



Office of Mayor Miro Weinberger

MEMORANDUM

To: City Councilors
From: Mayor Miro Weinberger
Date: May 14, 2015
Re: Appointment of Chief Innovation Officer

I respectfully submit for your consideration and approval Beth Anderson, a City of Burlington resident, as the City's first-ever Chief Innovation Officer (CIO) to lead the newly-created Innovation & Technology Department. I am requesting City Council approval of this appointment for the balance of FY15 and all of FY16 at your May 18, 2015 meeting.

Extensive search for the new CIO

Over the past several months, the search for the City's first CIO has been an important focus of my Administration. The extensive and thorough search process included:

- A City-wide review of current information technology (IT) programming and platforms that contributed to my understanding of the City's acute IT needs and provided a forum for City staff to highlight areas of limited functionality or underinvestment.
- A meeting with the City's dedicated IT team currently housed in the Clerk/Treasurer's Office, during which I solicited input on the position and future needs of what will become a new IT Department.
- Posting the position locally, state-wide, and nationally last December, including targeting diverse communities and supplemental recruitment efforts by my office.
- Review of resumes and initial interviews of both in-state and out-of-state candidates by the following seven-person search committee led by Mayoral Projects Coordinator Brian Lowe:
 - Susan Leonard, Director of Human Resources, City of Burlington;
 - Brian Lowe, Projects Coordinator, Mayor's Office;
 - Neale Lunderville, General Manager, Burlington Electric Department;
 - Chip Mason, City Councilor, Ward 5;
 - Brian Otley, Chief Operating Officer, Green Mountain Power;
 - Rubi Simon, Director, Fletcher Free Library; and
 - Frits Verdonk, President, VQC and retired IBMer.
- My interviews of finalist candidates presented to me for consideration by the search committee.

Beth has the skills, experience, and leadership qualities that will serve her well in the new CIO position.

Track record of defining a new position

Beth has distinguished herself as a proven innovator in a number of her previous jobs, entering newly-created positions established to address growing needs with the expectation that she would bring clarity to the positions and effectively manage those roles.

Beth joined Vermont Oxford Network (VON) four years ago as Director of Operations, a role that had not existed previously in the organization. She was tasked with working across the organization to help identify and develop the processes and infrastructure that were necessary to help position the organization to better serve its members and to support critical strategic growth.

At Goldman Sachs, Beth joined, and ultimately was given responsibility for, an eCommerce team supporting the global asset management business. She worked with various sales channels to understand the needs of their clients and to design and deliver solutions to improve customer service and sales capabilities.

The foregoing experiences will serve Beth well as she defines the City's new CIO position.

Background in managing IT projects as a non-technical professional and bridging the gap between IT staff and senior organizational leadership

Beth will bring to the CIO position a deep background in managing IT projects. While not a technologist, Beth has extensive experience analyzing the intersection of operations and technology to strategically integrate the two with the goal of creating the infrastructure needed to more efficiently run an organization. Beth engaged in this work at the Committee on Temporary Shelter (COTS), where she managed all technology services throughout the agency, as well as coordinated IT help desk operations to ensure effective delivery of COTS' services to its clients. At her current position with VON, Beth has been serving as the Director of Operations for the past four years. When Beth entered the role, she was tasked with bridging the gap between operations and technology. Upon taking responsibility for the IT team two years ago, Beth engaged in a continuous improvement process through which she worked with both the leadership and IT teams to define organizational priorities and create a strategic plan to implement VON's goals. To reach these strategic goals, Beth established operational benchmarks, timelines, and resources.

Experience in data collection and analysis and continuous improvement efforts

Beth has experience collecting and analyzing data and then using that information to engage in continuous improvement efforts.

In her current position at VON, Beth has worked with internal teams to evaluate, improve, and refine their work through a mix of qualitative and quantitative measures. This work has included evaluating and improving the use and effectiveness of web and communications channels, and implementing processes for financial planning, budgeting, and projections to ensure the organization better evaluation opportunities, prioritize work, and plan for the future. Beth led an effort to create and implement a performance management process across the organization, which included setting goals and completing annual performance reviews for the organization as a whole, as well as for individual staff, against those goals.

Additionally, Beth has experience with data collection and analysis with a focus on improvement though her experiences at Oliver Wyman, Goldman Sachs, and AIG.

Long-standing commitment to public service

Beth has a demonstrated and deep commitment to public service. From her current service as a COTS board member to her work in the late 1990s for the Bronx Overall Economic Development Corporation, Beth has worked to empower others through business development and employment opportunities. Through her service as a volunteer with Girls on the Run, Beth helps grade school girls realize their potential, gain confidence, develop healthy habits, and have fun. As you will see from her resume, Beth transitioned approximately six years ago from a New York City-based financial services career to a non-profit management career in Vermont. Beth was not looking for a new job, but rather came across the CIO job posting while checking the paper to ensure a VON job had been posted properly. Beth described the CIO job posting as one she felt compelled to explore. The City of Burlington will be well-served by Beth's dedication to serving the public.

Ability to build strong relationships and listen well

Beth will bring to the new CIO role the ability to build strong relationships, which in part will develop based on her skills as a good listener. As CIO, Beth will work with each City Department Head and members of their teams. Through most of her career, she has been in a position of serving as a liaison between multiple teams, responsible for representing the goals and challenges of each. Beth will be comfortable working with individuals and across teams with diverse experiences and skills, will dig in to understand the work they do and the challenges they face, and will assist them with improving their communication and work.

In her current position at VON, she is responsible for working across the organization to ensure goals and expectations are communicated, clear, and aligned. As a consultant at Oliver Wyman, Beth's engagements included supporting post-merger integration work, where she managed planning and implementation of activities to integrate the teams, technology, and operations of global financial services firms. Her success in this role required not only financial services knowledge, but also an understanding of how to work within teams to develop trust, align values, and drive change.

As part of her responsibilities at Goldman Sachs, she led global cross-functional teams to define and implement eCommerce strategy. This required that Beth build relationships to obtain buy-in for strategies, work across teams to identify and prioritize needs, and ensure that project teams maintained momentum through project launches.

Going forward

Further details of Beth's extensive career can be found in her attached resume. Following your confirmation of Beth's appointment, I intend to place Beth at Step 7 of the CIO pay scale for an annual compensation of \$105,103. Beth's first day on the job will be June 22, 2015.

Beth is an innovator, a consensus-builder, and a problem solver. I am confident she will make an outstanding Chief Innovation Officer and a great addition to the City's leadership team.

Thank you for your consideration.