City of Seattle
Department of Information Technology
2014 ANNUAL REPORT

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Making Seattle a vibrant, **interconnected** city is at the core of my administration.

Thanks to hard work of the Department of Information Technology (DoIT) and its dedicated staff, we were able to make great strides on these fronts.

We are removing barriers to improve access to high-speed internet across the city, we are implementing creative ways to reach those without access to technology and close the digital divide, and we continue to bring the residents of Seattle award-winning programming on the Seattle Channel.

This year we laid the foundation for using data to drive the most efficient use of resources, making the best investments in infrastructure and technology, enhancing employee productivity, and delivering the best outcomes for the residents of Seattle. We also started work on new tools for accountability and public participation with Performance Seattle and Open Budget.

The City also started some big projects for 2015, such as kicking off the new city-wide Privacy Initiative, tool kits tailored for specific departments so they can effectively implement the Privacy Principles and a Next Generation Data Center. These new tools could not have happened without the hard work put forth by DoIT staff.

As technology evolves, so will the City. We will continue to improve transparency, interconnectivity, innovation, and accessibility.

I look forward to achieving even more of our goals in 2015.

Mayor Edward B. Murray
City of Seattle
@Mayor_Ed_Murray

My first six months as Seattle's Chief Technology officer have been extremely **exciting and rewarding**.

I can't help but be proud of the great work the department has accomplished over the past year. We have better connected the public with city government through continued investment in our website, open data platforms, and Emmy-award winning content on Seattle Channel.

DoIT is providing solutions that enhance workforce productivity by advancing our Next Generation Data Center project, which will consolidate City servers located across departments into a pair of secure and resilient facilities that protect the City's data, our first major investment in cloud computing with our migration to Office 365, and continued to advance the Puget Sound Emergency Radio Network (PSERN) project, which will ensure our first responders have the modern equipment necessary to communicate in the public's time of need. We are championing technology access and affordability thanks to Technology Matching Funds, our broadband initiative, and our Technology Indicators Report.

This good work is the start of what we will accomplish as our IT professionals begin to work more closely together across the City. In an assessment of DoIT completed this year, we found a high level of satisfaction with the services our professionals deliver every day, and we identified opportunities to create a new focus on helping departments solve their business challenges using technology. We will address this opportunity in 2015 through a new focus on IT service management, cultivating business relationships, and reshaping IT governance across the City. I'm pleased we took the first step to reshaping governance with the creation of the Mayor's IT Subcabinet, an executive-level steering committee for technology in the City. Comprised of 10 City department directors, this group will establish the vision and priorities that guide IT activity across the City in 2015 and beyond.

As we look forward to 2015, I want to thank our nearly 200 DoIT professionals who are dedicated to providing our enterprise-grade, scalable, sustainable services to the City of Seattle and the public we serve. In a high-tech City like Seattle, IT professionals have a choice of places to work, and I'm honored our employees chose to make Seattle a better place by applying their talents to public service. I look forward to working with you to accomplish great things in 2015.

Michael Mattmiller
Chief Technology Officer and Director,
Department of Information Technology, City of Seattle
@SeattleCTO

Our Mission

We are the **City's innovators** who lead the **strategic use of technology** through delivery of scalable, sustainable solutions critical **to effect public service.**

Our Vision

We are the recognized leader in **delivering enterprise technology solutions** that enable service to the public, enhance employee productivity, and **promote digital equity.**

Our Values

Accountability. We serve the people and departments of the city and take ownership for work provided.

Teamwork & Inclusion. We work with team members to promote a collaborative, open and respectful workplace, with opportunity and equity across work groups.

Service Excellence. We provide professional, responsive, consistent, cost-effective, and high-quality service.

Innovation. We identify opportunities to leverage the power of technology to improve the City, and support new ideas, change, and a shared excitement.

Stewardship. We are mindful of our resources and commit them in a manner that delivers value.

Integrity. We represent the City and consistently conduct our business with morality, virtue, and decency.

City Councilmember Bruce Harrell (center) with 2014 Technology Matching Fund recipients

In 2014 Seattle took big steps to ensure **our residents are connected** to the City and their communities, whether it's **across the street or across Elliott Bay**.

2014 Executive Leadership Team

Michael Mattmiller
Chief Technology Officer

Bryant Bradbury
Chief Information Security Officer

Robert William Norris
Director of Communications Technologies

Ryan Meeks
Director of the Technology Project Management Office

Debra Schlenker
Director of Enterprise Computing Services

Sabra Schneider
Director of the Office of Electronic Communications

Patti DeFazio
Director of Financing and Contracting Services

Andre Nellams
Human Resources Manager

Megan Coppersmith
Public Information Advisor

2014 Revenues and Expenses

DEPARTMENT OF INFORMATION TECHNOLOGY • REVENUES AND EXPENSES				
	2014	**%**	**2013**	**%**
REVENUES				
Non-General Fund	$22,183,572	44.04%	$22,487,824	44.59%
General Fund	$16,928,359	33.60%	$17,317,922	34.34%
Cable Franchise Fee	$8,675,048	17.22%	$8,446,884	16.75%
Other Government & Other	$2,589,778	5.14%	$2,185,290	4.33%
Total Revenues	**$50,376,757**	**100.00%**	**$50,437,920**	**100.00%**
EXPENDITURES				
Personnel Costs	$25,269,822	49.87%	$24,930,994	48.97%
Other Expenses	$19,352,821	38.19%	$19,972,766	39.23%
Depreciation Expenses	$6,047,073	11.93%	$6,008,491	11.80%
Total Expenditures	**$50,669,717**	**100.00%**	**$50,912,252**	**100.00%**
Net Income (Loss)*	*($292,960)*		*($474,332)*	

* Planned use of fund balance

Introduction

From the Jet Age of the 60s, the PC age of the 80s and 90s, the internet explosion of the 2000s, to the cloud storage world we live in today, Seattle continues to be a leader in developing and embracing technology. As the world moves faster, our City government must lead by example and set new standards for innovation, transparency, productivity, and accessibility for all. In 2014, Seattle took big steps to ensure our residents are connected to the City and their communities, whether it's across the street or across Elliott Bay.

Mayor Ed Murray and the Department of Information Technology (DoIT) work for Seattle to be safe, vibrant, affordable, innovative, and interconnected. DoIT strives to achieve these goals by harnessing the innovation and creativity that has long-defined our great city. Today this means using data to drive the most efficient use of resources, invest public resources wisely, and deliver the best outcomes for the residents of Seattle. It means replicating what has been successful elsewhere, discontinuing what isn't producing results, and taking the initiative by generating new solutions in an ever-changing world of technology.

We take this responsibility seriously. Through our open data platform, data.seattle.gov, Seattle takes data created in the everyday course of City business and makes it available to the public. We recently gave a facelift to our open data portal, ensuring that it provides the underlying resources to create new solutions to solve challenges in our neighborhoods and City. Throughout the year we partner with local and national companies, non-profits, and students to encourage the creation of innovative solutions that make use of this data. Some uses of public data result in apps like Seattle In Progress (www.seattleinprogress.com) that enhance the public's understanding of development activity in the City. Other uses of data, like Zillow's use of property tax and other datasets, have led to new business models and successful companies that are driving Seattle's economic development. In 2015, we plan to add City-wide performance measures and historical budgets to our open data platform.

We are dedicated to providing our residents and visitors with excellent customer service when

interacting with Seattle City government. This has led us to expand the way we interact with the public and explore different platforms for residents to engage with City government and access City services, including creating a mobile web site and several native mobile applications, and prioritizing social media as a communications channel for the City. We manage the @CityofSeattle Twitter account and talk tech on @SeattleCTO. As a city, we continue to leverage technology to bring communities together to help the city more efficiently do our job.

Internally, we have created strategies and policies for using technology to further cross-departmental collaboration and foster valuable interaction with constituents. We are in the process of evaluating how technology services are delivered in the City with an aim of creating additional capacity to develop solutions that enable better service to the public. The Citizens Technology and Telecommunications Advisory Board (CTTAB) also helps guide the digital future for the city and provides valuable input from residents across the city.

We are dedicated to providing our residents and visitors with **excellent customer service** when interacting with Seattle City government.

Collaboration and partnership are essential for Seattle's success. We regularly engage local businesses and organizations and maximize Seattle's potential as a thriving hub for businesses, jobs, robust neighborhoods, and economic opportunity for everyone in our city through partnerships and technological innovations, better broadband connections, empowering residents and bridging the digital divide. Every quarter, our "Get Online" campaign focuses on a different content area like health, job hunting, etc. With outside partners like Goodwill, "Get Online" helps Seattle residents gain access and successfully use the internet as an everyday resource.

2014 Highlights

Digital Cities Survey

This year the City of Seattle was honored to be selected as the second place winner in e.Republic's Center for Digital Government's 2014 Digital Cities Survey. This annual survey is part of the Center's Digital Communities Program, focusing on collaboration among cities, counties and regions, and initiatives that cities were most proud of when it comes to citizen engagement, policy, operations, technology, and data.

Seattle.gov achievements

We hit our stride migrating the City's 102,000 Web pages into our Content Management System (CMS) this year, ending with just over 55 percent of city department websites built in the new framework. Migrating sites to the CMS allows departments greater control over their content and allows sites to be "responsive," or adaptable to different types of devices and web browsers without developing multiple versions of a site. As part of migrating sites, we reduced site content by 40-50 percent, clarifying the information most useful to the public and simplifying navigation.

The Citywide Web Team continues to enhance Seattle.Gov based on the public's usage trends.

Seattle.gov is the place to start online if you are looking to connect to most any service, public servant, department, or place in the City

City Inside/Out Council Race Bagshaw vs. Bellomio

Seattle Channel awards

This year was extraordinary for the Seattle Channel, recently named the best municipal television station in the nation by the National Association of Telecommunications Officers and Advisors (NATOA). On the following page there is the list of achievements:

2014 NATOA honors:
Excellence in Government Programming

FIRST PLACE

- **Interview/Talk Show:** City Inside/Out – Human Trafficking
- **Election Coverage:** City Inside/Out – Council Race Bagshaw vs. Bellomio
- **Arts and Entertainment:** Art Zone with Nancy Guppy – Casey Curran
- **Public Education:** CityStream – Along the Duwamish
- **Public Service Announcement:** Seattle Channel Mobile App

SECOND PLACE

- **Arts and Entertainment:** Art Zone with Nancy Guppy – Jade Solomon Curtis
- **Public Health:** CityStream – Food Action Plan

Seattle Channels's mobile app

City Inside/Out – Human Trafficking

HONORABLE MENTION
Visual Arts: Art Zone with Nancy Guppy calendar

2014 Northwest Regional Emmy honors:

ARTS/ENTERTAINMENT – FEATURE/SEGMENT
Jade Solomon Curtis • Seattle Channel • Ralph Bevins, Producer/Photographer/Editor

INTERACTIVITY
Seattle Speaks: Wage Worries • Seattle Channel • Susan Han, Co-Producer • Megan Erb, Co-Producer • Brian Callanan, Host/Producer • Matt Peterson, Photographer/Editor • Vince Pierce, Director • Angela King, Online Correspondent

PUBLIC/CURRENT/COMMUNITY AFFAIRS - FEATURE/SEGMENT
Community Stories: A Heart in Hillman City • Seattle Channel • Ralph Bevins, Producer/Photographer/Editor

PROGRAM HOST/MODERATOR
Brian Callanan: Seattle Channel Host

From left: Seattle Channels's Brian Callanan, host and producer; Susan Han, senior producer; and Megan Erb, senior producer

Citywide IT governance

City departments rely on information technology to carry out their mission. This year, DoIT established a governance processes that provides departments with the right level of engagement, visibility, and support to build trust and effective service delivery.

In October, the City of Seattle created the **Mayor's IT Subcabinet**, a new executive-level steering committee focused on overseeing the strategic use of information technology in the City. The Subcabinet provides strategic vision and priorities to guide the delivery of effective technology services across the City.

The Subcabinet is comprised of the City's Deputy Mayor, Chief Technology Officer, and eight department directors, including the Police Chief and CEO of Seattle City Light. The group meets on a quarterly basis to review performance of the City's technology strategy, weigh in on key opportunities, and envision how technology can help departments further benefit the public. The city's **Technology Board**, comprised of IT directors and managers from the 15 departments with IT staff, reports to the subcabinet.

The Technology Board adopted an exception process for citywide IT standards and policies during the final months of 2014. Exception requests are now tracked through a formal process, with decisions documented and tracked. This automated process increases the number technology investments that are in alignment with our standards while minimizing the number of exceptions across all City departments. Through this process, we will continue to increase the value delivered through IT services.

Citizen's Technology and Telecommunications Advisory Board

In 2014 DoIT continued our work with the **Citizen's Technology and Telecommunications Advisory Board**, which formed three committees to inform City efforts:

Broadband and Cable, Public Engagement, and Get Online; along with four ad hoc committees.

Infrastructure enhancements

In 2014, the Communications Technologies Division completed several projects to improve network performance, access and reliability. Key enhancements included:

• Redesigning the City's Wi-Fi network between the Seattle Municipal Tower, City Hall and the Justice Center to provide better redundancy and improved performance and coverage.

• Redesigning the city's intrusion prevention system to ensure network and data security, reducing overall maintenance and support and saving the city about $20,000 annually in maintenance costs.

• Replacing several T-1 circuits with new Canopy wireless broadband solutions to several sites. The Canopy system allowed us to connect nearby sites that did not have fiber available with a wireless broadband system that required no monthly fees but provided anywhere from four to 10 times the bandwidth while also improving network reliability.

Broadband advancements

Working with DoIT, in 2014 Mayor Murray unveiled a new broadband strategy to help bring affordable, competitive and equal gigabit broadband options to Seattle residents. The strategy is already yielding results, with more than 45,000 Seattle residents having access to gigabit broadband service by the end of the year. Read about our broadband advancements on page 24.

Women/Minority Business Enterprise purchasing

In 2014, the Department of Information Technology surpassed our Women/Minority Business Enterprise purchasing and contracting goals.

Women/Minority Business Enterprise Purchasing		
# of WMBE		54
WMBE Report for 2014	Goal	Actual
Purchasing	2.45%	11.71%
Consulting	8.28%	15.96%

Technology Matching Funds

This year the City honored 23 organizations with a total of $320,000 in Technology Matching Funds, used to enhance digital equity in Seattle. The money was used to support projects throughout the city to ensure all Seattleites have access to and proficiency using internet-based technologies. These projects were recommended by community members on our Technology Advisory Board after reviewing 67 applications. The projects will contribute a projected $685,711 in community matching resources, more than double the City's investment. For more information on the 2014 Technology Matching Fund projects and recipients,

Technology Access and Adoption Report

Our Community Technology program published the city's quadrennial technology indicators report, covering internet and mobile access, interest in high-speed internet, barriers to access, cable customer and education needs, civic engagement, use of social media and more. This report is compiled every four years and includes internal and external research and input from more than 2,600 diverse residents through telephone and online surveys and focus groups.

Computer and internet access

• Internet use and access at home continues to be high in Seattle: 85 percent of those surveyed (and 75 percent of focus group participants) have at least "some" internet access at home.

• Seattle is a mobile internet community: ownership of laptops (72 percent) and mobile devices (smartphone and tablets, 66 percent) has outgrown home desktop computers (55 percent).

• Community technology access sites are still vital for those with limited resources. A fifth of our phone respondents and 45 percent of online respondents use computers at the library while 15 percent of online respondents go to a community center to use a computer. The need for community access locations was emphasized in all of the focus groups.

Social media use

• Seattle residents are using Facebook and Twitter, but these can't be depended on to reach all residents. Sixty-six percent of residents have used Facebook and 33 percent have used Twitter, though many fewer use it frequently.

Mobile use

• Since 2009, Seattle has seen mobile phone ownership grow by 11 percent (80 to 89 percent), and a 66 percent growth in the number of residents with smart phones (35 to 58 percent).

• Overall mobile internet access is lower among traditionally under-represented participants, though cell phone usage is about the same.

Preferred electronic method for giving opinion

Civic participation continues to be important to the Seattle residents surveyed. Just over half (53 percent) of the telephone respondents and 77 percent of online respondents said they participate in a community group. For residents, email is the preferred way to give their opinion to a community group or the City (75 percent in the phone survey, 87 percent in the online survey, down to 38 percent in the focus groups). There is also high interest in participating through online community meetings (58 percent in phone survey, 71 percent of online respondents). Focus group participants were diverse, most often saying online survey (38 percent), community meetings (36 percent), or telephone survey (31 percent).

Super high-speed internet

• Seattle users want higher speed services. Most (85 percent) of the internet users interviewed by telephone indicated that they would be interested in super high-speed internet access, as did all of the online respondents. There was very significant interest in super high-speed services across ethnicities and incomes. There was very significant interest in super high-speed services across ethnicities and incomes.

• A third of the phone respondents and about a fifth of online respondents had no concerns about using super high-speed services.

Interest in high speed broadband services

	Online Survey	Phone Survey
Medical Appointments	83%	64%
Interactive Classes or Job Training	74%	61%
Working in a Group	58%	47%
Participating in Community Meetings	71%	58%
Monitoring Home	68%	55%
Running Programs from the Internet	71%	56%
Backing up files	80%	59%
None of These	1%	1%
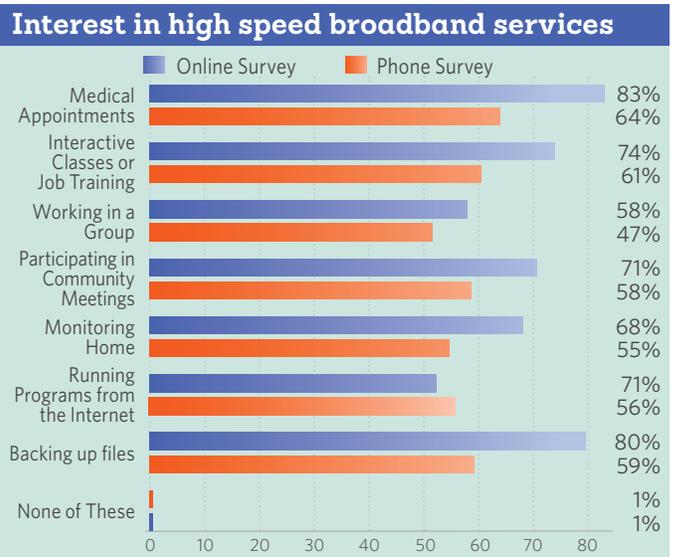
Computer and internet access in Seattle

38%
66%
76%

50%
76%
84%

14%
44%
68%

■ Under-represented Groups ■ Phone Survey ■ Online Survey
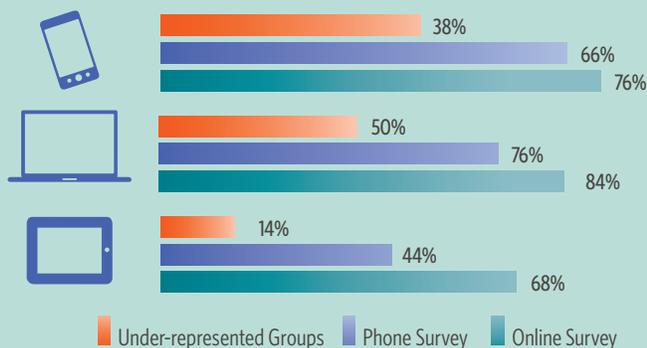
85% of those surveyed and 75% of focus group participants have at least "some" internet access at home.

Seattle is a mobile internet community

72%   62%   >   55%

Community technology access sites are still **VITAL** for those with limited resources. **1/5**th of our phone respondents and **45%** of online respondents use computers at the library **15%** of online respondents go to a community center to use a computer.
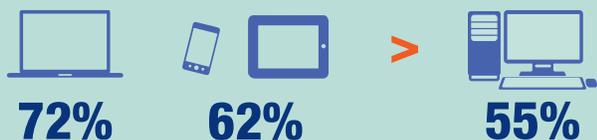
Social media use in Seattle

95%
88%
72%
57%
49%

64%
63%
35%
20%
11%

57%
48%
34%
23%
17%

12%
13%
6%
4%
3%

used   used often   used   used often

■ 18-25 years ■ 26-35 ■ 36-50 ■ 51-64 ■ 65+
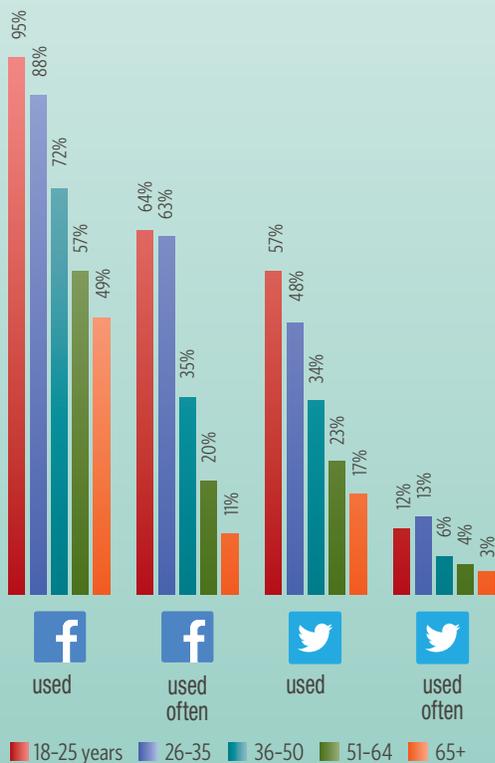
Since 2009, Seattle has seen **mobile phone ownership grow** by **11%** and a **66% growth** in the number of residents **with smart phones**

Overall mobile internet access **is lower among traditionally under-represented participants**— cell phone usage is **about the same**.

Preferred Method for Civic Participation

METHOD	PHONE SURVEY	ONLINE SURVEY
Email	75%	85%
Web Survey	22%	60%
Facebook	10%	24%
Blog	6%	25%
Twitter	4%	10%

2014 STRATEGY: Connect the public with city government

In 2014, we continued our work toward connecting the public with City government through technology. We focused on customer service by evolving with technology, testing new channels to convey our messaging, and partnering with organizations and businesses for combined success.

This year DoIT put added emphasis on enabling innovation through data sharing platforms. The City produces rich datasets that provide insight into government's operations and our evolving community. DoIT will continue to build out platforms that enable the community to build innovative tools that benefit individuals and businesses.

Privacy

With leadership from Mayor Ed Murray, Councilmember Bruce Harrell, and Councilmember Mike O'Brien, Seattle began the process to institute its first-in-the-nation Privacy Principles. To be completed by mid-2015, our municipal Privacy Initiative will be the ethical framework for managing the public's personal information.

In partnership with the City of Seattle, Assistant Professor Jan Whittington, Department of Urban Design and Planning at the University of Washington's College of Built Environments, in collaboration with Assistant Professor Ryan Calo at the UW School of Law, were awarded a grant to examine the relationships that exist between open data, privacy and digital equity and what harm municipal data could lead to with consumers or the marketplace. This grant was awarded through a request for proposal from the Berkeley Center for Law and Technology on the exploration of implications of government release of large datasets. The grant is funded by Microsoft, with a match from the City of Seattle and work started in October.

The Council also established an August 2015 reporting deadline for City departments to create a "Privacy Toolkit," a package of actionable privacy standards to enable City departments to comply with today's adopted principles relating to privacy. This important work will come to fruition in 2015.

Seattle Channel

The Seattle Channel completed 780 productions in 2014, down from 1,000 in 2013 as Seattle Channel changed its focus from more panel-style discussions to providing the public with both a view of their government in action and a perspective on the diverse communities that comprise our City. Programs ranged from the 2014 Inauguration Ceremony at City Hall to
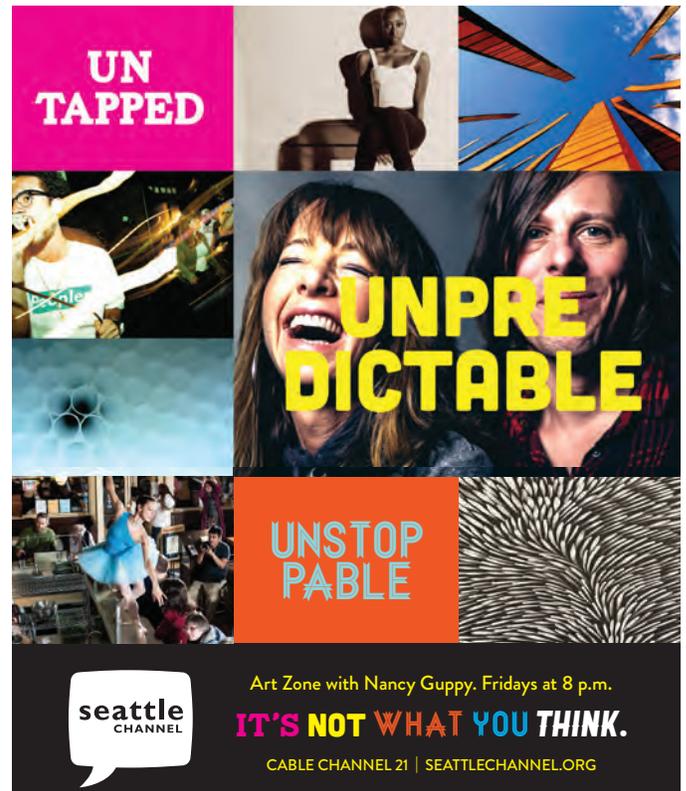
mayoral press conferences and artist profiles, from City Council budget hearings to discussions about raising the minimum wage, and a documentary on the lives and legacy of two Filipino American union organizers advocating to improve conditions for Filipino workers in Northwest canneries.

According to the City of Seattle's 2014 Technology Access and Adoption Report, more than half of the respondents to a survey (51 percent telephone and 66 percent of online respondents) have seen the Seattle Channel. Based on the survey, viewership is up by four percentage points, from 47 percent in 2009. People of color represent about two-thirds of the weekly Seattle Channel audience.

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Connect the public with City government

Strategies
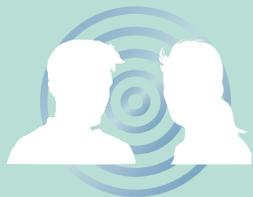
Focus on customer service

Evolve with technology
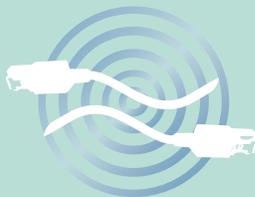
Enable innovation through data sharing platforms

Engage with partners

Metrics

SEATTLE.GOV VISITS: ➤ 98,538,660 Total page views ➤ **Estimated 45 million unique page views** ➤ 50 minute avg. time on pages ➤ **50% Bounce rate** ➤ **270,000 average daily visitors** ➤ **366,960** record daily page viewers

BY OPERATING SYSTEM

1	2	3	4
Windows	iOS	Macintosh	Android

TOP 5 MOST VISITED PAGES

1. www2.seattle.gov/fire/realtime911
2. www.seattle.gov
3. www.seattle.gov/personnel/employment
4. www.seattle.gov/news
5. www.seattle.gov/light/paymybill/

USAGE FOR DATA.SEATTLE.GOV ›› 593,444 page views ›› 118,686 .pdf views

SOCIAL MEDIA

Twitter annual impressions:
@SeattleChannel 1,012,950
@CityofSeattle 222,709
@SeattleCTO 15,908
@diginclusion (Community Tech) 1,669

Facebook annual reach:
SeattleChannel 684,639
Seattle.gov 177,579
SeattleCommunityTech 91,248

Programming highlights include:

- 84 events with the mayor including three episodes of *Ask the Mayor* and 78 media availabilities and Find-It-Fix-It walks. Some of these events were streamed live and in many cases footage was made available shortly after the event.

- 371 City Council programs including 12 *City Inside/Out: Council Edition* shows, nine episodes of *Council Conversations*, all Council committee meetings, all Council press conferences and public hearings. Council programming is presented live on cable channel 21 (HD 321 Comcast and 721 Wave), live-streamed at seattlechannel.org and available via the web anytime as video-on-demand.

- 212 new episodes in Seattle Channel's weekly and monthly series line-up including:

  - **28 episodes of *City Inside/Out*** with host Brian Callanan. *City Inside/Out* is a weekly public affairs show featuring thoughtful, in-depth reports and discussions about important local issues. This year, program topics included a discussion of Metro Transit's bus service; an increase to Seattle's minimum wage; marijuana reform; the affordable housing crisis; education funding; and the Dream Act, which expands college financial aid to include students who were brought to the state illegally as children. Guests included Alison Holcomb, ALCU criminal justice director; state Superintendent of Public Instruction Randy Dorn; and Rich Stolz, executive director of One America.

  - **26 episodes of *CityStream*,** a weekly magazine show that looks at what fuels Seattle's limitless vibrancy and keeps abreast of how the city is growing and changing in the 21st century. This year, features included a training program for King County veterans in historic preservation carpentry, craft breweries, bike-friendly fashion, a program to combat childhood obesity, an Olympic-style multi-sport event for seniors, and effort to close the digital divide.

  - **23 episodes of *Seattle Voices*,** hosted by Eric Liu, engages in one-on-one conversations with some of the most interesting, provocative and inspiring people in Seattle. 2014 marked the 10th year of the interview program. Guests included Rosanna Sharpe, executive director of the Northwest African American Museum; Filmmaker Lynn Shelton; Dan Savage, columnist/author, media pundit and gay activist; Tom Mara, executive director of KEXP; Ben Huh, internet entrepreneur and the CEO of The Cheezburger Network; and Pamela Banks, CEO of the Urban League of Metropolitan Seattle.

  - **Eight *American Podiums*,** a series where nationally known authors, thinkers and leaders give talks and readings in Seattle, including Robert Reich, former U.S. Secretary of Labor; Sonia Sotomayor, U.S. Supreme Court Justice; David Cay Johnston, Pulitzer Prize-winning author and journalist; and Stella Nyanzi, a social scientist from Uganda.

- **32 episodes of *Art Zone*** with Nancy Guppy, a program with fresh highlights from local arts, entertainment and cultural happenings. This year's episodes featured guests such as artist John Grade; author Garth Stein; writer/filmmaker Julio Rameriz; actor Julie Briskman and musicians such as Kris Orlowski, Deep Sea Diver and teen family band Bleachbear.

- **12 episodes of *Book Lust*** where America's favorite librarian and best-selling author Nancy Pearl sits down each month with top writers from around the country for conversations about books and the process and art of writing. This year, some of the authors Nancy interviewed included Presidential historian Richard Norton Smith; Laurie Halse Anderson, a writer best known for children's and young-adult novels; Pulitzer prize winning American playwright Robert Schenkkan; and Rainier Scholars literature teacher Drego Little.

- **Eight episodes of *Civic Cocktail*** hosted by journalist Joni Balter, featuring happy-hour discussions with panelists, journalists and a live audience on a range of topics including immigration, crime, transit, higher education and raising the minimum wage. Guests included Gov. Jay Inslee; University of Washington President Michael Young; Chef Tom Douglas and Seattle Police Chief Kathleen O'Toole.

- **32 *Town Squares*** covered important community discussions and lectures with partners such as Seattle CityClub, Town Hall Seattle, University of Washington School of Public Health, Washington Policy Center, Seattle Metropolitan Chamber of Commerce and Downtown Seattle Association. These discussions and lectures featured speakers including landscape architect James Corner; Microsoft CEO Satya Nadella; Joshua Prince-
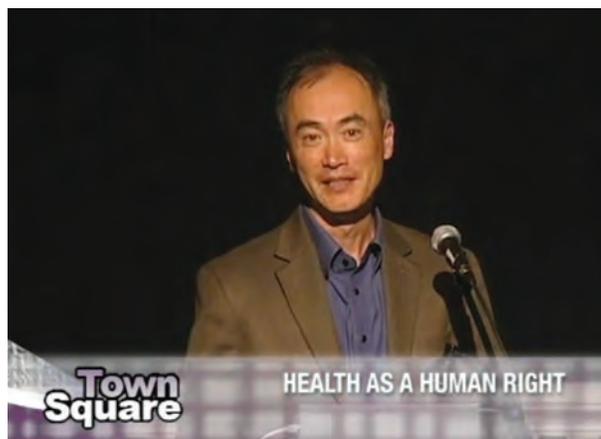
Ramus, co-architect of the Seattle Central Library; and Kristin Rowe-Finkbeiner, Executive Director/CEO of MomsRising.org.

- **Five *Community Stories*** sharing stories of unique individuals and organizations making a difference in Seattle's diverse neighborhoods. Show subjects included a documentary chronicling the response to the fatal police shooting of First Nations wood carver John T. Williams; a bilingual theatre group; and Kamekichi Tokita, a Japanese American painter and wartime diarist.

- **11 *Front Row* programs** programs highlighted the best in local performance including music, theater and literary arts. Shows featured Robert Pinsky, former U.S. Poet Laureate; the CD Forum's Creation Project, a showcase for original works by promising Black contemporary performing artists; a St. Patrick's Eve Irish celebration and a performance marking Filipino-American History Month.

- **21 episodes of *Seattle News Now***, a weekly summary of headlines that gives viewers a brief wrap up of the most significant news related to Seattle city government.

- **Nine episodes of *An Evening With*** showcased discussions, interviews, panels and presentations with a variety of guests from all areas of the arts. Shows featured a film critics wrap of notable 2014 films; a survey of Northwest Coast native art; an author discussing his novel "Song of the Shank," about a nineteenth-century slave and improbable musical genius; and a panel discussion on the enduring legacy of Kurt Cobain and Nirvana.

Partnerships

This year DoIT focused on its partnerships, enabling the City's stakeholders to quickly find information and engage city services when needed. This engagement took place through collaboration with our volunteers on the Citizens Technology and Telecommunications Advisory Board, holding a public hackathon through Code for Seattle, working with the technology business organization Washington Technology Industry Association, the non-profit Tech Alliance and other community forums. We look forward to continuing to leverage the contributions from our community to better enhance our services.

Additional partnerships took place:

- *Civic Cocktail* (Tom Douglas, CityClub, Seattle Channel partnership) enabled outreach and engagement for a wider array of people in a different environment.

- *Seattle Speaks* (Town Hall Seattle, CityClub, Seattle Channel partnership) allowed dialogue at Goodwill for the launch of the Tech Access and Adoption Report findings.

- Goodwill digital training is also the first to include mobile devices to reach those who have a smartphone, but not a computer.

Seattle Channel highlights

- Excellence in Government Programming award (often referred to as "the best municipal TV station in the nation") from the National Association of Telecommunications Officers and Advisors' (NATOA). Additionally, the station received 10 government programming awards for a variety of news, arts and community coverage, including five first-place awards.

- Nominated for 10 Emmy Awards and won four regional Emmy awards from the Northwest Chapter of National Academy of Television Arts & Sciences for arts, interactive and community affairs programming and moderating by the station's public affairs host Brian Callanan.

- Live streamed an inauguration ceremony for Seattle officials at City Hall in January 2014. Officials, including Mayor Ed Murray and Seattle City Councilmembers, took an oath of office and provided brief remarks.

- With a new mayor in 2014, Seattle Channel piloted a new format for *Ask the Mayor*, hanging up the phone on the longtime, live, call-in show and changing the show's design to feature a live audience and a topic of focus during the second half of the hour-long program. *Ask the Mayor* was broadcast live from City Hall in March and October and from the NewHolly Gathering Hall in June, where more than 130 people turned out to participate in the program, which featured Seattle's newly appointed police chief.

- In partnership with CityClub, Crosscut and Tom Douglas restaurants, the Channel continued a second successful season of *Civic Cocktail*, a monthly show dedicated to civic conversation featuring a live audience asking questions of a panel of experts and journalists. Hosted by Joni Balter, the show is taped at Tom Douglas' Palace Ballroom.

- Produced *Our City, Our Schools*, a special series offering an up-close look at the city of Seattle's Families and Education Levy and the programs it funds, from pre-K through high school. Host Brian Callanan spoke with everyone from principals to preschoolers about the levy's successes and its challenges.

- Hosted a public preview screening of the *Community Stories* documentary *Honor Totem* at SIFF Cinema Uptown in March, with 130 attendees. The documentary chronicled the story of the John T. Williams Memorial Totem Pole Project, a community effort which rose from the fatal police shooting of Williams, a First Nations woodcarver. *Honor Totem*, along with *One Generation's Time: The Legacy of Silme Domingo and Gene Viernes*, another *Community Story*, were featured at the Social Justice Film Festival in October. Both documentaries had several smaller community screenings in 2014, including the Seattle Department of Transportation's ongoing use of *Honor Totem* as a part of its Race and Social Justice training for employees.

- Partnered with Seattle CityClub and Town Hall to produce two episodes of *Seattle Speaks*. The live interactive forum hosted by Brian Callanan brought together residents and thought leaders in April to debate and discuss transforming Seattle's waterfront. In October, *Seattle Speaks* focused on preschool politics with a debate centered on the two competing preschool-related ballot measures.

- Piloted a technology show, *Tech Cetera*, in May 2014. The pilot episode highlighted the city's thriving tech sector and profiled programs that teach kids to code, surveyed apps designed to make life easier and featured city's new startup liaison who is overseeing the Seattle Startup program, which supports small tech companies and reach underserved communities in the sector.

- In conjunction with King County TV and the Seattle Ethics and Elections Commission, Seattle Channel produced Video Voter's Guides for the primary and general elections. The guides featured two-minute pro and con statements related to ballot measures as well as statements from candidates running for office.

- Launched a new website in December (seattlechannel. gov). The new navigation is designed to help users find what they are looking for quickly and efficiently as well as discover other interesting content along the way. With responsive design, the site works across a wider range of devices, from desktop computers to mobile phones.

- Produced several specials including scenes from the Seattle Seahawks Super Bowl victory parade, live coverage of the King-Snohomish Regional Spelling Bee and a summary of efforts to conserve and enhance the Mountains to Sound Greenway, a stretch of scenic landscape which links urban and rural lands from Central Washington to Puget Sound.

Seattle Channel 2014 Web Statistics

Website Page Views: 3,561,559 (25% increase)

Live Webcast Views: 2,780 (25 live streamed events)

Website Sessions: 1,222,206

2014

Video Plays: 267,732 (9% increase)

YouTube Video Plays: 216,436

Seattlechannel.org highlights:

Along with the new website design, traffic at seattlechannel.org increased in 2014. The number of page views increased by 25 percent over 2013. (Note: In 2014, Google Analytics changed the terminology from "website visitors" to "website sessions" to better reflect that one person might access the website from several different devices and multiple times a day.) Live webcasts increased 136 percent. The number of video plays saw an increase of 9 percent over 2013.

Seattle Channel communications

- **Social media:** In an effort to reach more viewers through social media, the Channel maintains Twitter (7,821 followers in December 2014, 42 percent growth from the end of 2013), Facebook (2,122 likes in December 2014, a 33 percent increase from the end of 2013) and YouTube subscribers (915 subscribers, a 98 percent increase over 2013). The increase in YouTube subscribers was due mostly to a YouTube video of Councilmember Kshama Sawant responding to the president's State of the Union address in January 2014.

- **Email marketing:** The Channel's e-mail list grew by nearly 900 subscribers in 2014 to 2,155 subscribers, a 71 percent increase over 2013. The increase was due, in part, to the consolidation of existing e-mail lists, but was mostly the result of adding registrants for events such as *Civic Cocktail*, *Seattle Speaks*, *Ask the Mayor*, and community screenings to the Channel's email outreach list.

- **Advertising/marketing outreach:** Selected and hired a communications firm to develop a multi-platform outreach campaign to anchor Seattle Channel's market position, expand the station's reach, engage existing and new audiences (including communities of color and underserved populations) and increase online and on-air engagement. The campaign spanned print, transit, online and cable TV.

Seattle Channel technology upgrades

- A high-definition (HD) upgrade of its studio in City Hall, including installation of new cameras and HD-capable equipment in the station control room. Many programs that are shot on location, such as *CityStream* and *Council Conversations*, were already in HD. The upgrades allowed HD versions of in-studio shows such as *City Inside/Out* and *Seattle Voices* to roll out in the fall of 2014. In addition, the channel can do live remotes, such as *Seattle Speaks*, in HD.

2014 STRATEGY: Provide cost-effective solutions that enhance workforce productivity and mission focus

Information technology is increasingly essential to the delivery of City services and must be driven by business needs, instead of IT needs driving the City's business. Technology services must be compatible and collaborative to support flexible working environments and accommodate change.

In 2014, the City of Seattle laid the foundation for several IT initiatives, including the development of our next generation data center, the replacement of multiple enterprise resource planning systems, and profound changes to broadly used office productivity applications to create more efficient and transparent business processes throughout city government.

Strategies

| Invest in infrastructure | Enhance governance | Enhance service and support | Deliver leading technology solutions |

Metrics

Uptime
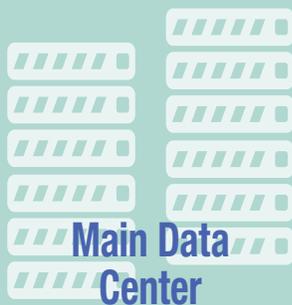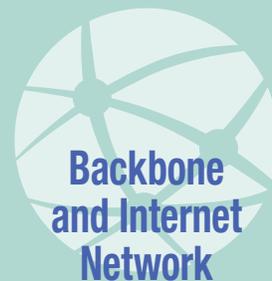
Main Data Center	Telephone	Email	Backbone and Internet Network
100%	99.99%	99.95%	99.95%

2014 achievements

In 2014, DoIT began executing on a roadmap reflecting a significant investment and commitment to technology infrastructure improvement that will span the next several years. The **Next Generation Data Center** (NGDC) is a major milestone on this roadmap with the consolidation of the City's more than 17 existing data centers and server rooms into two primary locations. This will address current capacity and resiliency issues experienced by some of the server rooms.

A new **governing structure and service catalog** along with efficiencies in the technology environment will support the current and future technology needs of our City residents and prepare the City to take advantage of future technology advancements such as the cloud. The build out of the NGDC will be complete in 2015 and the last City department is expected to move into the data center by August 2016.

This year, the Executive Steering and Project Steering Committees agreed that the City adopt a **citywide shared model for facilities and core network** with the intent to progressively increase the use of shared services over time when aging equipment is replaced. A shift was also made to commit to a greater level of coordination between the departments as it relates to data center services through a new governing structure.

The **Office 365 Program** underwent some major changes in 2014 in order to accommodate evolving business requirements across the City of Seattle. The projects were reorganized into six work streams and a new charter was approved. In addition, new scope was added with the inclusion of the email archive and eDiscovery project, along with the NearPoint/Mimosa upgrade.

2014 saw the program focus on back-end improvements, especially to active directory, and on early adoption pilots. We have users on SharePoint Online, Lync, and Office Pro Plus, and will continue adoption for all departments through 2016. This has improved our deployment processes, software updates, and end-user communications and training for the transition in 2015 to Exchange Online and the email archive replacement citywide.

Other 2014 milestones:
- In October, one of the primary NGDC co-location sites was selected.

- A design to deploy a consolidated and secured network meeting departmental needs was developed
- The Data Center Service Management Office Board emerged as the new governing structure to provide oversight of data center services and coordinate the management of the investments being made in the future.

Fiber program
This year we continued efforts to utilize Seattle's extensive fiber resources and capabilities through our fiber program. DoIT completed fiber installation and maintenance activities totaling $2.6 million on behalf of various City departments, government agencies and public education institutions.

Projects included:
- Re-routed existing fiber cables and adding new fiber for traffic signals along Seattle Department of Transportation's West Mercer Corridor Project
- Installed fiber for SDOT Intelligent Transportation Systems along arterials in Ballard, Greenwood and Northgate neighborhoods
- Installed fiber to Seattle Public Utilities's Windermere Sewage Overflow Prevention Project, Genesee Basin and Landsburg Dam
- Installed fiber to the Parks Department's Rainier Beach Community Center
- Installed fiber to various Seattle Public Schools
- Re-routed fiber cables about Sound Transit's Light Rail portal at Northgate
- Added fiber for Washington State Department of Transportation at the north portal to the new SR99 tunnel
- Numerous pole transfer projects in support of Seattle City Light pole replacement projects.

We started a two-year project to implement a GIS-based, fiber asset management system to improve service delivery, efficiency and fiber management. During 2014, DoIT cataloged 302 out of 553 miles of consortium-owned fiber managed by DoIT.

Puget Sound Emergency Radio Network
Regional work on a replacement of the King County Emergency Radio System continued in 2014. The multi-year project will replace the current, aging emergency radio communications network with a new one. DoIT ran point for the City of Seattle in this countywide, multi-jurisdictional effort which completed an exhaustive selection process and signed a contract with a system vendor during 2014.

IT services assesment

In October, DoIT launched an assessment of the department's organizational structure and services, performance measures, and how information technology is governed across the City. That assessment led to several recommendations to address gaps and also affirmed where services and staffing are hitting the mark in ensuring the delivery of enterprise-grade, sustainable and scalable technology.

The assessment found our strengths included offering a broad catalog of core services, and solid resource management practices such as regular performance reviews, handling vacancies efficiently, and an appropriate level of supervisory span of control. Employees reported a strong sense of pride in the work performed.

Key gaps included:
- An organizational structure built around functional silos, rather than end-to-end services, with several

areas of redundancies and multiple key roles missing entirely. Business relationship and performance management were notably lacking.
- A citywide governance model that was perceived as an information-sharing body rather than an effective, decision-making entity.

DoIT immediately began making changes to strengthen the department's ability to deliver technology by:

- Developing a new organizational structure built on an ITIL Plan-Build-Run model. The new structure is scheduled to be implemented in January 2015. As part of moving to the new structure, duplicate services within DoIT will be consolidated.
- Expanding of IT services in key areas of growing demand such as security and risk management and performance management.
- Launching efforts to formalize and strengthen citywide governance.

2014 strategy: Make Seattle a leader in championing technology access and affordability

The Internet is where we bank, shop, stay in touch, and stream or download content. Like access to a public library, it should be available to everyone. For those who don't have the means or the ability, Mayor Ed Murray and DoIT have committed to making Seattle an even more accessible city. From outreach campaigns to public funding, Seattle strives to improve and maintain digital equity for its most vulnerable citizens.

Get Online Seattle

The Community Technology Program and the Citizens' Telecommunications and Technology Advisory Board developed an educational campaign in 2014 to help Seattle residents discover information available on the Internet. Called, "Get Online Seattle," the program provides residents with information about what is available online and recommends sites to safely view this information.

As part of Get Online Seattle, we launched the "Jobs and the Internet" campaign in 2014. We distributed 19,000 Get Online Jobs leaflets and 150 posters in English, 3,000 Get Online Jobs Spanish and Chinese language translated brochures in 2014.

Broadband

Internet access is the infrastructure challenge of the early 21st century. The internet, and access to the information and services it provides, is responsible for economic growth, job creation, education, and a better quality of life. But, the internet only creates value for those who have affordable access and the digital literacy skills to use that access effectively. The City continues to explore all options that would increase the availability of competitive, affordable gigabit broadband internet access.

Mayor Murray unveiled a three-part broadband strategy, and made progress on the initiative in 2014:

1. **Reduce regulatory barriers:** Cities are competing with one another to attract high-speed broadband opportunities. To make Seattle more welcoming to these opportunities, we are taking steps to increase access to city infrastructure and simplify our permitting processes. In October, Mayor Murray signed legislation superseding SDOT Director's Rule 2-2009 and revising the Seattle Municipal Code to allow providers more flexibility in installing communications cabinets in the right-of-way. These revisions allowed CenturyLink to select Seattle as one of its gigabit cities and begin deployment of gigabit-speed fiber-to-the-premises (FTTP) to tens of thousands of single-family Seattle homes. In addition, Wave Broadband, under its CondoInternet brand, announced plans to build FTTP gigabit broadband service to Seattle's Eastlake neighborhood.

2. **Explore public/private partnerships:** Seattle continues to engage experienced commercial internet service providers, exploring opportunities for improved Internet access in the city. Discussions have included several options, from leveraging existing city-owned "dark fiber" as the backbone of a new fiber broadband network to providing Wi-Fi access throughout City facilities. Cascade Networks is currently leasing portions of the City's dark fiber to provide internet access in the International District.

3. **Explore municipal broadband:** The City is taking steps to encourage providers to deliver new gigabit broadband services. In case providers do not step up to provide competitive, affordable, and equal broadband services across Seattle, the City is also exploring the feasibility of a City-operated fiber-to-the-premise municipal broadband solution that could bring high-speed access to Seattle households. The City has studied offering such an offering in the past, however several factors in the fiber and broadband landscapes have changed since the last study and could affect the viability of a City-operated service. In December, the City commissioned an update to its most recent municipal broadband study and we expect to see the results in April 2015.

In October, the Department of Information Technology co-hosted two forums with Citizens' Telecommunications and Technology Advisory Board on exploring implications of a municipally-owned broadband system in Seattle with Christopher Mitchell, Director of the Community Broadband Networks Initiative with the Institute for Local Self-Reliance. The meeting helped inform the direction of the City's municipal broadband study.

Strategies

Increase technology availability

Increase broadband availability

Pursue funding opportunities

Metrics

e-zine BRAINSTORM • **120 stories in 2014** • **6,608 page views** • **3,338 sessions**

GetOnline SEATTLE

DISTRIBUTION AMOUNTS: • **19,000 Get Online Jobs leaflets** • **3,000 Get Online Jobs Spanish and Chinese language brochures**

DISTRIBUTION CHANNELS:

6 newspaper campaigns

THE SKANNER
International Examiner

northwest asianweekly
33 YEARS YOUR VOICE
Ballard News-Tribune

SEATTLE WEEKLY
West Seattle Herald

29 Seattle Public Library branches **5** Neighborhood Service Centers **28** Parks and Recreation Community Centers **54** Seattle Housing Authority public housing and senior buildings **5** family centers **3** Seattle King County Public Health locations, and **17** ethnic organizations not covered above.

GetOnline Seattle page views

28,388 total

10,309 new visitors

16,277 returning visitors

Cable Communications

255 Internet-related contacts

2,996 cable discount information contacts

4,045 Contacts

238 customer service/courtesy contacts
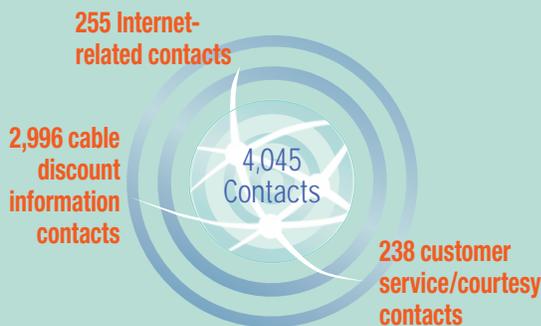
1,049 resolved issues

2,996 cable discount assistance

160,000 Cable Code Bill of Rights brochures distributed

23 new cable broadband sites installed
2,200 public kiosk sessions in Neighborhood Service Centers from June to November

Technology Matching Funds

In August, the city granted 23 organizations a total of $320,000 in Technology Matching Funds, used to enhance digital equity in Seattle.

The money was used to support projects throughout the city to ensure all Seattleites have access to and proficiency using internet-based technologies. These projects were selected from Seattle's Technology Advisory Board from more than 67 applicants and will contribute a projected $685,711 in community matching resources, more than double the City's investment.

The projects range from providing STEM education programs for youth of color, to providing computer and applications training to immigrants and low-income adults. Other programs will help seniors and people with disabilities better engage using a variety of tools, including tablets, touch screens and social media. Many projects also enabled greater electronic civic participation for disadvantaged residents.

Award recipients:

Ballard NW Senior Center
Upgrade eight Station Computer Labs to increase access

Upgrade the existing eight station computer lab and provide computer instruction to northwest area seniors. Offer job bank and volunteer training opportunities.
Award: $6,580 Type: Technology Literacy and Access

Casa Latina
Starting Where We Are Tech Project

Expand the reach of the computer access and training program serving Latino workers. Gear curriculum specifically toward a "meeting them where they are" approach with regards to digital literacy.
Award: $17,000 Type: Technology Literacy and Access

North Seattle Family Center/ Children's Home Society of WA
Building Connections Through Technology

Provide social media training to reduce isolation for immigrants and refugees, people with disabilities and seniors. Teach them how to connect to families and

Seattle Mayor Ed Murray speaks at the 2014 Technology Matching Fund reception

friends through Skype, Skype phone service, email, blogs, photo sharing, Facebook and other social media.
Award: $17,000 Type: Technology Literacy and Access

Denny Terrace Computer Lab
Denny Terrace Computer Lab

Strengthen the computer lab as a resource for low income Seattle Housing Authority residents by updating hardware and software and holding classes and drop-in instruction in languages other than English.
Award: $14,521 Type: Technology Literacy and Access

Elizabeth Gregory Home
Computer Access for Homeless Women

Add 10 laptops to establish a computer learning lab and provide training to meet the needs of homeless women attending Day Center programs.
Award: $15,527 Type: Technology Literacy and Access

Filipino Community of Seattle
STEM Path Innovation Network

Extend the STEM based delivery model for the Robotics and Computer Literacy program to other sites serving low income, at-risk youth of color. Leverage centralized programming and infrastructure.
Award: $19,900 Type: Technology Literacy and Access

Helping Link
Embrace Technology, Empower Immigrant Community

Provide computer access and teach entry-level computer literacy to technology underserved ELL Vietnamese American immigrants.
Award: $17,626 Type: Technology Literacy and Access

Hilltop House
Hilltop House Computer Learning Center

Update aged and failing hardware and software, provide hands-on, skill-building computer trainings for seniors and add adaptive equipment for users with low vision.
Award: $5,307 Type: Technology Literacy and Access

Lao Women Association of Washington
Lao Women Civic Engagement Project

Purchase translation software and provide 100 hours of computer training for 15 new Lao immigrant women. This training would provide these women with the skills needed to engage in civic and community discussions around topics impacting their community.
Award: $14,000 Type: Civic Engagement

Literacy Source, A Community Learning Center
Increasing Digital Literacy and On-line Learning

Increase the digital literacy skills of low income adult basic education and ESL students through expanded computer access and instruction. Help students access on-line learning programs on both computers and mobile devices and provide training and support to volunteer tutors and instructors.
Award: $15,000 Type: Technology Literacy and Access

North Seattle Boys & Girls Club
North Seattle Computer Lab

Add 23 state-of-the-art computers in the newly renovated Teen Center in North Seattle. Increase technology access and provide more hands-on academic and STEM-based tech education programs.
Award: $19,985 Type: Technology Literacy and Access

Northaven Retirement and Assisted Living
Resident Computer Upgrades

Replace aging computers with laptops, tablets, iPods and computers in the Assistive Living and Independent Living facilities. Provide enhanced computer learning opportunities for seniors and establish an equipment lending library.
Award: $18,987 Type: Technology Literacy and Access

Open Doors for Multicultural Families/STAR Center at Center Park (Seattle Housing Authority)
Autism Equal Access Project iPad Program: Seattle

Provide training to culturally and linguistically diverse families with Special Education students with Autism Spectrum Disorders in Seattle Public Schools on using iPads & iPad apps for communication needs.
Award: $20,000 Type: Technology Literacy and Access

Ross Manor Computer Lab

Ross Manor Computer Lab

Equip and open a new computer lab serving low income residents living in Ross Manor, a downtown Seattle Housing Authority building. Provide open lab hours and classes for residents to learn how to use computers.
Award: $16,252 Type: Technology Literacy and Access

Seattle Neighborhood Coalition

Video broadcast, website and support resources

Provide information to residents of all of Seattle's neighborhoods and provide a platform for citizen activists to engage with other citizens and government. Purchase a computer, video and audio equipment, which will expand their current limited web presence, allow them to upload their extensive video library, and begin using social media a means to be a clearinghouse for information about common neighborhood issues impacting the community.
Award: $8,845 Type: Civic Engagement

Solid Ground

Sand Point Tech and Access Grant

Create a tech center in the Sand Point Housing Campus for adults and children transitioning out of homelessness. Provide digital literacy training and computer orientation to residents, volunteers and staff.
Award: $9,000 Type: Technology Literacy and Access

Somali Community Services of Seattle

Somali Community Computer Lab & Technology Course

Upgrade an aging computer lab and provide basic computer and Internet navigation skills classes for Somali business women.
Award: $9,000 Type: Technology Literacy and Access

South Park Area Redevelopment Center

Multicultural English & Tech Ambassadors (META)

Connect South Seattle immigrant & refugee residents with local resources and civic engagement opportunities through an 18 week integrated English and technology course. Students will then use these skills to provide the larger community with a connection to interact with city government.
Award: $19,200 Type: Civic Engagement

The Jefferson Terrace Computer Lab Committee

Jefferson Terrace Computer Lab

Expand the reach of the already heavily- used Jefferson Terrace Seattle Housing Authority computer lab in First Hill. Add classes in other languages, update equipment, increase marketing and develop a community website or blog.
Award: $15,000 Type: Technology Literacy and Access

University of Washington Women's Center

Making Connections

Provide enriching educational and character-building experiences for underrepresented Seattle-area high school girls to achieve in the fields of Science, Technology, Engineering and Math (STEM).
Award: $14,399 Type: Technology Literacy and Access

Vietnamese Friendship Association

Digital Media Lab

Create a digital media lab at the Seattle World School that empowers Vietnamese youth to use technology and digital media to explore and express their personal narrative and identity.
Award: $6,300 Type: Technology Literacy and Access

Washington Community Alliance for Self-Help (CASH)

Financial Stability Through Technology Literacy

Deliver technology-based financial literacy workshops and coaching to low-income entrepreneurs. Help 146 entrepreneurs overcome technological barriers to stable self-employment and financial independence.
Award: $15,500 Type: Technology Literacy and Access

YMCA of Greater Seattle - Metrocenter Branch

Cascade Community Technology Services Expansion

Add three new computers to the Y@Cascade People's Center to enable low income, homeless residents in the South Lake Union/Cascade neighborhood to have greater access to online services, such as healthcare, food stamps, housing, and transportation.
Award: $5,091 Type: Technology Literacy and Access
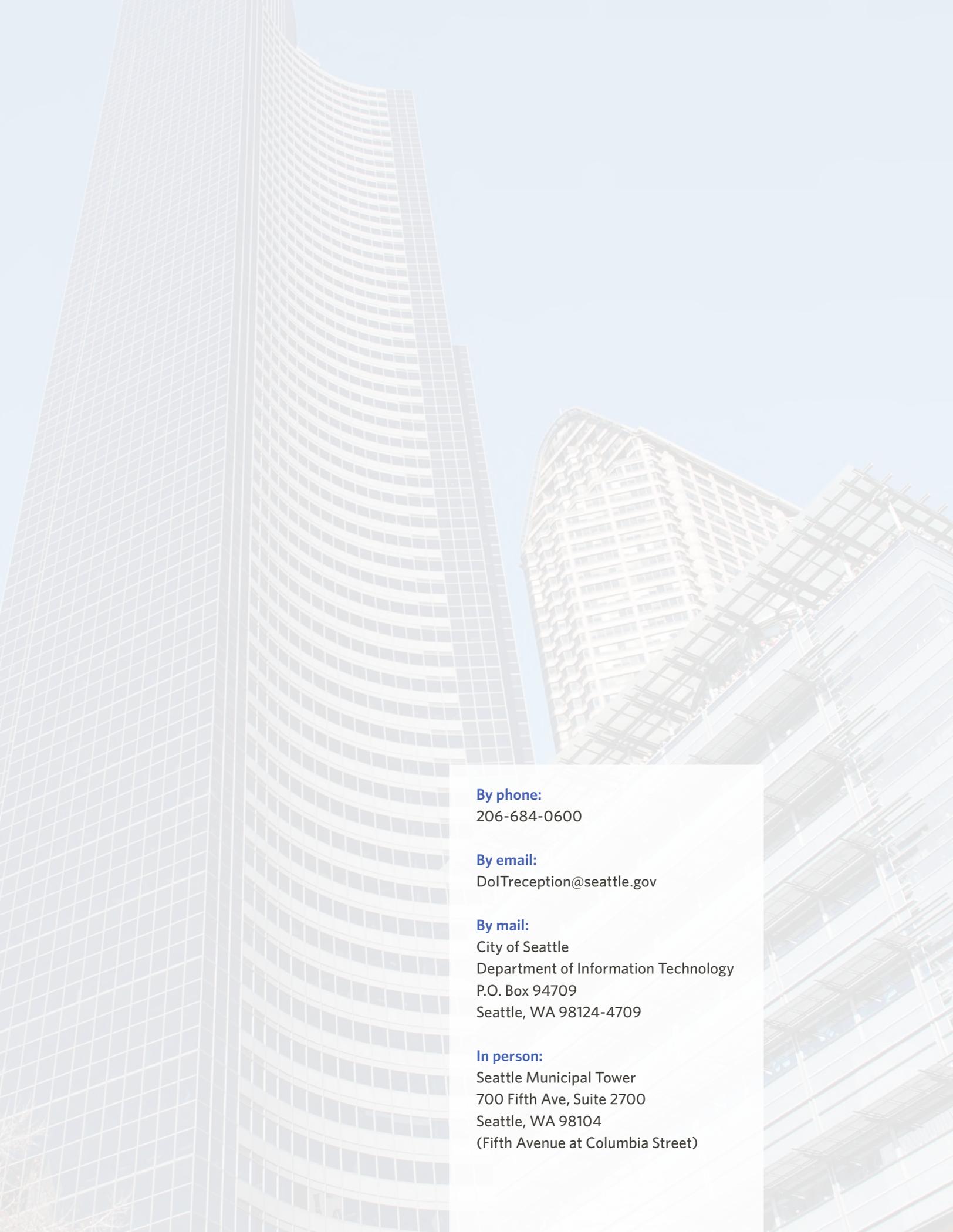
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