**February 11, 2020 Meeting - Seattle Community Technology Advisory Board**

Topics covered included: Performance Seattle; Seattle Chief Technology Officer Saad Bashir’s update on City IT priorities for 2020 and the role of the advisory committee; Seattle IT’s Use of Performance Dashboards; committee updates.

**This meeting was held:** February 11, 2020; 6:00-7:30 p.m., Seattle Municipal Tower, 700 Fifth Avenue, Room 2750

**Attending:**

**Board Members:** Torgie Madison, Rene Peters, Katie Crimmins; Mark DeLoura via Skype, Steven Maheshwary via Skype, John Krull

**Public:** Kristen Hoffman, Adam Owen (Century Link), Tyler Woebkenberg, Parker Mills (Google), David McDaniel (World Wide Technology), Sean McLellan (CDW), Brandon Lindsay, Joe Breda, Dustin Carlino, Sumit Chakiavary, Stacey Wedlake, Azmeena Hasham (Verizon), Greta Knappenberg (Verizon), Karia Wong (CISC), Tyrone Grandison, Camille Malonzo, Brian Cripe (Tableau), Harte Daniels, Joe, JoJo, Dorene Cornwell
[\*note that some names were recorded verbally, so may not be fully accurate]

**Staff:** Saad Bashir, Tracye Cantrell, Alice Lawson, David Keyes, Vinh Tang, Elise Kalstad, Jonathan Porat, Leah Tivoli, Tracy Brown, Cass Magnuski

**37 In Attendance**

**Torgie Madison:**  Let's get started.  Thank you all for coming. Our first order of business is passage of the December minutes and the February agenda.  Can I get a motion?

**Rene Peters:** I move to accept.

**Steven Maheshwary:**   Second.

**Torgie Madison:**  All in favor, say 'aye.' Any nays or abstentions? The motion passes. Another motion is going to be a little bit delayed. It was the motion to approve the January minutes. Because it was a special meeting that was held about two weeks later, the minutes aren't quite ready yet. I want to put that on the March agenda. I move to approve the January meeting minutes in the March CTAB meeting, not the February CTAB meeting. Do I have a second?

**John Krull:**   Second.

**Torgie Madison:** John seconds. All those in favor, please say 'aye.' Any nays or abstentions? I think we're ready to move on to the first item on our agenda. We have a presentation from Performance Seattle. There are dashboards that exist on <https://performance.seattle.gov/stories/s/596j-asv2> . I got wind of this by receiving an email that came to my inbox. I looked at it and brought up the web site we have on the display, thought it was really cool, and wanted to learn a little bit more about it. So, if you're ready, we have Leah Tivoli to talk about the Performance Dashboards.

**PERFORMANCE SEATTLE**

**Leah Tivoli:**  Hello, everyone. I'm Leah Tivoli. I work in the Mayor's Office on the Innovation Performance Team. I've been there since 2016, and so we've gone through a couple of iterations of what our performance program looks like. I was initially hired to set up City-wide performance. I had been doing it at the department level and have applied that to a City-wide level. When I got there, data and dashboards were still a new thing. It' something that we kind of take for granted now at the City, but really, we weren't sure what visualization software we were going to use. Performance was still really manual. And actually, the City hadn't really had a performance program since the 90s. When we did some investigation to figure out why that was, it was because it was so manually intensive to update all of that data. Think about it. The City has 30-plus departments and offices. It has a $6  billion budget for operating and a $3 billion budget for capital. If you think about the size of that, 12,000 people. If you're going to come up with performance measures, or maybe just one per department, that's already 30. Now, what if you want to have  program for every division, which when you're working in a department, seems absurd. Then, all of a sudden, it's three per. Then you're at 90. Then you're at 500. Then you're at a thousand. Managing a program like that is just insane. The thing about ongoing monitoring is you're not always learning from everything that you're monitoring. What is this information telling me? Not only are you gathering all of the data, you're also trying to analyze all of that at the same time. Literally, binders full of data is what the City has had. Even up until when I started in 2012. And so the whole performance idea had been shelved. Hundreds of binders of data.

So, when I got there, it was how do we do this better? One of my first employees had actually worked at (unintelligible), which had the technology that the City had already procured. We asked how do we do this better. When I got there, I wanted to know where this stuff comes from.  I want to give you a sense of where we started so you could see how we ended up here, and that there's a long way to go.

When I got to the City the policy office had already started experimenting with a performance program. On this program were 96 measures that were separated by department. And the feedback we were getting was there was a lot of work and it didn't really mean anything to anyone. It was just this data that was taking a long time to update. They wondered why are we doing this.

After doing a lot of feedback sessions with different people, including the Mayor's Office, we decided to really streamline and focus the dashboard on the messages we were trying to convey. We set up guiding principle in terms of the data we wanted to collect I thought it would be helpful to talk about this first, before I dive into the data part of it, because I think with any data project, there is a tendency to just start doing the project without really thinking about what are those overarching messages that we really want to convey. When we do this well, it makes it a lot easier to think about how to improve something that you're working on and how to do it better.

We wanted this to be resident focused. We wanted everything that is on here to demonstrate how we're serving people in the real world, and on trying to really focus on things people really care about, and be accountable to residents. We wanted to be collaborative. So, our unique position in the Mayor's Office is that we see across departments. And that's a little bit different, right? We're not an operational department, so why try to be? Departments can operate their departments. What special value we can add from the Mayor's Office is thinking about how do we all work together across the City to do our work better together.

And then, lastly, innovative. Our team has ETL positions. For those unfamiliar, it means Extract, Transform, Load. So, all of that manual pulling of data, pivoting it, loading the packet, we can do that now automatically. That was a totally novel concept.

I'll give you a glimpse of what this enabled us to do. I see all of this as kind of experimental, as we figure out what works. I guess one thing to know is that there are seven dashboards because they are aligning with seven key priorities that the Mayor's Office has. So, these aren't out of nowhere. When we built this version back in 2018, it was right after Mayor Durkan came off her campaign trail, so she had a pretty good sense of where she wanted to go, based on what she was hearing from people. We didn't want this to become some kind of crazy data clearing house, because that's impossible to look at. So, what we tried to do is link out to other City-wide initiatives that were pointing to this general area, basic City services.

The first one is: Deliver services reliably.  What you will see here is we now we can pull in lots of data from across the City. So, we're being collaborative here. This is all based on Google Analytica to try to understand where people were interested in clicking, what services do they care about the most. And that's why they ended up on our dashboard. This is almost a dashboard of dashboards. And you can see across the years, we got into 2020, and it just keeps cooking along.

Here, does anyone know what happened here in February? That's right. Snowpocalypse! You can see that it reflects the reality. I'm trying to think if there's anything else you could try to see from a high level. This was around customer service. We launched this. We tried to just launch it quietly. We weren't even sure if it was going to work with all the data. And it ended up just going viral. It was insane. We got so much press for this. I work on the Innovation Advisory Council, as well. None of our projects have gotten nearly as much press as this. So, it's been a really interesting project to work on and learn from.

And the last thing I'll say is, because we used our collaborative lens, it really opened up the possibilities of measuring things we'd never measured before. How can we better measure our capital projects? Or environment and climate change. And then there are areas where we really don't have good measurement yet. Like future work. But we should. So, it's a very important place holder for thinking about the future and where we should be going with that.

I think I'll leave it there. That's probably enough context. But if you have any questions about this, I'm happy to answer them.

**Harte Daniels:**  I am interested at another point whether you will publish the objective measures that nominators and denominators. How would you decide which form this is. There is an axiom in data, which is all performance dashboards are actually lagging indicators, as opposed to adding techniques of cariotic measurements, etc. It's funny that you should mention the future of work because the next thing you need to do is create a link checker, because your partner on the future of work, it went nowhere with Seattle Community College. And the problem with that is even though they're a partner of yours, the residents will paint you with a brush. And then that has a problem--community colleges have a problem with future work, etc. You might look at the State and what they've done. The federal government wanted to know where their grant money was going, and with the training partners and community colleges. For the elders, Seattle Community Colleges is not a geographic location, but you might look at the State, and the issue of dashboards is not one that applies because even though the State asked for training partners and community colleges to get the data so that students can make decisions on how and where to go to school, etc., they look at wherever metrics are gathered, whether it's in private business or elsewhere and they stay in the system. They put in stuff so it looks like they're compliant, but when you open it up, there's no information for the students. For that section, you might want to look at what the State is doing in that regard.

**Leah Tivoli:**   Thank you.

**Torgie Madison:**  Do you have a contact or email address or a way to provide feedback on the web site?

**Harte Daniels:**  I can give you an example of offline managers used by other governmental agencies.

**Saad Bashir:**   I have a question. When you look back over the last two years, is there one big lesson learned for anybody who is going to do something like this from scratch again?

**Leah Tivoli:**   Yes. That's a good question. I would say the biggest lesson learned is about story telling. I know that sounds like a dirty word, like you're polluting the data, something like that. But at the end of the day, information isn't useful unless you understand why it's being used. I think that is just as hard as all of the technical challenges and automating the data. And the other thing is gathering the data. Even the few measures we have that require what we call manual, are really hard to continue updating. I think that in order to do this type of work, this is what we have to do.

**Harte Daniels:**  How does this connect with open data, the open data initiative?

**Leah Tivoli:**   That's a great question. All that you see and the back end is federated to Socrata's open data. You can click up here, of course, and you can see the link there. The purposes of the two programs are fairly different. Open data is all about just getting that raw data out there. And this is a very curated approach to information. But, you can find a lot of the data that's on the back end of this in a less aggregated form in open data. Not all of it, but a lot of it.

**Harte Daniels:** And are you being delayed by open data being rolled out throughout the enterprise?

**Leah Tivoli:**   No. I don't think so.

**Torgie Madison:** I think we might have time for one more quick question, if there's anyone else.

**Question:**  You mentioned that one of the goals and purposes of this web site was that different departments can manage their operations. This is more of how can the Mayor's Office look at the big picture across operations and how different departments support each other. Are there examples of what you learned?

**Leah Tivoli:**   Yes, I think I would point to safe communities. We have both police data and fire data. I think one of the things that was really helpful to see was just how response times are shifting. You hear quite a lot about response times. What is interesting here is you have police cars here answering priority one. You have fire here. And then you have EMS responders up here. what I can see here is that the dispatch model is very different between police and fire, because most fire trucks are being dispatched from the headquarters, from the different fire stations. And we have  a lot of traffic, like in South Lake Union and places like that. It can take a little longer to get to these places. Whereas, with police, they tend to be out and about more. Even though they have a slightly lower level, it's more efficient. I thought that was really interesting, because what it also shows us is that if we work together, we might be able to optimize the situation, if you want to do that. Is this being recorded?

**CTAB:**  Yes.

**Leah Tivoli:**   Scratch that statement, then. This is my personal speculation. Any other questions?

**Torgie Madison:** Thank you, Leah. Up next, we have Saad Bashir, the CTO of Seattle IT. Thank you for coming. Take it away.

**SEATTLE IT CHIEF TECHNOLOGY OFFICER REPORT & PRIORITIES**

**Saad Bashir:**I don't have a fancy, interactive presentation like Leah. But my name is Saad Bashir and a couple of weeks ago, I celebrated my one-year anniversary at the City. A lot of stuff has happened and I have been thinking about what type of information would be most useful for an audience like this. This is a very diverse audience. I have a few slides, just to make sure we don't have any awkward silences. But the idea is that this is just going to serve as the backdrop. I ca talk about almost anything you want me to talk about related to IT, but maybe I can start with giving you folks a little bit of context.

Some of you may have been here when I came last time, and I was talking about the struggles I came into. I'm just going to revisit those struggles very briefly. Three and a half, four years ago, the City of Seattle decided that we were going to take all of the technologies found in functions of any department  and bring them as part of one giant It department. That is not unusual. Many large organizations go through those swings where they consolidate everything. And then, when everything is so tightly centered, then they go the other way around. And maybe we will go that other way around, as well, one day. Three and a half, four years ago, that's what happened. It was maybe a very good-intentioned exercise, but there were a lot of moving parts. So, over the past three years, a lot of things happened that didn't really produce the kind of results that the City of Seattle was hoping that consolidation would provide. One of the big impacts it had was the relationship to IT as this new department, and all of the departments that it serves. That relationship was really broken in many cases, and many other things had to  be corrected.

If I'm going to point you to the nine areas that, after many one on one meetings with our clients, with the people who work in IT, this time last year, these were the nine areas where things were identified that we couldn't do well. I'm just going to take a pause here.

The City of Seattle has both an external facing road and an internal facing road. Our external facing road is a very important one. It has really good public relations, a really good impact on the City. But I would say that for the past 12 months, my job has really been very much focused on how IT does its business inside the City of Seattle. So, it's been very much focused on the business of IT.

Going back to these nine areas, each one of these areas demanded at lot of attention, a lot of changes. And if you were following what was happening in Seattle IT, one of the changes that we made back in last May got the most attention. And that was number three, structure. Because when we looked at how the City of Seattle IT department was doing its job, there were lots of areas where we could put things together. We could do more consolidation within the consolidated IT department, making functions close to each other. So that function changed, creating a lot of noise. Behinds the scenes, though, there were many other things happening. And today I'm going to touch on those behind the scenes things.

Just so that everybody is clear on what the structure of IT is, this is what it looks like. Feel free to stop me and ask me any question about anything that you see. But each one of these boxes represents a very distinct function in IT. The darker the blue color, the client-facing. When I say 'client-facing,' I mean the various business the IT department serves. The lighter the shade means that they are behind the scenes.

Any questions on any of this so far?

One of the things that we wanted to be very clear about is that we were not making any of these changes in the IT department for the sake of making changes, because every three to five years we should do a big re-org. That really wasn't the intent. We wanted to make sure that people, both in IT and our stakeholders. All of the changes we are talking about have  real purpose. These were the different themes that we identified as really important to the City, grounded in municipal operations that the IT department serves. So, we just really wanted to be up front with it. And whatever things we are talking about, whatever changes we are making, they are for a much bigger plan, much bigger purpose.

Maybe this is my last slide. One of the realizations that I had and my fellow leaders had in IT was that all of the changes that the City of Seattle was demanding of this new IT department, if we could sum all of that up, we were really asking for IT to behave as a different group of people. We were talking about a different culture. And when we talk about what drives culture, different things like culture in different organizations, but for us, we feel that there are six things really that are driving the culture of IT that set the behavior for how we do business. Those are the six thing. You can read them on the screen, but one of the ones that I want to highlight, that is near and dear to me is talent development. In the world of IT, people who are from technology will appreciate that your skills can go obsolete really fast. With your being a developer, Torgie, I'm sure that you're also picking up some new skills on a regular basis in order to keep up with all of the changes that are happening. Public sector organizations in general, and City of Seattle, were behaving like one of those public sector organizations and wasn't paying much attention to the skills development of the folks who work in IT. And so the situation was created that we had a big liability issue where we had many people who had many years left in their career were working for the IT department, but really their skills were fast getting obsolete. And so that realization meant that we had to do something really, really urgent about it. We want to be less reliant on external folks coming in and doing rescue work for us. We wanted to get control of all of the organization activities that IT wants to do. So, talent development has been a huge focus. Over the last 12 months, we have done various surveys of different sorts to see how people are reacting to it. And, hands down, that seem to, time and time again, come out that people are really feeling that an employer of theirs is really investing in them, and that we are more deliberative about their career progression, because we are spending a lot of time and money on their talent development. And that journey has just started. We will continue on that as we go forward. We also realized that we had so much change. And when I came in, I created more change. We needed to have a very focused effort on how to manage change. That's a very important function.

Governance and policy:  One of the things that I realized was that I could make some really bad decisions for half of Seattle, and I could live until my contract ends. But five or ten years later, is the City going to understand the liability that Saad may have caused. So, sure we had governance, but were we actually governing the business of IT? Twelve months ago, the answer would be no. But now, as we stand, we have lots of various governmental bodies that we have put in place to create a check and balance, both on the decisions I'm making, and decisions from cyber-security, to the various procurements, and to the various tools that we are purchasing. So that has been a big period for us. And I say, 'slash policy,' because we also had some gaffs among some policies. That would be one of my asks to this group here. I do need some help on two very specific areas around policy that I will bring up at the end.

Process improvement is also a big focus. Maybe we have a bit of a process improvement fatigue going on in Seattle IT, because we are talking about it all the time, and we are challenging how people do business all the time. But there i so much opportunity there that we are going after. It has always been in IT that we should be measuring how we do the business of IT. How do we run our operations? But now we are becoming a little more smart about it, a little bit more data driven. We are on a regular basis looking at the different high volume transactions that are taking place in IT, and making sure that we are going after how we eliminate the number of handshakes that are happening in those transactions, making them  lot more efficient. A lot of work, a lot of opportunities. I am really pleased with the work.

This is a relatively older slide, because if this was a newer version, it would also say not just race and social justice, it would also say DEI:  Diversity, Equity, and Inclusiveness. I couldn't have been more pleased with having somebody like Tracy Brown to come and join us and meet that area. When I came into the City, I did not realize how big of a deal race and social justice issues are in Seattle, Actually, in my first couple of months, I know Tracy would talk to me about RSJ, and I might ignore her. I would say that I have bigger issues to solve. But, now that I have come to understand your organization, there are lots of opportunities where we can go after that and make it a much more inclusive and welcoming environment for everybody. So we put our money where our mouth is--I think that's the right meme. We ask for more money, but we repurpose money, shift it around, hire somebody like Tracy. And we're going to be expanding that team.

There are so many ideas. If you get to invite Tracy to one of these meetings, I'm sure she will be happy to share her work plan with you folks.

So, those are the six things that are, in my opinion, going to change the culture of IT. And, as I mentioned earlier, all of my last 12 months have been focused on internal improvements, versus going to the Vegas conferences, which I really want to do one day. That's what brought me to this job. I wanted to go to the Vegas conference. But our journey has just begun. Best in class is what our vision is.

And the last thing I'll mention about that vision is that if any City in the US can say that we want to be best in class, which means that you want to be the best municipality that does digital work, I think that the one City that can say that with a straight face is Seattle. Because our City is synonymous to innovation and to the world of technology around the world. I don't think that is a very unachievable target.

That's it. I am happy to take any questions. I have two asks that I can talk about.

**Dorene Cornwell:**  The City has done great work with digital inclusion and it has funded a lot of that with cable franchise fees. But the cable franchise fees are going away, because of a bunch of things to do with the telcom market shifting around. How do you see continuing that great digital inclusion?

**Saad Bashir:**   Great question. The cable franchise funding is going down and we have been using that money for digital inclusion. That is a very popular question, and that is being debated right now on our end. I'[m sure there are a few different answers out there, but one of the things that I am interested to look out for is 5G is going to be coming to this City. New telcom infrastructure is going to be created in this City. What economic opportunity can we start deriving from those. I have had some recent meetings with the organizations who are in the space who are coming to Seattle. We may be able to create offsetting economic opportunities off of that. There is no solution that I have come across so far where I can get more people to sign up for cable. I think that is going away. Anything that you want to add, Alice Lawson?

**Alice Lawson:**   That sums it up pretty well. We're looking for other ways to replace some of the funding the cable fund has provided over the years. But there's no magic bullet at this point.

**Saad Bashir:**   We are working on diverting money from other resources to take care of some of the deficits, but it is an ongoing issue. And if there are any good ideas there, that would be much appreciated. There was a hand there.

**Karia Wong:**   I would like to learn how Seattle IT is going to make innovation and resources more accessible to everyone.

**Saad Bashir:**   Can you tell me a little bit more? What type of information are you thinking about?

**Karia Wong:**   Information in general that is for the public. LIke, I have issues on behalf of the immigrants. "I don't have power. What should I do?" Or "I need help. How can I get help? I neede help with food, and with childcare." I know there is a utility discount program. If there was a supporting service, that would help. But, how can I ask?

**Saad Bashir:**   Right. That's a great question. And I think that is one of the reasons why the City decided to look at all of the affordability programs that we have, and create an affordability portal, which has become that one-stop shop. So, if you are looking for any assistance from any of the various program, you can type in a few things about your situation, and you get a list. And that list takes you to wherever the information is on our Seattle .gov.  Before I answer your question,  a good context to have is Seattle IT is providing a service to all of the departments that it serves. So, for example, City Light wants to put its information up on the web, and we make it happen for them. What we don't do is decide how should you make this available on the web, whether you should use these words or those words, because our departments would say that is our business. I'm not passing the buck. I'm just saying that that question is a very relevant one. IT makes it happen. That's why you're asking us that question. But how that information is portrayed and where it is, is not in the hands of Seattle IT.  Having said that, we are, on a regular basis, particularly with Leah and her innovation performance team are looking at how we can make the information on seattle.gov a lot more user-friendly. We are talking about journey mapping. These folks are using personas that are going to come to seattle.gov for, let's say, youth support, or for different teams that we have. How can we rearrange the content on our web site to make it a lot more accessible. That is definitely on top of mind. Seattle IT is a contributor to that. We're not leading that exercise.

**Harte Daniels:**   Could you liaison with the 211 system more in this regard. That way, you wouldn't have to reinvent the wheel.

**Saad Bashir:**   I'm not familiar with 211.

**Harte Daniels:**   211. Anybody that has any of the questions that she just asked picks up a phone and dials 211. But that's another avenue.

**Saad Bashir:**   I'm not familiar with it. I am going to call them tonight. We will make a note and see if there is anything we can do.

**Katie Crimmins:**   You might need affordable housing. You might go to Google, or blog about it. There are a lot of methods you could use to research, but the burden is on you to research, which is hard for some people. I wonder whether you provide marketing support? Is that something Seattle IT assists with, whether it's SEO, or might fall within the digital realm than other marketing support traditionally.

**Saad Bashir:**   Marketing support for people who may not be able to find information on their own?

**Katie Crimmins:**   Yes. If we're thinking affordable housing, could Seattle IT help with Google Ads, help to increase awareness with the digital expertise that another department might not have.

**Saad Bashir:**   That's a great point, Katie. One of the things that may be news to you is that we don't have a central communications department at the City. Every department has its own coms person. Some departments that have the money will do Google Ads to make sure that their programs are being filtered and located on Google. But there is no central way of orchestrating that. That is another topic that has come up a few times. Should we have a central way of making sure that (unintelligible).... I'll make sure that that goes back to Tina, who is the manager of Leah, because that is one of the things that I believe she might take a look at.

**Harte Daniels:**   So, in January, we were supposed to have a presentation. I did email you to tell you that there was a meeting upstairs on metrics. And it wasn't for me. It was for you. This is a roundtable of large and small businesses that have to face the same metrics. The February topic is your talent and resource management. It's just upstairs. You don't have to belong to the group. It doesn't cost any money. I spoke to you briefly about talent development and retaining. And I talked to our diversity committee chair, John Krull, about that program I mentioned to you last year about your interest in talent retention as well as inclusivity. So, offline, I'll talk to John. That is an excellent area of overlap for both your inclusivity and your talent.

**Saad Bashir:**   Offline, you can follow up with Tracy Brown. Chair, if you give me permission, can I make my ask of this group?

**Torgie Madison:** That is exactly what I was going to segue into.

**Saad Bashir:**   I have two asks that are policy related. As we are becoming a lot more aware of all of the things that we could do with data, there are lots of parallel exercises in the different departments on the use of data. What we need as an enterprise are good data policies and standards and guidelines. Any help on that front. I know, you are from Salesforce. You mentioned other people from other organizations where you may already have a stack of documents that you could simply copy and paste and make available for our use. That's one juicy policy area for us to explore, and we want to put these documents in place in the first half of this year. The second is around 5G. It's about the conversations I have had with Verizon just before Christmas. We want to make sure that we are ready for when 5G comes. One of the prerequisites is that we need to have the right guidelines and policies that are going to incent economic development opportunities. I'm not talking here about how much we charge for pole attachment. There are some cities in Europe and North America which have started to create these policy frameworks to make it easier for the local community to flourish when 5G comes. We just want to make sure that we have that type of framework in place on our end as well. Any help on 5g policy area would be much appreciated.

**Torgie Madison:**   Okay. Thank you so much, first for speaking in front of all of us.

**Saad Bashir:**   If you'd like to have me here again, and maybe if there are specific things you want to hear about, I could make sure I would tailor my message to you.

**Torgie Madison:**   Sure. We would be happy to help with data, guidance, policy, and 5G planning. That is one of the core charters that the board is to do research and provide recommendations to Seattle IT, the Mayor, and City Council. So that's right up our alley.

**Saad Bashir:**   Excellent. Thank you for listening.

**David Keyes:**  Stacy has joined us online.

**Stacy Wedlake:**   Hello.

**David Keyes:**  Hi, Stacy. Welcome. And we also have Azmeena Hasham has also joined us. Azmeena, would you like to introduce yourself? Welcome. Azmeena is from Verizon. She's working on digital inclusion and government affairs for Verizon.

**Torgie Madison:**   We are right about at 7:00. If we had anyone who joined on the line, after the start of the meeting, you can go ahead and introduce yourself.

**Stacy Wedlake:**   (unintelligible) ...Washington Information School in work around digital equity ...(unintelligible)

**Torgie Madison:**   Awesome. Thank you.

**Azmeena Hasham:**  I'm Azmeena Hasham. I'm with Verizon. I'm with their government affairs team focusing on digital inclusion.

**David Keyes:** Thanks, Azmeena.

**Dorene Cornwell:**   Can I make a weird announcement? How many of you have voted in the King Conservation District election? Because it's all online, and you have until 8:00 p.m. to vote. And if you don't use any screen readers, you can do it on your devices. If you need a screen reader, I can tell you lots of tales.

**Torgie Madison:**   I was actually going to try and see if I could get a representative from the Conservation District to talk about their online voting strategy in the March meeting.

**Dorene Cornwell:**   That would be awesome. But if we want to get the voting participation rate above one percent, you could do your part while we're on break.

**Torgie Madison:**   Where do you go?

**Dorene Cornwell:**   Just put King Conservation District election in your favorite device and it will link you all up.

**Torgie Madison:**   Also, the City of Seattle has an online voting option for people who are unable to make it to the polls, or are blind, or have access ability issues.

**Dorene Cornwell:**   Yes. There are a bunch of things you could say about it, but focus on this thing tonight.

**Torgie Madison:**   I was definitely thinking about it for the March meeting.

**Dorene Cornwell:**   I think that would be a great thing to have.

**Torgie Madison:**   Yes. I have opinions. I think we have time for a presentation before the break. This is one we talked about with Saad Bashir. We have the Seattle IT department's use of the Performance Dashboard. So, welcome Elise.

**SEATTLE IT USE OF PERFORMANCE DASHBOARDS**

**Elise Kalstad:**  My name is Elise Kalstad, I do organizational management for Seattle IT. Going after Leah, and going after Saad, where Leah set the stage for how we show our performance metrics externally for residents, and Saad talked a lot about the bridge between what we do for Seattle residents, but also that focus on our internal operations. I am even more internal within the operations of the City of Seattle. So, keeping in mind my role--and we were talking about this earlier--how your community organization, or what you're doing in school, how do you utilize metrics and data to drive improved performance or a certain type of behavior. You don't just throw data in front of someone, and say, there you go. Do something about it. It's like a culture shift. There are certain people who are keen on picking up data and they love using it, and Alice Lawson is my superstar data reporter. I asked her to do a lot of data reporting, and she tracks and measures every little number. But there are other folks who are resistant. They don't see the value. So, I just wanted to show you. I printed out 20 of these, so this will a little bit more of a share with a buddy.

It's just a snapshot. We do this every month. What does Seattle IT do? And it's just starting to scratch the surface on performance. It's leaning a little performance.

The purpose of the dashboard was to throw everything on a page. We learn from it. We change every month. We pull stuff off. We put different things on. But, we want to communicate out to the Mayor's Office, the police department, the fire department, the fire chief, the police chief--we want them to see, on the top, some of the projects that deliver functionality of what we're doing. How are we keeping our systems reliable? Are servers staying up? Is the internet staying up? Just keeping the lights on. No one wants to talk about that. It's not super  sexy, but it keeps our work flowing.  Seattle IT is the wheels of the car that is the City. The City won't function if IT isn't there. We just wanted to show a snapshot of that.

Today, while I'm talking, my ask is--Torgie, let me know on time. Do I have three minutes?

**Torgie Madison:**   I think we're good until 7:15 or 7:20. You're totally fine.

**Elise Kalstad:** Know that we're just scratching the surface on performance, with Leah's mentality in mind, where we can automate data pulls without having to have Alice Lawson manually entering numbers every month, that's the shift we're moving towards. But it is the shift, and it's also a culture shift of getting people to the mindset of using service analytics to drive improvement. So, I want to show a couple of examples of what we're doing internally for our work. And I want to spend a couple of minutes to hear from you all, and what is working really well in your organizations, too, as far as using data and visualizing it. I think my Tableau buddy is here. We've spent a lot of time with our Tableau buds.

The first example is we want to be really transparent. Our clients, our customers, are the different departments within the City. So, for the Department of Transportation, we provide their laptops. When a new employee comes in, we get them all set up with a phone and an email address and all that good stuff. But we do a lot of other stuff. And we want to see our customers' satisfaction. Are they getting the things they need in a certain amount of time? Are they happy with it? How would they define happiness? But then, we also want to be transparent about -- we set goals about how long, when you request software--say you want to get some cool new mapping software that the City supports because you work for the Department of Transportation. We want to be transparent, and say, we've set a target of three days. On average, we're actually hitting those three days about 76 percent of the time. The thing we want to highlight is where we really are looking at areas for improvement, make it really obvious. Use a red color. It seems really obvious. Also, something that I learned recently is I need to be more mindful of people who have color blindness. So red and green are really bad. It's the good and the bad. One of those was about costs and improvement.

How do we know where to improve? We can see pretty clearly when we're setting up new staff. Email, their laptops, their phones hooked up. We're actually not hitting our targets very many times. It's an area where we hear a lot of frustration from our client departments. Just hiring a new employee can be really hard. And so, for that one, we have honed in on it. We can take a look to say this specific task that it takes one person lined up. We teed them off at the same time. And then at the same time, bringing automation. There are actually a lot of these tasks that a human doesn't need to do, if we can start doing some of this passive robotic automation to set them up instantly. So there is some cool improvement work that can be done because of our digging into it.

So that's one for our client department. but then I mentioned I keep going more and more internal. Believe you me, it's interactive. When I open this up in our nice little embedded site, for internal metrics, for specific IT teams, they can drill down and see what is the quantity of work that I'm dealing with; how often I am hitting those targets? And if you keep scrolling down, you can more areas for improvement, incidents, like if something is wrong, maybe David hard drive crashes, how quickly are we able to get him up and running. But also, what is the customer's sentiment overall. Are they satisfied? We can get really specific customer feedback and their specific comments. We can come in and make those actionable items.

It's a work in progress. That's just one snapshot of how we use metrics internally to drive improvement, to show transparency to our client departments, and also to be honest to our own team. And to have them ask those questions. The one thing I'm really struggling with --and there are some really cool ways to do this--we haven't done it yet: I can pump data, and I can pump a dashboard out at people, but how do I make it so the staff can interact with that dashboard, give feedback, and get that story behind what's happening? Three are really simple ways, and really cool things about how do you make it a two-way communication?  Instead of Alice getting a dashboard in her inbox, so she goes, yes, I know. But two-way communication?

There are some cool things that we want to do for 2020. We have it so that every team within IT has really specific goals that they are working towards that are measurable goals. And we can track those over time, which is exciting. We want to make sure that things are published online by client departments to see, internally for everyone to see, that we're integrating that review, and discussion at not just monthly meetings but team meetings and one on one check ins, to drive our improvements, but also celebrate successes where we can.

So, that's my snippet of performance metrics within Seattle IT. Do you have some lessons learned from new officers, a roadmap. There is so much we want to do in 2020, and this is just scratching the surface.

**Rene Peters:**  Microsoft just rolled out, a couple of months ago, a whole playbook on more inclusive dashboards and presentations. I am happy to share that with you.

**Elise Kalstad:** That would be fantastic.

**Rene Peters:**  Digitally.

**David Keyes:**  Is a dashboard something you are using regularly?

**Rene Peters:** Not personally. But they just wanted to make it a business practice for any power player or any output from employees.

**Harte Daniels:**   Part of the emphasis on inclusion, for the service management, of course, you can look at ideas. But in my experience with service management, etc., being able to toll your data, it might not be reflective of your customer experience because whenever you metric someone, they will game it. So you might want to see if there is some connections that you can make through some of the trade associations that would have something like Boeing and others, Microsoft, even, on how they get their metrics out of the serviceman's hands as well as operations. There is more that is truly reflective as opposed to let's make this look good.

**Elise Kalstad:** Yes, I think that's such a good point. I look through all of the comments that come in from customers. They'll give us a five-star rating across the board and the comment will be something terrible. You just clicked this is great, great, great, but then really you don't feel super hot about the service that you received. And some of the things we've been playing around with is the sentiment analysis just to see if there's some other opportunity there to use that rich data that those comments provide, too. As well as doing focus groups, and not just relying on surveys.

**Harte Daniels:**   I'm talking about the applications that the service department actually does use, and how they do get that information out. I know that Microsoft and others will do follow-up on the sentiment, Microsoft has unique community sites for sentiment analysis, but the surveys that you are talking about as a follow-up, whenever you automate, you get, as I mentioned, forward looking on workforce for Performance Seattle compliance is difficult in detecting that they are not actually complying when your auditing system says that they are. So, those groups will be able to tell you how to be able to automate.

**Torgie Madison:**   Any other questions? If not, thank you so much. We are ready for a break. So, if you would like to use the restroom, perhaps have more food. Wash your hands if you do both. We can meet back here at about 7:20.

**BREAK**

**Torgie Madison:**   Will you all find your seats, please? We're ready to start the second half of the meeting. All right. Thank you, everyone. Welcome back, everyone. I think, really quickly, we have a public comment and announcement section, and we added a public comment section here on the sign-up sheet to help facilitate that, but no one said they had any.

**PUBLIC COMMENT AND ANNOUNCEMENTS**

**Joe:**  We have one. I just happen to know. I have one small comment. I'm Joe. I'm a Ph.D. student at the University of Washington in Computer Science. the thing I'm studying right now is looking into public perception and public understanding of different sensors that could be deployed in a city. And so I thought that I would come here and bring awareness to this study, and ask if anybody would like to participate in semi-structured interviews, or if there is a way I can get outreach through CTAB to the public of Seattle. We are working to get a data source for this project.

**Torgie Madison:**   Maybe you need to get your own sign-up sheet?

**Joe:**   Yes, I can just pass this around. If anybody is interested in participating in semi-structured interviews, it would probably be like 45 minutes. I'm looking to ask my adviser for sources, so you'd likely get paid for your time. I would just be asking questions about your fears or lack thereof of the types of uses the Smart Cities centers, and the pros and cons of sensors in the City, and a whole different variety of sensors. And it goes towards tabulating the different ways that sensors can be deployed, the fears of people who are studying sensors and looking to deploy need to address to prevent sensors from being deployed and immediately voted out of service. So basically planning for privacy preservation.

**David Keyes:**  How much knowledge do you have to have about sensors to participate?

**Joe:**   No one needs any knowledge to participate. The idea is that I'm looking for the broadest possible audience and I'd like to have a good representation of the actual people living in the City of Seattle. So, I'm looking for an array of interests from privacy fundamentalists to people who don't even know what sensors are.

**David Keyes:** Do you want to send us a note, and we can help get the word out.

**Joe:**   Awesome! Thank you.

**Harte Daniels:**   I would suggest also that you look at the recent incident with the police. It wasn't with the police, but on the Safeway on Rainier Avenue that made the news very recently. In this realm, you're going to have technologists, but if you want to broaden it, you need to touch with the CBOs and perhaps Tracy Brown can help you on that. Just check your news media on their response to the shoplifting issues of Safeway on Rainier, the southern-most Rainier.

**Torgie Madison:**   All right. Thanks for that. I encourage anyone who is interested to follow up. Joe, do you have David Keyes' email address?

**Joe:**   I do not.

**Torgie Madison:**   Okay. It's straightforward: david.keyes@seattle.gov.  Maybe you two can generate some outreach and publicity for that. that sounds perfectly in line with the Privacy and Cyber Security Committee and the work we do there. Interesting research, too.

Very briefly, I know that Tracy Brown has an update for us?

**Tracy Brown:**  Yes. Very quickly, a question was raised at the last meeting regarding the possibility for certain guests opting out of signing to acknowledge themselves with their first and last names during CTAB public meetings. We posed this question to the powers that be, to the City Attorney. And the answer came back like this:  There is nothing that legally requires an individual to sign and/or acknowledge themselves during a public meeting. In addition, under the Open Public Meetings Act, the City should not impose that kind of requirement for attendance at a public meeting. So allowing them to opt out is legally okay, and would be a good policy. There it is officially.

**Torgie Madison:**   Thank you so much for following up with that. I know that was an idea, an outstanding question that was raised at the last meeting. It came out of the rules and procedures for the board, itself, and we had to get clarification on that.

**Tracy Brown:**  Well, especially because you are governed by Robert's Rules of Order.  One of the rules is to have people publicly acknowledge themselves. So, we needed some municipal code, something, some law or act that said that this would supersede the Robert's Rules. And we got that answer.

**David Keyes:** And we try to get the names, collect peoples' names so that we can giver you credit for suggestions and comments you make in the notes, and also know who to follow up with if there is more information. But it is at your option.

**Torgie Madison:**   Motivation for even raising that concern last meeting was to make sure that this is an inclusive space where anyone can raise issues without fear of retaliation, being recorded publicly without fear of having an undocumented status  revealed, or anything like that. We're trying to make people feel as comfortable as possible to share their public comment and participate in these meetings.

**David Keyes:** Some people have opted to only use first names.

**Torgie Madison:**   All right. Do you have a comment?

**Harte Daniels:**  This month's free webinar of the Worldwide Human Geographic data group is on water. This is of interest because in 2019, Seattle, the City, I don't know who made the discovery, but an infrastructure on potable water for Seattle in earthquake 9.0 would only be three days. It addresses that in a worldwide context, not just if you're a technologist looking at GIS and data for human services. This is a good working group. And the webinar is free.

The second is that Code for America brigades (unintelligible)...reports and of note, on their challenges. Many of them had problems with project management, and acquiring and retention of members, and also equity, and inclusion. Open Seattle really has this problem. I mentioned it amongst others, and one of them is that their term, 'open,' means that people other than technologists are supposed to be able to be taking part, and they have no idea how to accomplish that. I have given them resources on more than one occasion and they have not taken any action it. So, since I know that at one point or another and they continue to do the hack-a-thons which have a problem with inclusion, have inherently have a problem with confirmation bias and inclusion. I only bring it up because I know that CTAB at one point put some sort of support between Democracy Lab, which runs Open Seattle and so they might want to review that report.

**Torgie Madison:**   Great. Thank you.  Are there any more public comments before we move along to the subcommittee updates? Anyone on the phones with public comment or announcements? We can move along to committee updates. We can start with Smart Cities and Tyler

Woebkenberg.

**COMMITTEE UPDATES**

**Smart Cities**

**Tyler Woebkenberg:**   Good evening, everyone. Not a ton to report thus far, because I've just started. I think for this particular month, for committee meetings, and bringing it inline with the other committee meetings. If memory serves, fourth Tuesday. Not to steal your thunder. I'm getting that organized now, so Smart Cities Committee meeting will be two weeks from tonight, fourth Tuesday, at 6:00 p.m. Location is TBD. In fact, I just booked it as of approximately an hour ago. I will send out details for dial-in and also in person. I'm definitely going to steal from John Krull of the Privacy and Cyber Security. I will provide refreshments and some light bites for those who want to show up. I guess I can write it up there.

**Torgie Madison:**   Yes. That will be February 25, 6:00 p.m.

**Tyler Woebkenberg:**   This will be for all committees, I think.

**Torgie Madison:**   I think it's a really good idea to combine the committee meeting dates, if reasonable, and if everyone can do it.

**Tyler Woebkenberg:**   It's not a competition, but it is.

**Torgie Madison:**   Just because it lowers the confusion and signal to noise whenever we announce these meetings.

**Harte Daniels:**   Prevents cross-pollination.

**Torgie Madison:**   It does.

**John Krull:**  They can pollinate at our regular meetings.

**Tyler Woebkenberg:** For Smart Cities, for this month, what we will focus on is a quick recap of what happened in 2019, a quick review of any potential topics for this coming year, focus areas as well as brainstorming. I welcome anybody who is interested in this particular topic to come one, come all. Bring your ideas for that. And we will take it from there. Including 5G. What am I missing? Anything?  I'll put the contact info up here.

**Torgie Madison:**   Next up, we have John Krull from Digital Equity. There's a handout coming to everyone.

**Digital Equity Committee**

**John Krull:**  I'm John Krull. Digital Equity. We just have a rough draft of an idea that we're working on in Digital Equity. We're going to be fleshing it out a little bit more this week. We meet at the Bush Garden Restaurant in the International District at 6:00 p.m. We're working on doing some research on digital equity with seniors, particularly low-income seniors, who are using services in Seattle. Our idea is to -- even though we haven't been asked to do it, and looking at the Seattle Internet Access and Adoption Study, we saw that 25 percent of people in poverty don't have access. Five percent of seniors, but if you put those together, it's a large amount. And we're wondering if that lack of access might mean more than just not being able to get to web sites. Like if they can't get health services because they don't have access. It's our idea to do some research on that and report back to this group. And then, if appropriate, make recommendation to how maybe Seattle IT could support seniors better, or how the City, itself, could. That's the big thing that we're studying. This is just a draft. We're planning to present it in a more formal way at the next meeting as an agenda item. Otherwise, at our meetings, we are going to be also discussing other ideas for the equity committee.

we're trying to ground our work in the Digital Access and Adoption Study and the recommendations that we looked at last year, and take maybe some deeper dives into that.

Again, we have food. You can order drinks.

**Torgie Madison:**   Okay. Thank you very much. I think that's a great topic. Fantastic. Camille, do you have an update?

**Privacy and Cyber Security**

**Camille Malonzo:**  My name is Camille. I'm the 2020 chair of the Privacy and Cyber Security Committee. I've finally figured out this email list. You will get an update from me on our first meeting, which is the fourth Tuesday, February 25, at 6:00. I've reserved the Capitol Hill rooms, and we will meet at public library there. I think we can bring drinks and refreshments, so I'll bake some cookies, both vegan and gluten-free. Like the first meeting of Smart Cities, we'll be looking at the mirror from 2019, and looking into what we can do for 2020.

**Harte Daniels:**  There is one other item that I forgot to mention that is of interest to the Privacy any Cyber Security group. And that is that Open Seattle did create an application for (unintelligible) and put it on their site. And when I hit it, the site is completely unsafe, and it gathers  personal information. So, they may need some guidance from you.

**Camille Malonzo:** Where do you...?

**Harte Daniels:**  All you have to do is hit the site.

**David Keyes:**  It's openseattle.org.

**Camille Malonzo:**  Oh, thank you.

**Torgie Madison:**   Thank you once again for the committee updates. Right now, we have 15 minutes left in the meeting. And so, I discussed this a little bit with the other board members. I think what we would like to do is take the web site review off of the agenda, and probably just offline entirely. However, what we'd like to do is maybe form a work group of a couple of board members to take a look at it. I have a draft that I've had since December, with some notes that I took on things that are outdated, or could be changed, or suggestions. That way, maybe next month in March's meeting, we can just have a vote. I'm not sure that it's worth the time here in the public meeting to actually just have an open conversation where we're going back and forth on things and talking about bullet points and RSSPs. So, I move to remove the board's web site from February's agenda, and instead form a work group to talk about it and come to the board with suggestions in either March or April's meeting. Do I have a second?

**Rene Peters:**  I second that.

**David Keyes:**  I can address that. I think what may also be helpful in that is to talk and think as you're looking at that a little bit more broadly about the CTAB communications strategy. Mark DeLoura and I had worked on parts of that. I don't know if that's the document you refer to, but we had worked on some elements in thinking about that com strategy last year. So, that document may be something to refer to. But I think that question, in part, is how does the board want to use the web site, along with listserv, Facebook, Twitter--all of the elements to make it both realistic, if you can maintain and facilitate those communications and to be able to hand it off when committee chairs change, to make it simple for more people coming in to participate in CTAB, you know, committee reps and volunteers and such to participate. So, just think about that larger concept as you're looking at it. And then, also, it would be helpful to look at how to simplify and what is maintainable, from content to what is most relevant and important to rise up to the top. We are also using a combination of web site blog and listservs now. Then maybe come back and either sharing that out with other folks, people who come in and other committees, or come to meetings and are looking for information to give feedback about what they think when they first enter the CTAB environment. What is helpful to them.

**Torgie Madison:**   We've had various initiatives throughout the years that I've personally seen come up, get tossed about, and having no progress. It's all about the communications strategy. It's about what do we do with our Facebook? Why do we have it? Are we using it effectively? Why do we have a Twitter? Is it more of an outreach, or is it more of a conversation platform. If it is a conversation platform, are we bound by rules? Can we express certain opinions? There's a  lot of really nuanced and complicated conversations to be had about the overall communications strategy. So, maybe that could be looped into a general 'what does our outreach and communication look like,' that would include as part of that, updating the web site. I know there's information on the web site right now that is outdated. So, at least right now, I think it's worth tabling the review, and then maybe start up a work group to talk about more of the communications strategy. All those in favor of having a more robust conversation about our communications strategy, and tabling the review of the board's web  site right now, please say 'aye.'  Great. Any nays or abstentions? That passes.

So, we can move on to talking about Saad Bashir's asks of us. I didn't know that these were coming. It's very exciting that we have some direct asks from the CTO. I want to recap:  He asked about data policies and governance, which would be, I'm guessing, something to do with data collection, data retention, access internally, third party access, and those sorts of policies. And the second ask was about 5G.

**John Krull:**   Before you go on, it's also just about governance. How can there be checks and balances to decision making in IT?  It wasn't just about privacy.

**Torgie Madison:**   Yes. He mentioned that he could make one bad decision, and five years down the road when his contract expires, we would still feel it. So, how to prevent that from happening. The second was on 5G roll out in the City, and how to be 5G ready. And how it can be best used to incentivize economic development. You're nodding your head, Rene.

**Rene Peters:** I saw it coming. I saw the signs.

**Torgie Madison:**   You've probably done last year in the Smart Cities Committee directly on that topic.

**Rene Peters:**Yes.

**Torgie Madison:**   So, what I was thinking is maybe we can send out, along with Joe's request, some along the lines of, "if you want to participate in these conversations, if you want to join a work group to help form these recommendations or to do the research, please reach out."

**Camille Malonzo:**   I have a question. Are there any subcommittee that might be in alignment with those asks? I also wanted to point out that there's the governance ask, as well as the data collection ask, which I think are quite different. I think if we were to go that route, where we offer working on those two asks....

**John Krull:**   Might really be three asks.

**Tracye Cantrell:**   Saad is not here, but I have had conversations with him on these topics. I think his ask was more around the good data policy and standards. He did mention governance and putting that forth. But, I don't think that was his specific ask. It was more centered around good data. Although, he did reference that in his comments.

**Rene Peters:**  And we can follow up with him on that.

**Dorene Cornwell:** I'm just amused, a good diplomatic word, when I asked about funds to replace the cable franchise fees for digital inclusion, and he said 5G. I'm sort of thinking about people for whom it's a big leap to get on their phones and try to vote in the Conservation District, and 5G, and all that Smart Cities stuff you can do probably is not relevant to that. I just wanted to call that out. Because I think in some ways,  5G has the potential to widen the essential divide. Makes it harder for people who are unbanked or have very limited connectivity.

**Harte Daniels:**   He may have also been  thinking about taxing the infrastructure. That's where the cable money came from. On the Smart Cities, 5G, and the economy: You already have a highly inequitable income inequality in Seattle. So, there's an overlap when we're talking about which committees. Digital Inclusion could be part of that. As you saw on Performance Seattle, they are looking at future work, etc. You don't want to leave the people that have been left behind, even further behind, in the economy. With the number of 25 to 39 year olds that are living here that have an unbalanced amount of voice and you need to, as I would suggest, that CTAB take up or look at that concept of growing the economy with 5G and towards more equity and justice.

**Torgie Madison:**   I wasn't thinking that these asks would fall into any one particular committee. We're going to have to probably form a group that expands all of our areas of interest and expertise. That's why I was making a call for volunteers just to see whether there is a pool of people to put to work and willing to have these conversations. That would just be Step Zero. Because computer people start from zero. And then figure out what the organization would be. After that, if some people are more inclined to talk about data and more inclined to talk about 5G.

**John Krull:**  I personally think that we should outsource it to the existing committees. I would have 5G go to Smart Cities, and I would have the data one be in Privacy. I don't know about everybody, but it's hard to make enough time to be on multiple committees. And it's sort of like these committees are pretty darn close for those two asks. Those committees could add them to their agendas. Speaking for the Digital Equity Committee, I don't feel bad about that. I think, again, you would come back to the committee of the whole, if we call it that, about your findings, and people who weren't on there can pitch in there.

**Tyler Woebkenberg:**  I'm totally fine with that, and I agree. For Digital Equity and Privacy, it could be just an opinion about 5G specifically. the data side, that could also be one where we solicit the broader community, given the various companies where we work, and all that. It also sounded like Saad was looking for a culmination of the collective input from the various companies represented here. So, I tghink that that should still remain on the working group side, or with volunteers on our side. I would be glad to volunteer to do that, to at least collect and culminate the feedback from the various companies or whatever. I think the committees could have an opinion on those, as well. On the data policy side.

**Torgie Madison:**   Yes, and we can talk about organization, maybe between you and I. It might also become a situation where the Smart Cities as the subcommittee is the organizing and guiding committee for the 5G ask. Members of the board, or members of the public, or members of other committees contributing, who want to, and the same for the Privacy and Cyber Security Committee heading up the data ask, but also accepting input from the community--especially the community--but other board members. Because I don't want it to feel like, just because it is owned by Smart Cities, the Digital Equity members can't touch it.

I think it's still safe to do a call for volunteers. If anyone is interested, please email me. And maybe you can also send out a call for volunteers through the CTAB mailing list. Express which group you're interested in, what you have skills or opinions on.

**David Keyes:**   We need a little bit more narrative from Saad.

**Torgie Madison:**   Yes, this is just to start the process.  I definitely want to reach out to Saad to get their deliverables specifically.

**David Keyes:**   To give the people more understanding of what they're signing up for.

**Torgie Madison:**   This is not an obligation. This is an EOI, expression of interest.  Non-binding. If that sounded interesting to you, and you want to know more, I will have that conversation with Saad, learn more. This is just to gauge interest. All right. I think that does it. Two minutes over. That's not too bad. Thank you, everyone, for coming out. Enjoy the rest of your evening.

Oh, yes, board members, and committee leadership come with me. And David, and Tracy and Cass, for a photo.

**ADJOURNMENT**

**Addendum from Harte Daniels**

These are my public comments for the meeting notes.

1. I would like to see some statement of policy on developing methods or policies to address the impact of AI (economically and in diversity) before the problem manifests. Implicit bias makes people think it will only impact lower wage jobs, when in reality the opposite is true.
2. Also, further research into new urban study findings the "progressive" cities have the highest rates of inequality
3. I'd like to see the privacy committee report on the California privacy act and whether the City should pursue a similar effort. Special note should be made of FB statements is does not have to comply and will sue.
4. If CTAB insists the residents expose themselves to Surveillance Capitalism by using FB to stay informed, the privacy committee should compile information on how FB gathers personal information even if the resident doesn't have an account, ways a resident can protect themselves e.g. using a VPN service or various browser DNT settings and [software](https://addons.mozilla.org/en-US/firefox/addon/facebook-container/) to force FB use into a container, the monetary cost of these efforts to maintain privacy and their effectiveness.

**Nov 2019 Brookings Institution study**

AI is most likely to affect prime-age workers (25-64) in professional and technical occupations, according to the study. Exposed are high-skill jobs like professional, scientific and technical services; information; and finance and insurance.

Seattle is fifth on the nation-wide list of cities to be hardest hit.

Additionally, recent urban studies have found the cities touted as "progressive" have the highest levels of income and other inequalities.