**October 9, 2018 Meeting - Seattle Community Technology Advisory Board**

Topics covered included: Cybersecurity and Privacy Committee on the Surveillance Ordinance; Digital Equity roundup; CTAB communications audit discussion.

**This meeting was held:** October 9, 2018; 6:60-9:00 p.m., Seattle City Hall, 600 Fourth Avenue, Bertha Knight Landes Room

**Attending:**

**Board Members:** Heather Lewis, Torgie Madison, John Krull, Steven Maheshwary, Charlotte Lunday, Mark DeLoura, Smriti Chandrashekar, Karia Wong

**Public:** Adam Owen (Century Link), Carmen Arcero (Century Link), Dorene Cornwell, Jackie Steiner, Tyrone Grandison, Lassana Magassa, Andy Kate, Ashley Stallworth, Mike Hunter, Michael Constantine, Joi Huie, Valerie Wendt, Marianne Feng, Kenny Short, LaDarell Powell, Donna Lew, Susanne Linse, Frank Nam, Linus Mumford

**Staff:** Chance Hunt, Jim Loter, Seferiana Day, Cass Magnuski

**31 In Attendance**

**Heather Lewis:** Greetings! Thank you all for coming tonight. On behalf of the City of Seattle and the Community Technical Advisory Board, welcome. We are joined by three wonderful panelists  tonight. We have Debbie Bertlin. She is the Mayor of the City of Mercer Island. We have Michelle Merriweather. She is president and CEO of the Urban League of Metropolitan Seattle. And Gabriel Scheer, who is the northwest head of strategic development and government affairs of Lime. Welcome to all. Starting with Debbie, would you like to say a few words about yourself and what it is you do on Mercer Island?

**Debbie Bertlin:**  It's interesting to be here in the context of IT. I'm actually, from a professional perspective, a 20-plus year IT professional, having spent multiple iterations at Microsoft, so I'm glad to be back in Seattle and focusing on marketing at the corporate level. Mercer Island is a community that I would say is much like Seattle and many of the East Side cities. It's changing. There's a lot of growth. There's some new energy. There's a new set of expectations coming from the community, from the constituents. And I feel like we have a responsibility, and we are actually executing on that responsibility to be a foot-forward community. I think there can be a tendency to resist or bemoan some of the change that's coming. We have a joke where we say, "You can either be on the menu or at the table."  And so, mercer Island very much takes the approach of being at the table, and finding a bridge to some of these partnerships, look at the opportunities that the dynamism of the [unintelligible], hopefully being a good regional partner.

**Michelle Merriweather:**  Good evening. I'm honored to be here. My name is Michelle Merriweather. I serve as the thirteenth president and CEO of the Urban League of Metropolitan Seattle. I have been in this role for nine months. Prior to that, I served as the vice president of the Urban League, focused on economic parity. We have been serving Seattle for 88 years. We'll be 90 in 2020. And we have a lot of exciting things going on. I stumbled upon this work as a volunteer. I'm from Los Angeles, and wanted to find a way to get back involved in the Urban League. I was a volunteer and spent most of my time in corporate America: Coca Cola, Starbucks, and others in business development, and as a volunteer, I started noticing that more of my time was spent on working with the Urban League; I call that my passion progress, than the work that paid me. So I knew that something had to change. At some point, I'm going to coin that term. But I'm blessed in that, to do work that I truly enjoy. And I get to represent those that don't have a voice every day, and create great partnerships to serve the under-served each and every day. And I consider that a blessing.

**Heather Lewis**:  And Gabriel?

**Gabriel Scheer:**  Thank you for having me. I am likewise honored to sit on this panel. I'm with Lime. You can see our green bikes parked around town. That's Lime. We're also in Tacoma, and Spokane too. When we started the company, we had one bike. And we took it to cities, showing this theoretically possible thing that we promised we were going to do some day. Now we operate something like 35,000-plus bikes in over 100 markets in the U.S., Canada, and more places. A lot of it has been built upon partnerships. So, I'm happy to talk about that tonight.

**Heather Lewis**:  Thank you. Thank you all. As you may have guessed from the slide behind me, and from Gabriel's words, that we're here tonight to talk about partnerships. And each of the panelists was invited specifically because they're involved in really impactful partnerships in Mercer Island. And, in the case of Michelle and Gabriel, across the region. So, we're excited to have you and we're excited to hear about what you have to say. It's nice to have a positive conversation sometimes. We have some planned discussion questions to start with, and then we'll open it up to the audience, so you can ask your questions. A couple have been submitted and we'll take some directly from the audience as well. We'll start with Debbie. The first question is, can you speak to some of the partnerships you're involved in on Mercer Island, and the ways that they are benefiting our residents.

**Debbie Bertlin:**  Yes. As I mentioned, Mercer Island, I think, is really working hard right now to be a foot-forward community, and some of the partnerships have  come from circumstance that was welcomed, and circumstances that weren't. As many of you know, we were actually in negotiations with Sound Transit about two years ago. We actually settled our concerns, resolved them contractually about 18 months ago. And in the context of that Sound Transit agreement, we were very intentional and very specific about creating opportunity for new partnerships, particularly around transportation. Because, as most of you know, Mercer Island is kind of shaped like a figure eight. It's pretty long and narrow. And so you have people who essentially need to get from the south end of Mercer Island to the north end of Mercer Island. They have to get off via their cars, or they get off via public transit. So, in the context of that agreement, we created a fund, or a bucket. And it was called innovative first and last mile solutions, partnerships, etc. So, it's great, actually, to have Gabriel here, because we have three pilots going on right now that do center around transportation in that first and last mile. Lift, Uber, and Lime, where what we're trying to do is see, first, if we can change peoples' commute habits, particularly north and south on the island. If we can create the opportunity for more people to access transit, because we need fewer people on the roads, hopefully taking those buses. One of the intended consequences that there are a whole bunch of high school and college-aged kids who are kind of showing the way. When you look at a number of usage statistics, it may not be the people who are commuting to and from work every day on those Lime bikes. But there is a whole lot that is going on. The other interesting thing that is coming out of this is parking and a parking pass fee. So, in that same agreement with Sound Transit, we were told, yeah, it's pretty contentious, but within the  community, we created another opportunity for parking, that was around improving parking capacity. So, we actually just  closed a request for quotes on Friday where the city is purchasing the old Tully's site. I don't know if any of you know, but if you are a cyclist, you probably do because I think that's where most of the people who come onto the island kind of meet and gather historically. And we're assembling that with another parcel that the city owns. We put out a request for quote for a public/private partnership where the essence is public parking will be developed that the city will manage, and the the development is actually through this formal partnership. So, it's pretty exciting, because included in that is a stated preference for a performing arts center. One of the responses came from Imagine Housing, which I think is pretty exciting. So, I don't know where this piece of partnership is going to be going just yet. Because we just received the RFQs on Friday, but again, between transportation and trying to understand how we can partner with the arts through senior diversifying housing. Potentially, people would like to see more child care facilities coming through. We're trying to be pretty open-minded and flexible and bring in expertise from different organizations, such as Imagine Housing, or Lime, or anybody else who can show our small town how to think a little bit more broadly.

**Michelle Merriweather:**  I lead a nonprofit, so partnership is how we survive. So, just to name a few, we have a great partnership with Uber to help transport those that need rides to and from our workforce development practice, or to job interviews, and things like that. We have a fantastic partnership with the City to help support individuals that are exiting incarceration, and connect them to workforce employment and housing. We work with the City on a number of projects, but we also have great relationships with Comcast to do some training for individuals who are looking for a career shift or change, those that have been unemployed long term, by giving them some training to change careers into the high demand tech field. And we have wonderful partnerships with our Seattle Colleges system that helps educate our young people. We have a fantastic summer program for high school students that allow them to spend six weeks on the campus of Seattle Central College and take college courses, get credit retrieval and visit fantastic organizations like Microsoft, Google, Facebook, and others. The Museum of Flight, Alaska Airlines, and the list goes on. Again, we survive off of partnerships and sponsorships, but the beautiful thing is that means that everybody is committed to solving the issues that we are faced with as a community. We know that we're not in this alone in finding solutions. We welcome them and we all sit down and try to figure out what is best for all parties involved. The organization was actually started nationally 108 years ago off of that same concept. How can we partner with our corporate and community sectors to support the under-served, connect them to work and opportunity for economic prosperity. And we're still doing that today.

**Gabriel Scheer:**  From a partnerships perspective, Lime sort of starts and finishes with partnerships. When we first started talking to the City of Seattle about [unintelligible], the City said, "We've got no time to deal with your thing; we've got this other problem to deal with. And over the course of about three and a half months, we developed what became a benchmark of permits for dockless bikes because we worked together to find out what we need now. We volunteered right off the bat. We shared data with the City. We made plans available for bike infrastructure. Starting from the beginning in every city we operate in we want to partner with the city. We and the city both need to succeed. This is a new technology in some ways. Not that bikes are new, but bringing 15,000 bikes into the city is new. And that takes a big learning curve and a lot of patience for everybody to figure that out. So public/private [unintelligible] is a no brainer. With governments of Seattle, Bellevue, all different versions of the same thing. Setting that aside for a moment, we also are working on partnerships with intermediary organizations like the Urban League. Michelle Merriweather and I talked about this. [unintelligible]...  As you may have seen, on top of it is a little line saying, Be My Hero. If you select to do so, it will round up at the end of your ride, to the next dollar. So, if your ride is $1.45, it will round up to $2. Donations right now are supporting Cascade Bike Club, and the donations are specifically being given to [unintelligible] and new education programs. And so we're trying to figure out how to give back to the community. In this case, we're onto it, and actually giving back ourselves. Another way we partner, not here, but in other communities in which we operate our scooters, when we have a permit program with scooters, we're giving back to the community through that permit money. We have a partnership with Salt Lake City, where we're giving a dollar per scooter per day back to the foundation, specifically earmarked for protection for bikes and scooters and other slow-moving vehicles. We have given well over $7,000, just in the first month of this. This supports the city through a foundation, but in fact, is not the city. A few different examples there.

Looking at yet another angle, we are a company working to remain carbon neutral for all operations, which means the e-bikes have to be charged, so we're offsetting on that. And the vehicles that we roll every night or every day to fix, repair, maintain, retrieve--we use carbon offsets for those, which includes existing projects as well as new projects. We are involved in developing a solar farm in Iowa, down in Texas somewhere, and other places. So, this is just the beginning. We're a year and a half old company, but this is something I think we're really excited about. How do we build more of these partnerships, mitigate our impact in ways seen as positive.

**Heather Lewis:** Thanks to you all. Are you seeing any commonalities in terms of your potential partners? What are you looking for?

**Debbie Bertin:**  There has to be some kind of common purpose. There has to be a sense of mutual benefit. I think that there is a 'get down and get dirty and roll your sleeves up'  approach, particularly in some of these newer partnerships, ones that don't follow historic trends, or practices. It was interesting working with Lime, for example. We're a small city, We were activating, thinking that Bellevue was going to go launch Lime. It's easier that way. Well, they just couldn't  get it going. I don't quite know what happened, but anyway, we ended up launching ahead of Bellevue. But those would be some big attributes. There has to be a sense of mutual commitment.

**Gabriel Scheer:**  I'll tell you one more about humility. I'd say, especially with Lime, we're approaching you, and there's a lot we do know, but there's a ton we just don't know yet. For example, we rolled out 500 bikes in Seattle in July. And at the time, we thought it was crazy. Five hundred bikes! And then they were just gone. Because people rode them somewhere. And a lot of them, they went all over the City. We were pulling up our data, just to see where they were going. Where are people taking them? They were in Rainier Valley, they were in North Seattle, and they were all over the place within days. And it blew my mind. Bikes! We need a lot more bikes. So for me, that 500 number was way too few. And the City was like, 'yeah, we get that, but no.' And so there was this humility of not realizing--you know, I have cities all the time asking how many bikes do you think is the right number. And I think, you got me. We've been in Seattle for 14 or 15 months now, and  the City put out a report a month or two ago, saying that they thought  20,000 might be the next right number for the City. Right now, which is fine, we're around 5,000.  I can tell you that 20,000 might be exactly right, but it probably isn't. And I have no idea what the real right number is.  I guess that number probably changes the next day and the next day and the next. Because more people use it. For whatever reason, it changes. So, humility to accept that we don't actually have the answers, but we're going to work together in partnership to figure out how to get to them. It's important.

**Heather Lewis:** Thank you for that. Is there a partnership that you're particularly proud of? Maybe, starting with Michelle this time, because we work our way back and forth.

**Michelle Merriweather:**  Let's see.I think all of our partnerships have a special kind of thing, because they're all trying to solve a problem that's under-represented. I have two favorite partnerships, although I love them all. Seattle Central College is one, because they were willing to open their doors to our kids, which I think is phenomenal, during summer. They give young people a safe place to be during the summer, when people say crime is higher because kids are out of school. And giving them something to focus on, and introducing them to something new. One of my favorite programs. But then, I think one of my other favorites--because I can say something great about all of our partnerships--is Comcast, because just sitting down for coffee with my Comcast partner, we always come up with some new, great idea. The most recent is a goal of educating, training, and placing 2,020 young people and adults into the tech field by 2020. So, we're really excited about that. And it's just always something with Comcast. Comcast puts their money where their mouth is. When they say, yes, we'll sign up for that, it comes with support. Because they pay people to do the hard work.  So, I think that they are another great partner. Uber is another one, because they step up and say, yes, we'll sign up for that, if it's something new, and innovative, and different. So, I really appreciate that,as well. And again, I could probably go on forever about this, because we can't do this alone. We are a nonprofit, but I will also say that all money ain't good. Right? Although we are a nonprofit, we certainly don't just say yes to everything. It has to be of mutual benefit and solve a true need with care and humility for those that we serve. But those are just a few of my favorite partnerships. I could probably talk about  ten other ones that are fantastic.

**Heather Lewis:** That sounds like a great problem to have. Many favorite programs. Maybe Debbie next?

**Debbie Bertlin:**  We have these newer partnerships that really are about innovative public/private; they're about first and last mile solutions, etc. But then there is an element of an island mentality, which is a degree of self-sufficiency. We know that if and when the big quake comes, those bridges go down and we're on our own. Whether it's overt or whether it's subtle, it breathes into the community. And in that sense, there is goodness that comes. For example, the Boys and Girls Club. We do a lot of great partnerships with them as a city in terms of it can be Parks and Recreation initiatives; it can also be sheltering facilities. We have a Jewish community center on Mercer Island, which also does a tremendous amount in terms of the arts and programming, and community services. We have a tremendously active Rotary. The one that I had never really thought very much about, but I truly, truly appreciate, is with our school district. Because most cities do not have synonymous boundaries with their school district. Mercer Island is a city, but Mercer Island  has its own school district, which enables us to be mutually supportive. So the city actually pays and funds the mental health counselors in all of the different schools. We run a thrift store, which is pretty well known. So, there are a number of different places in terms of being able to relieve some of the administrative burden from the district, and make sure we are actually leading the way in terms of best practices, social/emotional, with the kids on the island, or the seniors on the island, etc. So, I would say there are some tried, true, and traditional, wit ha little bit of self-sufficiency approach.

**Gabriel Scheer:**  Partnerships that we have up here and elsewhere, one of them is around hiring, which I haven't spoken much about, but we've tried to prioritize communities that are for some reason, disadvantaged. So, in some communities and some markets, we've hired formerly incarcerated individuals. In Seattle, we have hired quite a number of folks who have disabilities of some sort, such that we have had to retrofit. A thing you don't realize is that we have had to retrofit the warehouse to be more accommodating in a way that we hadn't thought about. We have hired from a number of communities through job employment programs, trying to get people into the workforce. And particularly with Lime, we've had a lot of opportunities to help people grow from entry level jobs into other interesting roles. Case in point: A lot of our people are hired as drivers, going around the city and picking up bikes that might be damaged, swapping batteries on e-bikes, just kind of doing pretty basic stuff. And we've had a number of those folks rise to different roles, to a point where some of them have now gone on to launch in other cities and taught the new general manager of that city to lead. This is how you do this for this company. We've got one who is about to head to Europe who launched South Bend, I think. And then he went to Minneapolis, Canada. Now he's going to Europe. They're chattering about him, saying, "I have to get my passport so I can do what you're doing." It's really awesome to see that. Not only do they get to step on the ladder, but I see a path to some other interesting opportunities in this company. From our perspective, we use a lot of channels to find people who could use opportunity and could be great employees for us when we give them opportunities. So, that's pretty cool.

**Heather Lewis:**  Thank you all. I'm curious to know if you have looked to another city, or another organization, or another company, and said, "Wow. I wish we were doing that." Or, "Wow. That's a very next thing to be doing."  Do you take inspiration from others? Starting with Gabe this time.

**Gabriel Scheer:**  All the time. We're 16 or 18 months, whatever, old. So, stability and looking at companies that have that seem really cool. Yes. we look at companies all of the time for inspiration. Things like a partnership with Lyft and Uber around getting people to the polls. We looked at doing that this year and tried to figure out if we could give credits if you rode our bike to the polls. We can't do that this year. There are a lot of things that, because we're growing, so fast and we're so young, we don't have the resources yet to do the thing that would be really cool. In two years, we might be, "Yes, Of course! Free rides to the polls forever." Things like that,  if we see other companies that are more established able to do. On the other hand, the flip side of that is as a young company, we can kind of do anything right now. We can make it up as we go, so if we see an idea like that we say, if we can do it we need the resources that can make it happen. So, that's kind of where Lime is at, acknowledging that we want to give more to these partners. Maybe the way to do it is to let you do it with us, and so we were able to set that up within four weeks from let's do this thing to making it fly. Testing in Cascade and two other cities, so now it's going out to other cities. It's a double-edged sword of not being able to do things slash being able to move really quickly. We can try things and move quickly.

**Michelle Merriweather:** All the time. The thing about the Urban League is nationally, there are 89 other Urban Leagues that are doing great work, and we get to either collaborate with them or share best practices and ideas, with the great work our brothers and sisters are doing across the country. Here, locally, there are some fantastic organizations that are doing great work. We, just this year, started doing focus work in supporting our unhoused citizens, so we are learning every day from organizations like Reach and others that have been in this work for a long time. Mary's Place is another one. We are learning from them every day. And they're willing to share, which is beautiful, and collaborate, which is also great. We do a great job in housing; we do a great job in workforce development to hopefully ensure ideas and work together in solving our challenges. United Way is another great partner that we learn from every day and share ideas. They do all of the research in how to implement. We work with them on rotation. And the list goes on. The beautiful thing about working in nonprofit is, for me, is that there is never for us that are doing the work on the ground truly for the right reasons. It's not a competition, right? We are trying to solve a problem. And if we can work together to solve that problem faster, it's beautiful. The last nine months since I've been in this role, we have built collaborations with El Centro, Chief Seattle Club, the International District, and just other areas serving under-served communities, people of color. It's been a beautiful collaboration, to share best practices, learn from each other, and hopefully, we'll get bigger and grow. One day, hopefully, all of us are out of business because we solved all of the problems that we are tasked to solve.

**Debbie Bertlin:**  It's an interesting question, because small cities are like small companies. Mercer Island is a full service city. We have our own utilities. We have our own police. We have our own fire department, as if they were a breadth of businesses. And in that sense, we are always looking at who has got the innovative ideas in terms of a fire department, or organization, or in technologies, etc. The other element is we're small, and in a sense, we can leverage bigger cities insofar as that's appropriate. Sometimes, Kirkland is interesting. Sometimes, Bellevue is great. Bellevue is doing a lot of interesting stuff in terms of transportation and innovation. So, there's probably not one specific city, but when you look at it as a collective, fair enough.  Other potential future partnerships that we would just love to be involved in, starting with Debbie. You see me and just think we need to get behind her. Thee's not just one. And I think it goes back to where we started, and that is future transportation. How do we get people from being completely dependent on their single occupant vehicles, even a couple of people in a vehicle.  We're getting to the point where mass transit and those first and last mile solutions are super, super important. And I think that they are particularly challenging in the climate that we have. One of the things that is very interesting is how does the Lime Bike usage change with this lovely dark grey, wet weather. So, there's that equally. As to partnerships, it probably comes down to the town center part of Mercer Island, which is where Light Rail will come in 2023. There is sort of a confluence of events. We're going to have Light Rail, There is growth. I don''t know if some of you follow the GMA, the Growth Management Act,  some of the population distribution job growth, etc. That's where Mercer Island decided to put its emphasis. It's density. At the same time, I think there's a diverse set of services that people want when they live in the town center. But, equally, there's the scale element. It was really interesting. I had the chance to be on a panel with a bunch of women mayors, all  the way from Arlington down to [unintelligible]. And they were talking about "I have 60 acres of this to develop. I've got 110 acres of that."  I'm like, "I have 33,000 square feet. Okay. What are we going to do with the 33,000 square feet? So, you know, there's this scale element. And when it comes to some of these partnerships and/or developments, we're trying to figure out how to balance what we call Wall Street with Main Street. Because, whether it's Mercer Island, Issaquah, or Sammamish, or any of these other east side cities, even  certain neighborhoods in Seattle, you want to retain something of that history and that culture. So how does it become a partnership with these developers that isn't truly based on a spreadsheet, something that represents community interests and where we want to go? Preserving that and government at the same time.

**Michelle Merriweather:**   As the population that serve kind of spread out to other cities and other counties, we hope to expand the reach of the Urban League to those other cities, we are starting with Federal Way. In a couple of weeks, we are meeting with folks up in the north end to figure out how we can replicate our services up there. So, we have a small office in Federal Way to offer our housing and education and work towards development. We're working on a great partnership with Lime, and doing work together with them. But our goal is to help everyone in need, and so, we are expanding and growing quickly. It has been a tremendous three years, and so offers come each and every day and we have to weigh the balance of is this going to be effective? Do we have the capacity to do it? We'll see that may happen when you're working with one of the organizations that put in a bid to the City to fill in a block in South Lake Union. That last bit of land that's left in South Lake Union. If they win the bid, we'll actually work with them to help connect entrepreneurs that are women and minorities to occupy space in that development at a very discounted rate, which is very cool. So, we're excited about that, as well. So, we'll see if they get the bid and we'll be working with them to help people of color and women on that work. Another great one that we're hoping to expand is connecting people of color to hiring in the construction field. We have a great partnership with the City right now to employ folks who are priority hire, but now we're trying to replicate that with private industry to ensure that not only in the public sector that folks that are under-represented have job opportunities within the private sector, as well. So, we're working with Vulcan and Xcel right now. I hope to expand that. I could go on forever on opportunities to support those who we serve. If you want to know more, just give me a call.

**Gabriel Scheer:**  I'm going to go from that question to the next one, because I think they're related. In terms of partnerships we'd love to develop, and I think, as I said earlier, we will have to have partnerships in the form of City governments, in the form of local nonprofits, and other organizations. We're learning all the time things that we do not know about the problems or things otherwise related to our purpose. So how do we fix those? I think, increasingly, we look to where there are progressive leaders. I'm looking at you, Mayor. Where are the progressive leaders who see opportunity and are willing to take risks? Because that is what the new thing is, right? You bring in new technology to a city. It's going to bring opportunity and potentially awesome outcomes, and challenges. I recently had a meeting with a mayor nearby, south of here, who is amazing, and her willingness to say, "There's a lot I don't know, but here is what we want our city to look like, and here's how I think you can help us get there," was awesome. And talking to her, hearing her vision, how we could help with that. That was the kind of partnership we look for. Somebody who says, "We know we don't know a lot. And we're going to call this a pilot, because it is. And you might screw it up, and you're out. But on the other hand, we might learn a lot of really positive things about how to make the city better." In this particular case, this particular mayor, she's looking at how do we make a more bike and pedestrian friendly city, particularly with a focus on last mile, getting people to and from Seattle. And in her case, she was very aware of the fact that she didn't know a lot of things, and neither did I, but that we'd have to partner together to  work to get there. I think the barriers are the next question you will ask. And that's the flip side, which is, for a lot of people in general, sometimes in City leadership, sometimes just people in the world: Change is really hard. It can be really hard. Again, I acknowledge, our service comes with lots of upside, and also come the challenges. Right? People leave bikes in funny places, which are sometimes inappropriate. So how do we deal with that? How do we fix that problem? We probably never will when people are involved. Like, we've had cars for 100 years. We still need enforcement officers for meters, because we don't always follow the rules. I don't want to pretend that we're suddenly going to have all of the solutions by partnering or whatever. But going into an agreement, knowing that there are risks but there are also opportunities and rewards. It means we need cities and partners who are willing to take those risks and rewards with us, especially in some cities that we go to,  There are people who say, "Yeah, we're not really going to take this on. We aren't up for that level of risk", at the same time, saying, "We're committing to climate change mitigation goals."  Or, "We're committing to equity in transportation goals, or committing to congestion reduction goals." If you're going to commit to those, you have to take a big leap. And that's hard to do. Change is really hard. So, the barriers to me are the same as the opportunities in partnership. How do you find the people who are willing to take that risk, acknowledging that it's not perfect. Nobody's got a silver bullet, but we can try to move things forward. We don't have a silver bullet. What we have is pieces of the puzzle that we'd like to contribute, and we need partners to do that. And the biggest barrier is finding those partners willing to work with us.

**Heather Lewis:**  That's great. I want to thank you all for pointing  the focus in different ways of reaching communities that are under-served. You have each done that in your own way. You've mentioned people with disabilities. You've also mentioned the elderly. You've mentioned children and families with children. There are many examples from Michelle, and Gabriel, you as well. I didn't know about your warehouses. I want to shift over to opening the floor to the rest of the attendees here. Before I do, I want to ask if there are any thoughts you'd like to share before we make that transition.

**Debbie Bertlin:**   Listening to them kind of made me gel a little bit the thoughts in my head. What I'm seeing going on in the region is just that, the nature of regionalism. It used to be Seattle. And it was Bellevue. People have a very strong sense of boundaries. When you look at some of the issues, and opportunities that present, it has to be addressed, I think, more regionally. You see that coming from the Seattle Met chamber. You see that in terms of economic development. Lime is certainly out there. When they put bikes on Mercer Island, those bikes go somewhere else. And when they put bikes in Bellevue, they come onto Mercer Island. The communities aren't just in Seattle. They're in Federal Way. They're distributed. When you get into this issue of housing, diversifying housing stuff, thee is very little mid-level housing in the Seattle area right now. Because what's happening is they're knocking it down, and building bright, shiny new. So it creates these points of congestion. what I'm hoping, what I'm hearing, also, from east side folks, is regionalism. You don't want to lose what is special about your local, your mission. But it's not exclusive.

**Michelle Merriweather:** I'll definitely agree with that.  The greatest things that work for us are when the City, County, and Port, all the players, Sound Transit, all of them together, say this is how we're going to do X. We're going to fund it and do it together. Priority Hire is a good example. So, yeah, it is definitely regional. And as Seattle continues to grow, and those in most need are being pushed out further, we have to make sure that the resources go with them. for us, the City of Seattle is a great partner, and a great source of income for us as they fund our work, but we have folks that we have to serve that are not in Seattle. So,m we have to come up with new ways and partnerships on how to serve those folks that are outside of the city lines, which takes some innovation and partnership and collaboration to do it.

**Gabriel Scheer:** I completely agree.  On the regionalism side of things is a huge thing. Our bikes go where people need them. We can treat them. We can put up lines on a map saying you can't take them there, but that is not a great customer experience. If you get to an arbitrative order and it says now you have to get off and walk, that's less than a good experience. So, we're working on that. I don't have a great answer on that except for more partnerships. The patchwork we are talking about is real right now. We've got service active on Mercer Island, and Bellevue, and Seattle, and Bothel. If you know the state at all, you know that there are a lot of missing pieces in that regional picture. Tacoma is a totally different thing because there's sort of a gap between us and Tacoma. But Tacoma is somewhat the same group of people. In fact, we have people telling us that they're going down to Tacoma to try out scooters, which is a totally different thing. but with regard to the bike side of things, with service in Bellevue, and service in Mercer Island, it's inevitable that our bikes will end up in Redmond, Issaquah, Kirkland. So what does that mean? From an operations perspective, it's harder for us to respond to those. If there is a problem, we have a team dedicated to Mercer Island. So they can respond very quickly. If Issaquah calls and says they have a problem, we'll try to send the Bellevue team or the Mercer Island team, but we really don't have an Issaquah team, because we don't technically service Issaquah. So, it creates all sorts of new problems to not have the partnerships in place from the get-go. That said, we started with Seattle much like you're talking about, and this was ground zero for a long time. And Bothel actually has them, because we were watching the GPS trails of our bikes and they kept going up to Bothel and Woodinville. And a lot of them didn't come back from Woodinville for reasons I can't imagine. So, we ended up calling and saying, "Hey, you've got a lot of bikes that are kind of living there. We'd like to make that formal and have a team provide service there," and they said, "Great. Do it."  So, that's kind of how we extended at first. Obviously, you came along with a very different situation. Bellevue had another very different situation. So, we're trying to figure out what is the right context or framework from which to operate. If all of the cities would say, "Hey, we're gong to make this a thing," that would make things so much easier. Because we could service them all more accurately and practically. Or timely. You, as a customer, could get on a bike and ride, not worrying about where the line, arbitrarily, happens to be. Here is Seattle, if you cross a line on the north side, suddenly, you're not in Seattle anymore. Technically, you're not permitted anymore. So, things like that create problems that we didn't foresee or might have foreseen. We haven't done anything about it. In some cities, we have, right? We have some cities where the city next door says we don't want this here. So, we put up all the geo-fence that say you can't leave the bike here. But that's sucky. Frankly, as a customer, I rode herewith my friend, and you're telling me I can't get back on that same bike and ride home? Doesn't make any sense. We did contact all the local cities before we launched. We said, "Hey, we're launching in Seattle. By the way, you might see a bike or two. Don't worry about it. Call us if there is a problem. And almost all of them, at the time, were like, "Yeah, that's fine, whatever. We'll treat it like a private bike." Bike come and go. Not a big deal. It's when they start to congregate and cluster. Bainbridge was a great example of that. Where we had bikes going to Bainbridge, and people did their little tour and stopped at the ferry because they didn't want to pay to cross back. So, there was this pile of bikes at the ferry dock. We got a call from Bainbridge PD, saying there are nine bikes at the ferry dock. So we actually put up a geo-fence because the amount of time it took our office people to go across the ferry, grab the bikes, come back across the water was such that it didn't make sense for us operationally. So, now you can't technically leave a bike on Bainbridge, or in fact, go over there. Scooters are a little easier, because we can actually shut those down digitally, whereas the bikes, you have to manually lock them.

**Heather Lewis:**  Thank you. So, why don't we open it up to the audience. Do you have questions? I'm looking at Charlotte Lunday. I just know you'll have a question. John Krull, do you have a question?

**John Krull:**   I have a question for Gabriel. First off, I work for Seattle Public Schools, and I was wondering if there was anywhere we could use the bikes to get students to and from school.

**Gabriel Scheer:**  That's a great question. Actually, Mayor Durkan's free transit ass thing really sparked a conversation internally, Technically, our terms of service is 18-plus. Realistically, in the survey they did through us nine or so months ago. one of the categories in the survey was age. And there was a category, 13 and under, 14 to 18 or something. We had respondents in the under 13 category. So, we know that younger people are using them, but technically, the terms of service say you can't. We do have a program for people who are un-banked, or who don't have a credit card, but in theory, you should have to prove who you are through a system that validates your age. Either having a credit card or some program. So, technically, right now, a lot of the people you serve are really too young for us to formally serve. That said, it would be interesting to talk about what that looks like in terms of some kind of partnership. Because I see that there's need. We see tons of students. I talk to them myself. High schoolers. They say, this is my bike. I get to and from school on this bike. And I see them in the morning. It's cool to see, but on the other hand, it's not something we have formally dealt with.

**Debbie Bertlin:**  Can I support his too? It's interesting that at most high schools, there is insufficient parking. A lot of kids are 16, and they're ready to drive, and there's a prioritization that goes on. Yet, a lot of these students are going to Bellevue College, or they're going here, they're going to a job after school or something. We are trying to build more parking capacity at the high school. We could formalize the use of the Lime bikes, because, to your point, when I was down picking up my two kids at middle school today, and saw those middle schoolers on Lime bikes. And I know they're not licensed. And yet, there comes a point where you recognize that we have to try to make them safe. A formal program would be cool.

**Gabriel Scheer:**  For the bike side of things, that's a little easier to do. But the scooters are really interesting because kids just gravitate to scooters. We do have scooters here in Seattle. We cannot release them into the wild. I have a scooter here in Seattle, and you can come and take a ride on it, if you'd like. I had it out one day, and I was sitting inside looking out as this kid walked up to it, and he was literally this tall. And he had a cell phone. This kind of reached the QR code on the scooter. And I went out and said, "Hey, you're trying to unlock it." He said, "Yeah, I really like the Lime bikes, but I haven't seen these scooters before." I said, "How old are you?" He said, "I'm nine." I looked around, and his dad was in a cafe, and I kind of motioned to him to come out, and asked, "Are you cool with him trying this?" And he said, "Yeah. No problem." The thing goes 15 miles an hour. I don't know if that's a problem, but we'll keep it sort of constrained. But the kid jumped on totally ready to go. He rode that scooter just fine. I'm not advocating for a nine year old on our scooter ever at all. It shouldn't happen. But they do open a different can of worms when you get to that, because it is a powered scooter. Seattle is only bikes right now. That's a different conversation, but even there, we'd have to figure out what that looks like. I think also, the question down the line is family biking in general. If you look at the proliferation of family bikes, cargo bikes that carry multiple people on them in Seattle and in general. One of the things we talk about as a company is how do we serve more people that way. We haven't gotten there yet for a lot of reasons. Standardization makes it hard.

**Charlotte Lunday:**  How do you respond to the concerns that people are using public subsidies, such as when people park bikes on the public right of way?

**Gabriel Scheer:**  I would say that that ties to a bunch of bigger questions. right now, we pay a permit fee on our bikes. So, $50 per bike per year for the City of Seattle. Some of that pays for that structure. Your comment also covers the private bike side of things. I ride my personal bike all over Seattle, and I don't ever pay a fee. And I have a license sticker on my bike to justify my free use. I would suggest public policy guidance. Cities increasingly are aware of climate, congestion, social equity in mobility of the thing we've done over the hundred years with cars. And we've created this sense of -- and I'll own that, too -- entitlement. Like, I drove downtown. There should be someplace for me to park. And maybe I have to pay a little something. But the true cost of having that parking spot sitting there, I would suggest not really. From a public policy perspective, if you want to change that behavior, you have to use carrots and sticks. On the one hand, the carrot is create an alternative, create incentives that are more attractive in some way, like bringing my personal car to a place where I can park with a relatively low cost. The other side is the stick, which is there is now a tax on the less good thing. Parking gets more expensive. A congestion tax happens. Gas tax happen, which is, of course, aggressive. These are the things you can play with from a public policy perspective. And so, in my world view, Seattle has made pretty big commitments to reducing our carbon footprints, to transportation equity, to congestion mitigation. If you drive anywhere in this City at rush hour, you can tell that we need to fix some of these problems. It would be my approach to say yes, there should be an appropriate emphasis on public good. On the other hand, there is a public good to the fact t hat we exist. We're doing this at no cost to the City. Where historically the City invested in bike share to the tune of millions of dollars that was widely written about in the papers, because it was seen as a loss, we're doing this at no cost. So, from our perspective, we're trying to do good things in the community to improve the situation. And we're going to ask them for breaks on that. But I do think from a public policy--and I'm not speaking for Lime, I'm speaking for me--you tax the things you don't want, and you figure out how to support the things you do want. So that would be my response, I guess, on that one. But from a policy perspective, what's your response?

**Debbie Bertlin:**  Well, it's interesting because right now it's the pilot. We have a limited number of bikes on the island. You always get the comments from the community. But at the same time, we're trying to understand. How do we pitch this as a public benefit? How do we pitch this as a benefit to our small town center that really wants to have more traffic in that it's relatively large in terms of pedestrian streets, etc. So, one of the initiatives that we are working on right now is with the Chamber of Commerce. Can we come up with some interesting rack ups, so that at least they are clean and tidy, and they get a branding opportunity. Now, I think there are going to be some unintended, unexpected, when we go from the number of bikes we have now to a larger  number. I would say primarily safety issues in terms of these bikes. Mercer Island has historically one of the oldest populations in Washington State. And some of the development and residential growth you've seen in our town center is actually senior-based. And you know, there is just the intersection of people and bikes, and potentially people with less mobility. We have said there's a little bit of an uphill climb in trying to make this work. Get some cool bike racks, and get people on those bikes, and hopefully out of their cars, and people not driving their middle schoolers around. But that is so not what you want to hear. Because the middle schoolers are on bikes.

**Gabriel Scheer:**  One of the things that is interesting on the unintended consequences side is that Seattle put on a $50 fee for bikes moving forward. We are moving towards an  e-bike only fleet, because the pedal bikes don't generate enough revenue to actually match that $50. So just to give you some context, if our pedal bikes are having a good day, they are being ridden about twice a day. If you average it out, that's a couple bucks in revenue, which means it's taking about two months to pay off that $50. And that doesn't include any of the staff that operate the bikes. That doesn't include their pay. If you see a damaged or totally banged up bike  that we have to replace, it doesn't include any of that. The $50 fee doesn't cover that.

**Debbie Bertlin:**  Fifty dollars per year?

**Gabriel Scheer:**  Per year, yes. From a policy perspective, what they did, and I don't think that's a bad thing, but they effectively pushed us into being an e-bike only company in this City. Candidly, I think we're heading that way in general, because the revenue is the same across the board. Our e-bikes do better; our scooter yet better still. You talked about the seniors. We found a lot of seniors have gotten into the scooters. And I think a reason for it is some people are less able to get over the seat of a bike. With the scooter, you just hop on it. Balance challenge is a different thing. But for a lot of people, they are more willing to get on a scooter in a way they wouldn't on a bike. So that's really interesting.

**Karia Wong:** My question is two-part. How has the use of technology shaped these partnerships? And part two, how does technology open up partnership with the City?

**Michelle Merriweather:**  For us, we are training folks to go to work in technology fields from young people to our seniors, so we partner with organizations that fund the schools to do that training. We're kind of building those out now in other tech organizations, as well. One does tech training inside our prison system. We connect with folks when they come out of the prisons to see that they are connected to other resources. And the list goes on. Comcast, we work with them to train senior citizens, teaching them anything from creating passwords for their email addresses, social media, teaching them how to use their smart phones. Their kids give them a smart phone, and they say, "I don't know how to use a smart phone." And we provide classes at community centers to help them access their technology and use it to their benefit. It's the same for young kids. Most of them turn out to be smarter than us on technology. It is an important part for many reasons, for everyday life, and for connecting to employment and opportunities. We work with great organizations like Train Our Kids, Seattle Central College, and the list goes on. But it is certainly an important piece of our puzzle, and it's getting bigger each and every day. Every year, the national Urban League releases a study called the State of Black America that prepares an index of equity and equality that compares the social norms, which is white America compared to Black America. They also add a Hispanic index as well. This year, for the first time ever, they did a technology index to compare where we are in jobs, training, preparation, access, etc. It's a great study. If you ever want to look it up, it's the Blackamerica.com thing. The disparity is real. The next big boom is digital. We're already in it or at the beginning of it. And we will create parity for those that are under-served, to have access and benefit from the digital revolution. So, we are working on that as the Urban League locally, just by virtue of where we are, but nationally, as well.

**Heather Lewis:**  Thanks, Michelle. Thanks, Karia. I have a question here that was submitted. Oh! Sorry, let's go with your question.

**Questioner:**   [unintelligible]

**Debbie Bertlin:**  Your point is really quite interesting. Cities have a wealth of public open space and facilities. To what extent are they used? To what extent are they optimized? I think it hit Mercer Island a little bit earlier because we are so finite. You don't live on the border between Mercer Island and Renton. There's a big old lake between you. You're either in one or the other. It creates a distinction in boundaries. You raise a good point. We have, for example, the Mercer Island Events and Community Center. And we have tiered rates, focusing on nonprofits in particular. And actually, that place is booked all the time because it's so central. The unfortunate part of King County divesting from some of the Forward Thrust properties is Mercer Island inherited Luther Burbank, with tremendous associated costs. Do you guys know Luther Burbank? It's a park worth going to. It's just off I90. It's acres. It's got some of the best waterfront real estate in the region. But, you know, we actually have the ability to rent out the point. We had to do a bunch of shoreline restoration, etc., but now it's actually a beautiful wedding venue site, or celebration of life site. But this gets to that point of technology. Cities have essential services. Basically, police and fire, road safety. And we have mandatory levels of services that we have to  provide there. Everything that comes after that is more discretionary. Investing in technology up front can be quite difficult, because you guys, I'm assuming most of you know that there's a capital outlay, or if it's cloud technology, there is a subscription fee. Equally, there's the consulting, there's the training, etc.  There's the cost of entry into some of these technologies that would make you say, "Hey, I want to have a Girl Scout picnic at the park on Mercer Island, knowing that there's cover picnic sites with barbecues. Let me just go online and pay $25 or whatever it probably is, So I don't have a great answer, other than you provoked some good thinking, and I'd be happy to have more conversations. But I think it is important to look at how well are we actually using and making the public spaces successful.

**Heather Lewis:**  Thank you for your question, and your response. Do we have other questions? Chance?

**Chance Hunt:**   We are really impressed, first of all, with the amount of information you shared that has nothing to do with bikes, but the impact of all the data. This is really for any of you. As we move into these spaces we're trying to create together, private and public, how can we do a better job of sharing that data back and forth? I work for the City, so we have the public record. You have the business intelligence. I would imagine that the example you shared, the GPS data, and all of that, is not a common one, unless there are some contractual agreements with business and the public sector. But, there is an enormous amount of information that we could be working with together. How do we start to change that conversation between public and  private so that we share data well, so that we all can do good work?

**Gabriel Scheer:**   Speaking to data we share, we share our data with every city government. There are over 100 cities that we share our data with. Every city has their own data. The way we do it here is actually one of the more unique and perhaps interesting ways that we do it. The University of Washington has created something called the TDC, the Transportation Data Cooperative. The TDC is designed to suck in data from any transportation related service provider, such as ourselves, In theory, we would love to do that. We give them our data, and then TDC can turn around and give that data back. to the City in the form of queries that [unintelligible]. To me, that's a really interesting thing. One of the things you mentioned was that there's this intelligence side of things. Lyft and Uber have been very cagey about releasing their data, citing business intelligence reasons. This is our information. We've got drivers who know where the hot spots are. We don't want them to know. Our approach is very different to that. We don't have drivers. We all know that we have competitors. We all know where the hot spots are. You put bikes there and they go away. Pretty obvious. So, we have a different approach to data than Lyft and Uber. But TDC should neutralize some of that risk because it aggregates and anonymizes the data. So, we can put our data in there along with our competitors, and it all swirls together. And the City would see this is where bikes are going, but obviously letting our competitors see where Lime bikes are going. I think the bigger mission, though, as you hint at, Everybody's been engaged with this everywhere. As you have all seen, companies are using this for reasons good and bad. I think the social contract has to evolve, and cities and governments in general have to very quickly figure out what is the context, what is the value of the thing that's being exchanged, how do we help--not mitigate, because I don't think the City's role is to play a mitigation role--but to figure out the new standards. I think the government has a big role to play on that. It's what we expect. [unintelligible] by saying this is how we expect to be treated within Europe. I don't think the U.S. has at all taken that seriously yet relative to Europeans. And Europeans have a long way to go. But I think there is a role for government as arbiter for how businesses engage with citizens, residents, and their data. I don't know that any one of us is qualified or able to give you what that should look like, but we as a society have to make big efforts on that. Seattle's open government work over the last ten years, and Obama's 2009 One Government directive, that sort of spurred a lot of that, but it was a beginning, not an end.

**Debbie Bertlin:** You know, it's been kind of interesting for us because we launched these three pilots with Lyft, Uber, and Lime. We are equally working at generating some new pilots with King County Metro. Whereas it seems very logical to do this with an innovator, etc., trying to do it with an entity that has a long history of a very traditional business model--has added a different flavor to it. To everybody's point, we have challenges to the extent that we as a city, are trying to broker the data sharing that would go between Lyft, Uber, and King County Metro. Because we want to know what our residents want, where aer they going, what are they doing, what time of day, etc. And we're kind of stuck in there. Your other point about government standards, I think this is a big one. We talk about scooters. We don't have scooters on Mercer Island, and I don't even know if Washington State has legislation.

**Gabriel Scheer:** Spokane has scooters. Actually, Washington has some of the best state level policy around scooters.

**Debbie Bertlin:**Okay.  A lot of it is making sure that -- Mercer Island doesn't want to develop this kind of standard, but that is different from Bellevue. So, whether it is anonymity, whether it's usage data, whether it's the sky, the moon, and the stars, at some point, we have to accept that either this has to be done at the county basis, or it's going to be done at the state-wide basis. And to what extent are we charging our state legislators, or our state administrators with that? I think right now, a lot of it is being forced by the disruptors, more so than it necessarily has been a priority for the house and senate.

**Gabriel Scheer:** Also, you think about the capacity or the education or the background you have, if you got to be in the state legislature or something, how qualified are you to think about data sharing and APIs. Some of them are very qualified, but I have suggested that I have worked with I don't know how many cities. There are many levels of sophistication across those cities. It's dramatic. Some cities say we want all of your data, and here's what we're going to do with it, and give it to us in these five formats, etc. And some of them are like, "Data?" And everywhere in between are the rest, right? Right now, we operate in over 100 cities, and I think we have close to that many data standards of how cities want us to share data in, what kinds of fields they want, and what they care about knowing. So, to some degree, a more national or state, or whatever, should figure out those standards in some ways is useful. Privacy is huge now. I think in this country, we're only beginning to reckon with what we've opened in terms of privacy data unleashing that has happened. The last election, right? That just started to show us what we've done, and we still don't think about it. I still walk around with an i-Phone and let myself be tracked by everybody and their uncle. I'm sort of aware, and I don't have a clue what I'm doing. How do we get a legislative body which has a bazillion things to think about, to suddenly be aware and knowledgeable and mindful of the standards they are going to set for the whole country. Again, in Europe, the first thing I've seen is a guess they can actually do it. But I think we need some level of that reckoning as well, and would have thought the last election would have created it. But I think it's not there yet.

**Debbie Bertlin**:  I'm also curious about the Urban League. Because you have this one person--well, more than one, obviously-- who is going to run these different services. How do you and/or the collection of service providers provide that level of integrated support as the person goes through it. I can't even imagine what you guys are wrestling with.

**Michelle Merriweather:**  Well, we're doing a dance right now. We have coordinated entry with the City and County that would grab everyone's information, but privacy is important. They can self-elect to keep their information anonymous. We certainly have to educate them on where the information is going, so they know. Because these are truly under-represented individuals that don't have a voice, and don't know what they're sharing and what they're releasing to the public, or to whomever. I can't speak for every nonprofit organization that is part of coordinated entry, but we are very up front with what folks are signing up for, and we are asking them to give up, and where the information is going. We also share--because we do credit, criminal history, and all that. And we also share with them their personal stories. So, they know what the potential employers looking at what the folks that try to oversee and coordinate the entry, etc., what they're seeing. So, we share with them their personal information, so they know what the powers that be are looking at.

**Gabriel Scheer:** Great thought. You're teaching people how to use technology. Seattle Public Schools, you're touching thousands and thousands of people every day. Maybe there needs to be a new break down that really focuses upon ideas of privacy, what is the data I'm generating, what is the value that that is creating. How does that impact you if someone knows that. Maybe I need to attend a curriculum meeting? But these two, you're both touching people we don't know, and maybe the next generation of thinkers can solve some of these problems.

**Heather Lewis:**  I think people are getting tired. This has been a really great night, so I am going to close it up with a last question, and it can either be the one in front of me, or it can be from you. Do we have any audience questions?  No? Then, it's going to be the written audience question, which was: Whether you're public or private sector, is there data or an expectation on what displaced worker ratios could look like? I think that this is related to automation. Whether or not it's a great question for you, specifically, because you don't rely on a fleet of drivers, it might make it more difficult to address.

**Gabriel Scheer:** The question is about automation eliminating jobs. From a Lime perspective, we started in Seattle 15 months ago. I was the only Lime employee. We now have over 50 in staff here. So, we're going in the opposite direction from automation replacing jobs. But, I think if you look at the bigger picture.of society, whether it's Amazon's warehouses and the robots they're employing, whether its autonomous vehicles, the main job in 49 states is driver. That's a lot of people whose lives are going to be severely disrupted. From a policy perspective, what are we doing about that now? Thanks to Seattle Public Schools, thanks to Urban League, thanks to Lime bikes powered by reality. Are we talking about universal basic income? Are we talking about universal basic mobility? These are things we could talk about  as a society and we're not yet there.

**Heather Lewis:**  You have all weighed in on the data element and the privacy concerns. That was definitely relevant to tonight's  conversation. And I hope those are conversations that continue. I want to thank you all for coming and for sharing your expertise. We really appreciate it. Thank you, audience, for making it out tonight. It's starting to get dark, so I will adjourn.