region's Energy sector by proactively attracting international firms to choose Calgary for expansion, as well as supporting local firms to grow overseas.
- Initiated, organized and led several business missions to energy centres such as the Middle East.
- Gave regular presentations to foreign business and government leaders on business ventures.
- Hosted procurement groups and gained recognition for business-to-business matchmaking acumen.
- Established Calgary's first renewable energy cluster to bring together clean technology firms.
- Produced sector videos, marketing collateral & author of media commentaries.
- Managed stakeholder relationships with government and industry associations.

FLEXTRONICS -- Market Research Manager **2007 -- Calgary**

- Led research efforts to identify potential manufacturing business opportunities across Canada.
- Identified and analyzed target acquisitions to achieve a $250 Million annual sales target.
- Created complex spreadsheet decision models to evaluate viability of manufacturing sites.

CITIBANK -- Manager Financial Control **2006 -- EMEA Region**

- Evaluated financial returns of multi-million dollar sales campaigns for management decisions.
- Streamlined reporting processes to meet regulatory requirements, while reporting to the CFO.
- Led a cross-functional team in developing Citibank's annual country forecast.

CANADIAN PACIFIC -- Senior Strategy Analyst **2002 -- 2005 – Calgary/Toronto**

- Relocated to head office and placed on an accelerated track in recognition of high performance.
- Led efforts towards effective utilization of company's rail car assets worth over $350 Million.
- Provided research & analytical support for a $500 Million customer base, with respect to new business prospects, contract renewals & profitability analysis.
- Created business cases for capital projects to determine financial and strategic feasibility.
- Negotiated directly with leasing companies to secure assets at the most economical price.
- Developed modeling tools to analyze profitability of customers for speedy decisions.

NORTEL NETWORKS -- Product Manager **2000 -- 2001 -- Raleigh, USA**

- Worked with Research & Development to manage the design aspects of the product and with Marketing to ensure product sales, deployment and troubleshooting support met tight deadlines.
- Completed several RFPs, both as part of global teams and individually on smaller tenders.
- Produced thorough competitive pricing analysis.

City of Seattle
Mayor Jenny A. Durkan

January 22, 2019

Saad Bashir
Ottawa, Canada
Transmitted via e-mail

Dear Saad,

It gives me great pleasure to appoint you to the position of Director and Chief Technology Officer of the Seattle Information Technology Department at an annual salary of $240,000.

Your appointment as Director/CTO is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your term will be through January 1, 2023.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director/CTO and wish you success. We have much work ahead of us, and I am confident that the Seattle Information Technology Department will thrive under your leadership.

Sincerely,

Jenny A. Durkan

Jenny A. Durkan
Mayor of Seattle

cc: Seattle Department of Human Resources file

Welcome to the next great adventure!

CITY OF SEATTLE ▪ STATE OF WASHINGTON

OATH OF OFFICE

State of Washington

County of King

I, Saad Bashir, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Chief Technology Officer of the Seattle Information Technology Department; that I will support the Constitution of the United States, 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 Seattle Information Technology Department.*

_____

Saad Bashir

Subscribed and sworn to before me

this ____ day of _____, 2019. [Seal]

_____

Monica Martinez Simmons, City Clerk

City of Seattle
Mayor Jenny A. Durkan

NEWS RELEASE FROM THE OFFICE OF THE MAYOR

FOR IMMEDIATE RELEASE

Contact: Kamaria Hightower, Kamaria.hightower@seattle.gov

Mayor Jenny Durkan Nominates Saad Bashir to Be Next Chief Technology Officer of the Seattle IT Department, Names Bobby Humes Interim Director at Department of Human Resources, and Reappoints Robert Nellams as Director of Seattle Center

SEATTLE (January 22, 2019) – Joined by leaders from the search committee, Mayor Jenny A. Durkan announced she will nominate former Chief Information Officer (CIO) of the City of Ottawa Saad Bashir to be the next Chief Technology Officer (CTO) for the Seattle Information Technology (IT) Department.

In his role, Saad will oversee a $277 million budget and 680 full-time employees. Bashir will begin his role as CTO starting on January 28 and will be responsible for setting and defining the operating model, providing strategic leadership, direction, and management of the City's information technology resources.

"The work of Seattle IT Department is critical to the continued functioning of internal City operations, the security of personal information and critical infrastructure, and helping deliver services that Seattle residents and businesses rely on," said Mayor Durkan. "With deep experience in both the public and private sectors, he is a highly respected expert in digital modernization, network operations and project management who has a proven track record of delivering cost-effective and innovative solutions. I'm confident that under Saad's leadership, Seattle IT will continue to help build a city of the future, and expand digital equity and access to technology for our communities. Saad understands that information technology is not just about communications, but is an essential pathway to equity."

Throughout the search process, Mayor Durkan prioritized identifying an individual who brings a good balance of private and public-sector background, someone who has delivered on a technology mandate in a public-sector setting, and someone who will offer practical change management expertise to the IT organization.

"I am honored to be nominated as the next Chief Technology Officer for the City of Seattle," said Saad Bashir. "I am excited about the opportunity to champion technological aspirations for a world-class city like Seattle, advance equity, and deliver for the people of Seattle. Working

together with the Mayor and department leaders from across the City, we will set best practices for other North American cities."

Bashir's nomination comes after an extensive search process that included national and international candidates. The CTO search committee was comprised of business, labor, and nonprofit leaders with experience in technology, technical engineering and operations, and digital equity. The search for a new CTO also included extensive internal outreach to various City of Seattle groups, including the Seattle IT department's Race and Social Justice Initiative (RSJI) change team, City employees' unions, and the Seattle IT executive team.

The CTO is the principal technology leader for the City of Seattle with overall responsibility for the management, leadership, and vision of the information technology strategy. The CTO oversees the delivery of all technology services, leads an organization of 680 FTEs, and manages an annual budget of $277 million.

"The Mayor asked our committee to find a leader with a balance of private and public-sector experience plus a combination of strategic vision and operational expertise to transform the Seattle IT Department. Saad Bashir is that leader. He has already helped the City of Ottawa on a similar mission and brings practical change management experience," said Michael Schutzler, CEO of Washington Technology Industry Association, Search Committee Co-Chair, and IAC Member. "At the Washington Technology Industry Association, we help companies recruit and develop the next generation of technology leaders. Saad's focus on empowering talent is inspiring and will help the city better serve residents and employees. We look forward to supporting his efforts to make Seattle IT a role model for cities across the country."

Bashir has spent the past eight years at the City of Ottawa, serving as the Chief Information Officer for the past two and half years. As the CIO for the City of Ottawa, Bashir led a team of over 350 IT professionals to deliver cost-effective and innovative solutions for a user base of 19,000 individuals. He also managed a budget of over $100 million that encompassed addressing technology modernization, network operations, enterprise applications, project management, cyber security, risk, architecture, and overall strategy. Under Bashir's leadership, the City of Ottawa transformed its IT department into a world-class public sector IT department, increasing productivity and enhancing agility. He is a strong advocate for agile project planning and embracing the fast-changing landscape of the technology industry to create better solutions for delivering essential services to citizens.
Before taking on the role of CIO, Bashir gained a variety of experiences in both the public and the private sectors, including serving as the City of Ottawa's Director of Economic Development. Among his various accomplishments was navigating complex technology-business relationships and the creation of a tech start-up incubator - Innovation Centre at Bayview Yards. In addition to his work for the City of Ottawa, Bashir has contributed to several boards including Oxfam Canada, a leading international development organization.

Mayor Durkan also announced the appointment of Bobby Humes to serve as the Interim Director of the Seattle Department of Human Resources (SDHR). Humes has served as the

Director of Human Resources at the Seattle Department of Parks and Recreation since May 2018 and is an experienced specialist in workforce development, labor relations, and diversity and inclusion practices. Humes is a proud veteran of the United States Army.

"I look forward to partnering with Bobby as we continue to create a workplace where our City employees not only feel safe and comfortable, but also thrive and embrace opportunities for advancement. I am confident that Bobby will help SDHR, and our entire City, build a workforce of the future that attracts and retains the best and brightest talent, and focuses on advancing racial equity and social justice in everything we do," said Mayor Durkan.

"I am humbled and excited to carry on the work of Sue McNab in this role while a permanent leader is identified," said Humes. "HR professionals across the City have a unique opportunity to increase the care, responsiveness, and humanity in which we carry out our duties in support of all City employees. I look forward to supporting the work and success of the Director of Investigations and Ombudsman once those roles are filled."

This week, Mayor Durkan will also submit a package to the Seattle City Council to formally reappoint Robert Nellams as the Director of Seattle Center.

"I am thrilled to reappoint Robert as the Director of Seattle Center. Robert and Seattle Center are synonymous. Over the next few years, we will see the rebirth of Seattle Center as an economic, arts, and cultural engine for decades to come," said Mayor Durkan. "Robert has been instrumental in the revitalization of the Seattle Center Arena and bringing the NHL to Seattle, and I am grateful for his continued partnership and dedicated work for our communities."

"I am honored and thrilled to continue my work at Seattle Center, the community's gathering and the region's arts, cultural and tourism center. The 74-acre campus is unique in this world, and it is primed to rise to a new level with the reimagining of the Arena and additional revitalization on the grounds," said Nellams. "I thank Mayor Durkan for her continued support and confidence, and I look forward to building a foundation for Seattle Center's next 50 years."

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SECTION

B

City of Seattle

Seattle Department of Human Resources

Susan McNab, Acting Director

DATE: January 17, 2019

TO: Adam Schaefer, City Budget Office

FROM: Sue McNab, Acting Director

SUBJECT: Background check for Saad Bashir

The Seattle Department of Human Resources has received a copy of Saad Bashir's background check run by A-Check Global. There were no finds that would impact his employment eligibility.

Cc: Personnel File