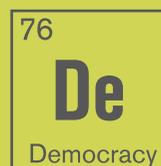


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New Elements of Democracy

Recommendations of the
Seattle Commission on Electronic Communication

Final Report • Subcommittee Recommendations & Reports • Appendix

Seattle Commission on Electronic Communication

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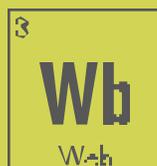


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December 14, 2001

The Honorable Paul Schell
Mayor of Seattle

The Honorable Jim Compton
Seattle City Council

Seattle Municipal Building
600 4th Avenue
Seattle, Washington 98104

Dear Mayor Schell and Councilmember Compton:

I submit to you the report and final recommendations of the Seattle Commission on Electronic Communication. For six months, the 14-member volunteer Commission worked to meet your charge of developing a short-term and long-term vision and direction for TVSea and its web site.

Even in Seattle, a city noted for its engaged citizenry, the gap between government and the people is increasing. Citizens are “tuning out,” and the media is scaling back governmental coverage. Initiatives castigating government overwhelm voters who feel disconnected from the democratic process.

Our Commission believes the City of Seattle can reverse these trends and succeed in reconnecting citizens to their government and community by using technology and powerful communication tools to increase public awareness, understanding and participation in civic and cultural affairs. The City can build on the foundation of TVSea, which has already become a leading municipal television station, despite slender resources.

The Commission sought out experts, conducted research, evaluated other cities' services, and explored technological possibilities. Our efforts have resulted in a new goal and mission for TVSea and a three-year comprehensive plan to integrate the best features of television, the Internet and other digital technologies to create a “democracy portal.”

Seattle's democracy portal will be a virtual community gathering place where residents can go to find the tools and services they want and need to participate in the public life of their city. Through the democracy portal, Seattleites will be able to gather information about civic and cultural events, learn about government services, interact with City officials and each other, and express their thoughts and opinions—all in a method and at a time that is most convenient for them. Whether it's through television, the Internet or a cellular phone, the residents of Seattle will always have access to their community and government, day or night.

To pay for the enhancements to TVSea and the necessary technology investments to create the democracy portal, the Commission has identified a revenue stream outside of the City's general fund. With a very modest increase in the cable franchise fee, which is paid by cable television and Internet subscribers, the City can fund all of our recommendations. Beyond this funding, we suggest partnerships with the private sector and non-profit organizations to enhance quality and keep expenses low.

For a small investment, Seattle has the opportunity to become the national leader in using technology to provide useful information and effective communication forums between local government and its citizens and among residents. By implementing the Commission's recommendations, the City of Seattle will not only better inform its people, but also—and more importantly—stimulate public engagement and participation.

The Commission welcomes your support in realizing the exciting opportunities and important public benefits we were convened to pursue.

Sincerely,



Steve Clifford, Chair
Seattle Commission on Electronic Communication



Executive Summary

Recommended Goal

- To be a national leader in using technology to dramatically expand civic engagement and public discourse by transforming TVSea into a multimedia organization that provides compelling content and two-way communication opportunities.

Recommended Mission Statement

- To inform and engage citizens in the governmental, civic and cultural affairs of Seattle through compelling use of television, Internet and other media.

Recommendations

Content & Production

- Create a multimedia resource that provides linkages to public information and opportunities for citizens to interact with their government and each other across all media platforms.
- Improve programming and content, making it engaging and informative for television, Internet and other digital media.
- Enhance City Council meeting coverage by placing meetings in context, providing interactivity with viewers and web users, including online access to briefing materials, using graphics and crawls to increase understanding, and improving production values (lighting, camera angles, etc.).
- Consider new content, such as: weekly council highlights; top 10 questions from citizens; backstage at Bumbershoot; “Day in the Life” programs; and instant feedback.

Branding & Marketing

- Develop a brand (new name, professional style, logo and graphics) that is consistent across television, Internet and other digital media.
- Develop and implement a comprehensive marketing plan to draw new users and viewers.

Technology

- Use integrated technology—e-mail, Internet chat, indexed video on demand, instant polling, wireless services, television, etc.—to promote civic engagement and participation.
- Incorporate new technologies as they emerge.

Partnerships

- Establish partnerships with local television and radio stations, high-tech companies and community and non-profit organizations to leverage operational, content and technical resources.

Finance

- Maintain the current level of support from City funds and the cable franchise fee.
- Use any revenues above projections for 2001 and 2002 to implement improvements in 2002.
- Increase the cable franchise fee in 2003 and 2004 and dedicate the revenue to improving quality and content, expanding interactive services, marketing and creating partnerships.

Governance & Evaluation

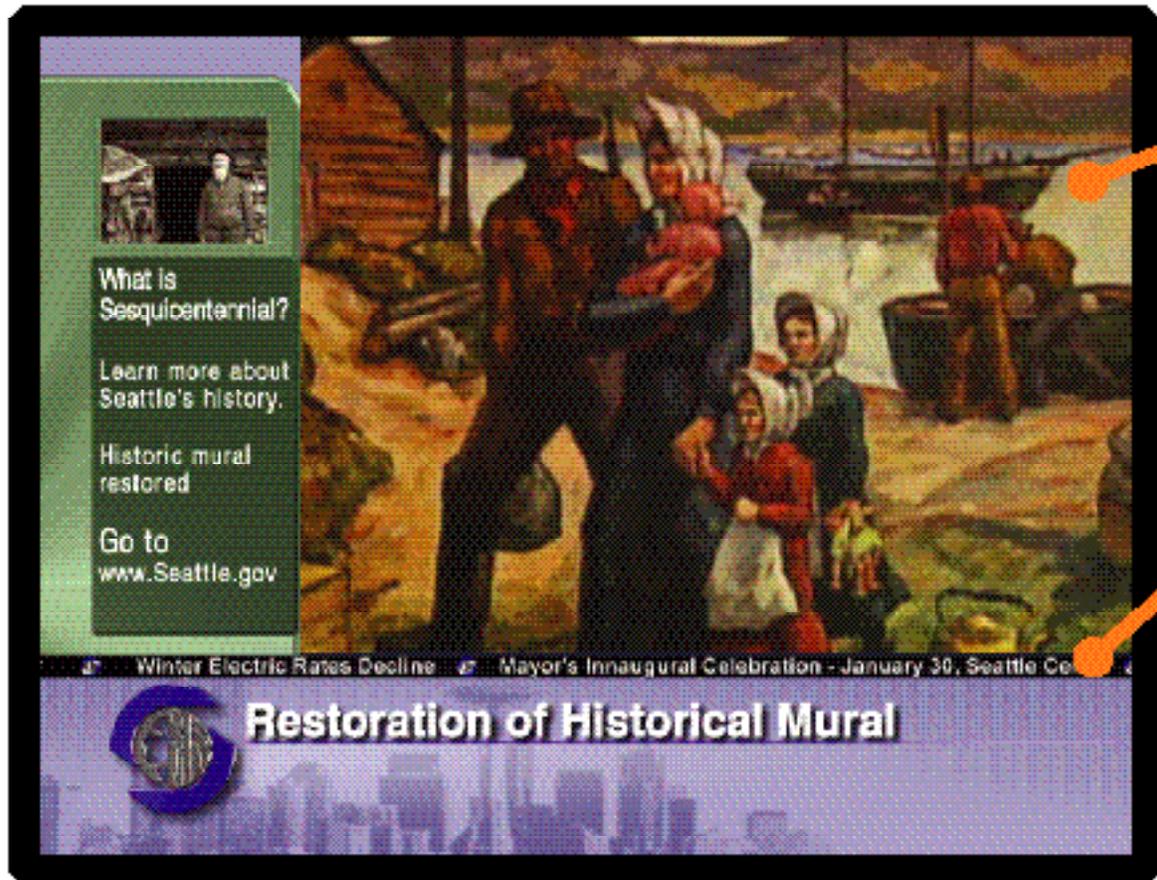
- Maintain the TV/democracy portal as a part of City government.
- Restructure the current TVSea organization to create two functional units—content development and engineering/operations—that serve both television and web.
- Establish a citizen review panel to report on the organization’s performance and independence.
- Set measurable goals and conduct regular evaluations to measure and improve performance.

TV/Democracy Portal Concept

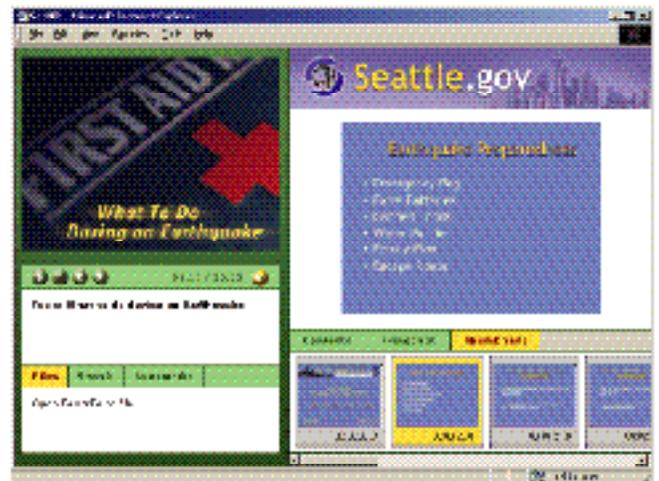
This is a conceptual diagram of the new TV/democracy portal. The arrows show linkages between the cablecast and the web site.

Information will be synchronized on the television station and Internet. Programming will be simulcast on both media, and additional information related to the program topic will be available on the web site. The television station will have an informational ticker that will correspond to detailed stories on the web site. The web site will also contain its own unique information, programming and interactive features.

Cable TV



Internet



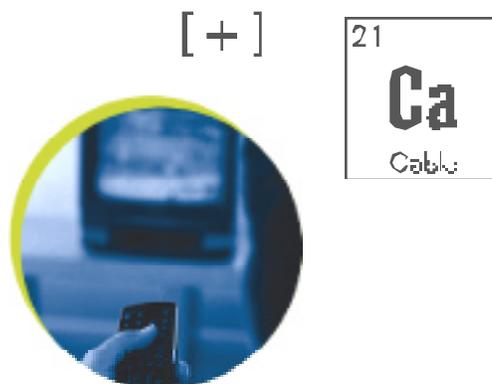
Commission Charge & Process

In the first quarter of 2001, Seattle City Councilmember Jim Compton and Mayor Paul Schell created the Seattle Commission on Electronic Communication and appointed its 14 volunteer members. The Commission's charge was to develop a short-term and long-term vision and direction for the City's television station and its web site in order to increase public awareness, understanding and participation in government, community and cultural affairs. The Commission was also asked to explore areas of structure, finance, programming, marketing, teledemocracy and emerging technologies. The Commission's recommendations were due to the Mayor and City Council by the end of 2001.

The Commission was chaired by Steven Clifford, former CEO of King Broadcasting, and the vice-chair was Rich Lappenbusch, director of strategic planning in the new media platforms division at Microsoft. The other Commission members were: David Brewster, Town Hall; Margaret Gordon, University of Washington; Bill Kaczaraba, Northwest Cable News; Norman Langill, One Reel; Eric Liu, RealNetworks; Michele Lucien, Fisher Broadcasting; Betty Jane Narver, University of Washington; Amy Philipson, UWTV; Vivian Phillips, Family Business; Josh Schroeter, founder of Blockbuy.com; Ken Vincent, KUOW Radio; and Jean Walkinshaw, KCTS-TV. Full biographies of all Commission members are included in the appendix.

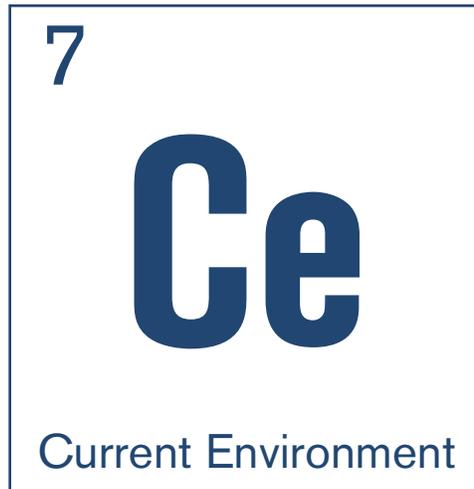
Staffing was provided by Anne Fennessy and Kevin Evanto of Cocker Fennessy, a regional public affairs consulting firm. Rona Zevin, director of interactive media within the City's Department of Information Technology, was the lead staff for the City of Seattle. City staff Hap Freund, John Giamberso and Joan E O'Brien provided valuable assistance.

The Commission held meetings every two weeks beginning on May 18, 2001, and ending on November 14, 2001. The Commission gathered information for its recommendations from numerous sources, including: guest presenters; research conducted by City staff and consultants; subcommittee work; review of other cities' stations and web sites; and independent reading. A list of presenters, reading materials, web resources and subcommittee recommendations are included in other sections of this report.





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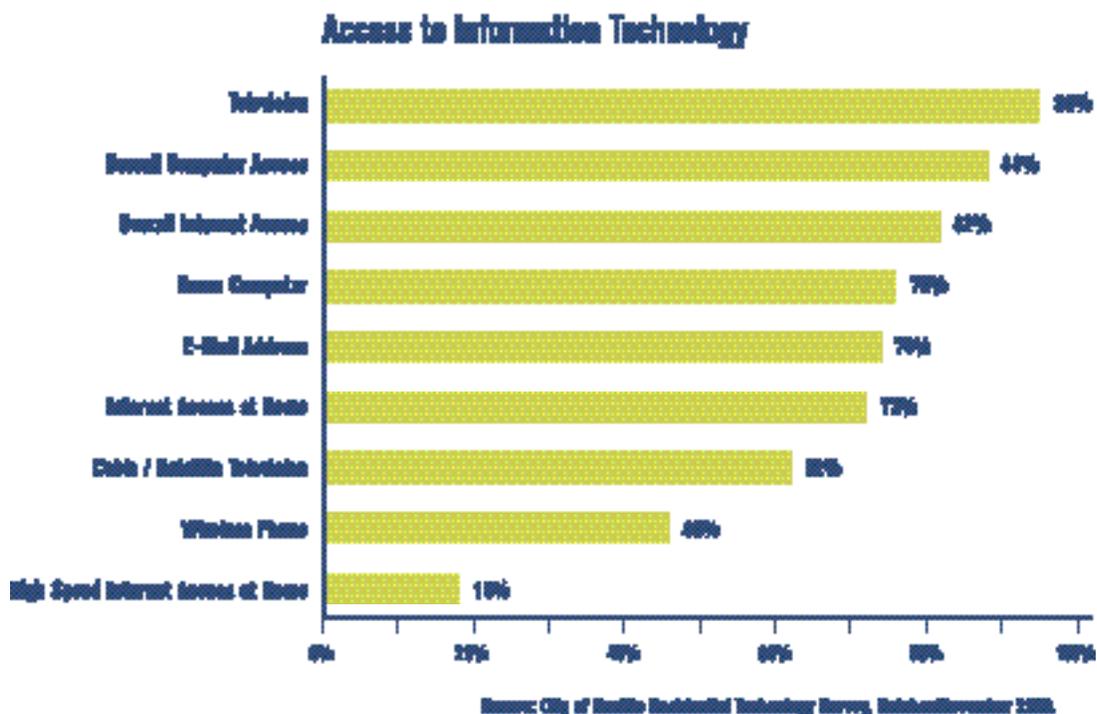
Current Environment

The Commission began its work by gaining a better understanding of the current mission, programming, marketing, financing, staffing and teledemocracy activities of TVSea. The Commission also spent time reviewing the profile of cable and web use by Seattle citizens. The following background section of the report highlights the Commission's understanding of these elements.

Citizen Technology Usage & Participation

Internet and Cable Usage

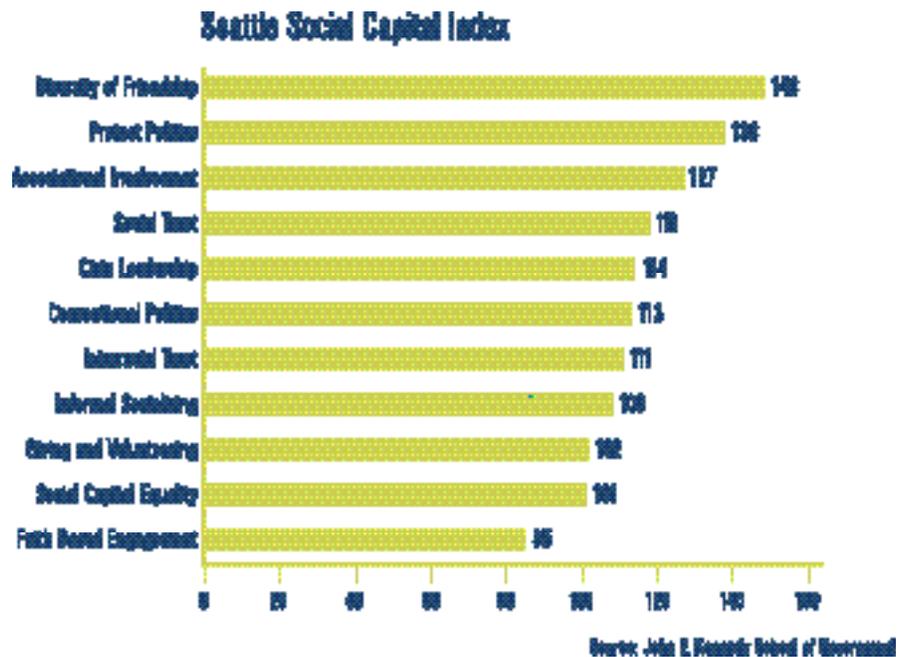
The City of Seattle is one of the most “wired” and technologically literate communities in the world. Eighty-eight percent of Seattle residents have access to the Internet at some location, and 72 percent have access at home. This is significantly higher than the national average, which suggests that 42 percent of American households have Internet access.



Civic Participation

Seattle is known to have an active citizenry that is knowledgeable about and engaged in civic and community affairs. A growing body of literature over the last several years shows that “social capital,”—the extent to which a community is connected and its residents are involved in various governmental, civic and cultural activities—

and the trust, reciprocity, information and cooperation associated with it, facilitates many important individual and social goods. Communities with higher levels of social capital are likely to have higher educational achievement, better performing governmental institutions, faster economic growth, and less crime and violence. The people living in these communities are likely to be happier, healthier and have a longer life expectancy. As the following chart shows, Seattle ranks very highly on almost every dimension of social capital.



A score *above* 100 indicates that a community shows more of this type of social capital than its demographics would predict; conversely, a score *below* 100 indicates that a community shows *less* of this type of social capital than its demographics would suggest (based on a presentation by Robert Putnam, PhD, Harvard University).

TVSea Today

Current Mission Statement

TVSea/Video Services is a public service of the City of Seattle and was created to inform citizens about their government and to offer them a timely opportunity to be involved in government decisions.

Our mission is to:

- 1) impartially produce for television the unedited legislative activities and informational meetings of the City Council and press conferences and policy statements by the Mayor;
- 2) produce video communications that support organizations and agencies funded with city moneys; and

- 3) offer the public additional programming related to civic affairs and cultural events relevant or unique to the citizens of Seattle.

Structure, Staffing & Budget

For many years, the Seattle Public Library operated TVSea, then known as Seattle Municipal Television, or Channel 28. The channel was given minimal resources (about 1.3 FTEs) and had antiquated equipment. In 1997, responsibility for the channel was moved to the group that also runs the City's web site, which is now located in the Department of Information Technology.

In 2001, the channel has a station manager, operations manager, six video specialists, and it has a small budget for outside producers. TVSea's engineering is provided by JW Teletronics, and its streaming video is coordinated by TVSea and City web staff members. The 2001 budget is \$1.25 million, which includes repayment of debt for the original purchase of equipment, an equipment reserve, and overhead such as rent and computer support. Revenues for operations come from the City's cable franchise fee, fees for service, utilities and a small amount of general fund monies.

Facilities & Equipment

TVSea built a small studio and upgraded equipment in 1997, and the station will be moving into new facilities with the completion of the new City Hall in 2003.

The station's equipment is DVC Pro (digital) format, and staff use both DVC and Betacam cameras. Robotic cameras are located in the City Council chambers. Editing systems include Media 100, Avid and linear systems. A Panasonic "Smart Cart" is used for automated video and audio playback.

Audience

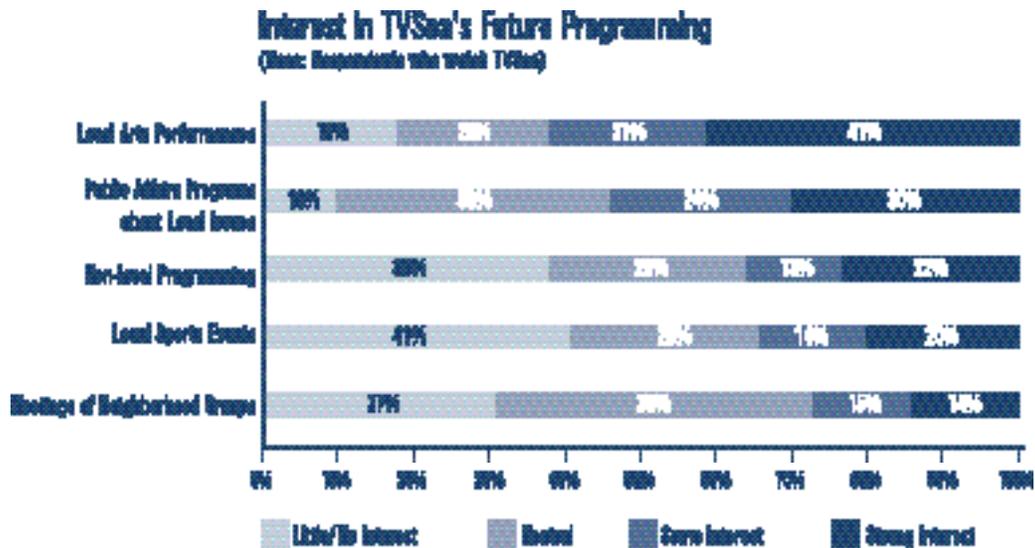
A random sample of Seattle residents in November 2000 showed that 57 percent of cable viewers (or 33 percent of all Seattle adults) have watched TVSea. The typical viewer is between the ages of 51-67, educated and affluent. TVSea's African-American viewership is higher than would be predicted based on racial demographics. The majority of viewers do not regularly watch the station and usually reach TVSea by channel surfing. Over 50 percent of viewers watch City Council meetings. Eighty-seven percent of TVSea viewers have Internet access, and there is increasing viewer demand for new technologies, including video on demand, increased interactivity and more web services.

Programming

TVSea impartially produces the unedited legislative activities and informational meetings of the Seattle City Council and press conferences and policy statements by the Mayor. The channel cablecasts and web casts approximately 380 meetings a year and produces 40 to 50 studio programs annually. Most meetings are taped and played the following day and repeated several times. Occasionally, hearings of special interest are cablecast live.

Additionally, special features of civic interest (salmon information, earthquake preparedness) and series about life in Seattle (public affairs, police department, historical) are produced at the channel. TVSea broadcasts 24 hours a day, seven days a week. Until a few years ago, TVSea carried four to eight hours of programming per day from TVW (the state's public affairs network) and three hours per day of programming from the Seattle School District. For the last few years, almost all programming on the channel has been produced by TVSea. A

November 2000 City survey indicates that viewers are interested in seeing more public affairs and cultural programming.



Source: City of Seattle Residential Technology Survey, October/November 2000.

Internet

TVSea's web site is part of the City of Seattle's larger site (cityofseattle.net) and includes tentative weekly schedules, daily schedules and other information about the channel. TVSea's programming is simultaneously streamed live over the Internet, making it available to a majority of broadband users. The channel also provides an archive of video on demand on its web site. However, there is no indexing by subject for video on demand and no audio on demand services. There are several live call-in and web cast shows every month, and the City Council has experimented with accepting e-mail comments during hearings. A November 2000 survey indicates that Internet users are interested in new content and features on the City's web site.

Marketing

TVSea currently has no marketing plan or budget. However, even without marketing, citizens are watching TVSea and using the City's web site—33 percent of Seattle adults have watched TVSea and a similar number use the City's web site.

Awards

TVSea and the City of Seattle website are considered among the best in the nation, and both have won numerous awards and distinctions. (See Appendix page AP 23 for list of awards.)



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Recommendations



Recommended Goal, Mission Statement & Service Statement

The public largely identifies TVSea as a cable station whose primary role is to broadcast City Council meetings. Within City government, TVSea serves as a video production unit for departments. In order to meet our charge of creating an organization that integrates television and the Internet, the Commission is proposing the adoption of the following goal, mission statement and service statement to clearly establish the new role and function of the TV/democracy portal.

Recommended Goal

- To be a national leader in using technology to dramatically expand civic engagement and public discourse by transforming TVSea into a multi-media organization that provides compelling content and two-way communication opportunities.

Recommended Mission Statement

- To inform and engage citizens in the governmental, civic and cultural affairs of Seattle through compelling use of television, Internet and other media

Recommended Service Statement

We serve citizens by:

- Providing useful, relevant and trustworthy information on governmental and civic issues.
- Helping them better understand what is happening in Seattle by providing a wider lens than conventional media.
- Providing multiple methods for them to state their views through stimulating multimedia communication and participation opportunities both with each other and with City officials.
- Encouraging them to explore and understand the history, arts, culture and diversity of their city.
- Enabling them to see the public's business being conducted in public.
- Fostering feelings of ownership of and empowerment within their community and city.
- Maintaining neutrality, credibility, independence and balance.

We serve elected City officials by:

- Enabling them to communicate directly with citizens.
- Making government more accessible and responsive to citizens.
- Encouraging citizens to state their views and opinions.
- Providing a context for meetings, hearings and actions.
- Providing accessible documentation of their actions and statements.

We serve City departments by:

- Providing a two-way information conduit to the public.
- Helping them communicate stories and information in an interesting and cost-efficient manner.

Commission Recommendations

The following recommendations are offered as a guide to realizing the Commission's proposed goal of transforming TVSea into a multimedia organization that enables citizens to understand and participate in the governmental, civic and cultural affairs of Seattle by providing compelling content and two-way communication through television, Internet and other digital media. For the purposes of this report, we will refer to this multimedia organization as the "TV/democracy portal."

The Commission envisions the TV/democracy portal as a dynamic information and communication resource that Seattle residents will use to gather information about their community, learn about government services, interact with City officials and each other, and share their thoughts and opinions—all in a method and at a time that is most convenient for them. By integrating the best of television, the Internet and other digital technologies, Seattle can create a "democracy portal," a virtual destination that will provide citizens with the tools and services they want and need to participate in the governmental, civic and cultural life of their city. This new TV/democracy portal will place Seattle at the forefront of providing citizens with unique and interactive civic engagement opportunities.

Content and Production Recommendations

During our six months of work, we evaluated the programming, content and production quality of TVSea. While the station and its accompanying web site are recognized as among the best in the nation, we believe they can become even better. These recommendations are designed to improve the quality of information and content for both television and the Internet with the goal of attracting and retaining the highest number of viewers and users. Quality, compelling programming and content and readily available information on both television and the Internet are paramount to the success of the new TV/democracy portal.

1. Create a multimedia resource that provides linkages to public information and opportunities for citizens to interact with their government and each other across all media platforms.

- Develop interactive features for content and productions on television, Internet and other digital media with the goal of increasing both virtual and in-person participation at meetings, events, forums and other civic functions.
- Broadcast the audio and/or video of all City Council meetings and committee meetings live over the Internet and provide audio and/or video on demand of all meetings that have been recorded.
- Serve as a comprehensive resource for citizens by making documents, briefing materials, presentations, proposals, etc. available online and organized by searchable topic.
- Provide news media with broadcast feeds of meetings and events, transcripts, video and audio clips and relevant documents and materials to augment their coverage of City government.

2. Improve programming and content, making it engaging and informative for television, Internet and other digital media.

- Explore complex issues in an interesting and captivating manner, highlighting the range of citizens' knowledge and opinions about them.
- Ensure that content reflects the civic, ethnic and economic diversity of Seattle.

- Establish a mechanism for citizens to submit content, such as web pages, PowerPoint presentations, documents, etc.
- Develop compelling hosts, personalities and interviewers.
- Create web discussion forums and information resources during significant events (WTO, Mardi Gras, September 11 attacks, etc.).
- Provide content production opportunities to new producers, non-traditional producers, newspaper, television and radio reporters, young people, older citizens, etc.
- Cover events and forums that are not broadcast on commercial stations or web sites, such as the City Club, Town Hall, Seattle Center performances, library events, etc.
- Work with City departments to help them develop content that is informative and interesting and uses a format appropriate to their programming goal and message.

Examples

- Make the business of government more tangible and understandable for citizens—show more informal discussions, “Day in the Life” programs, call-in shows, top 10 questions from citizens, backstage at Bumbershoot, etc.
- Produce a “News of the Week” or “Seattle Week in Review” program that provides a recap of City Council actions and other cultural and civic events and happenings in the City.
- Create an “Explore Seattle” program providing basic information of interest to Seattle residents, visitors and newcomers that can be streamed on the Internet.
- Begin a “Neighborhood Showcase” program with walking tours through neighborhoods, profile pieces on residents, unique spots, parks, restaurants, stores, schools, etc. In addition, post content, presentations, articles and other information about the neighborhood on the web site.
- Continue producing pieces on Seattle history, such as the current project with HistoryLink. Develop a “Seattle Now and Then” program that takes a specific area, highlights it as it is today and contrasts it with what it was like 50 years ago. The Museum of History and Industry and a local newspaper could be additional partners.
- Provide cameras and basic training to individuals to cover sister city visits, Chamber of Commerce trips and other events of interest to citizens but that occur outside of Seattle.
- Emphasize the creation of art during cultural and arts coverage—rehearsals, behind the scenes, the creative process, architecture, etc.
- Develop utilitarian programs about earthquakes and other emergencies that can be aired during crises and provided on-demand on the Internet—look to collaborate with FEMA.

3. Provide content that is driven more by citizens’ wants and needs.

- Use data on television and web site viewing to determine what information citizens are seeking and develop television and web content to meet their needs, while also providing content on basic City services and functions.



- Survey television viewers and web users to determine what additional programming they would like to see on the channel and web site.

Examples

- Create a bank of 50 “module” programs on topics drawn from web site usage that are treated graphically the same and range from 1-5 minutes in length.
 - Use the modules as fillers and spots on the television station and make them available on demand via the Internet.
 - Develop 30-second spots that steer television viewers to additional information on the web.
 - Consider utilitarian topics, such as earthquake preparedness, or fun and interesting topics, such as history, citizen profiles, etc.
- Broadcast a weekly Q&A session—take the top 10 questions from the web site and produce a program featuring City Council members and the Mayor addressing the questions.



4. Employ day-part programming for both content and media platforms to reach the broadest audience.

- Evaluate viewer and user habits by time of day to establish content schedule and preferred media type.

Examples

- Broadcast City Council and committee meetings during the day, public affairs programs during the morning and evening, cultural programming during prime time, and youth programs at night.
- Emphasize television during the morning and evening, the Internet during the day, and wireless technologies during commute times.



5. Develop and publicize a regular programming schedule, especially during primetime, and adhere to the schedule except during emergencies.



6. Improve the overall production quality of programs and City Council meetings to make them more engaging, informative, interactive and accessible.

- Improve production values—lighting, camera angles, etc.
- Adopt a visual style with a split screen, banners and graphics to provide information on the topic being discussed, who is talking, who will speak next, and other relevant information.
- Use professional video and audio engineers to advise on improving camera angles, lighting and sound.
- Place meetings in context for viewers by having City Council members or a host introduce each meeting with a summary of the topics to be discussed.
- Provide interactivity with viewers and web users—e-mail, chat, instant polling, etc.
- Provide media training for City Council members, the Mayor and other City officials.
- Post all documents and briefing materials that are available at the meeting on the Internet before the meeting takes place so television and Internet viewers can follow along.

- Provide City staff with PowerPoint templates with preset fonts and colors that will show well on television and the Internet.

Examples

- Focus special production efforts on popular issues or important topics:
 - Post-produce City Council meetings using B-roll footage, voiceovers, citizen interviews, etc.
 - Provide interactive opportunities during and after, such as online discussion boards, e-mail, chat, etc.
 - Conduct an online poll related to the topic.
 - Tape interviews with City Council members and others after the meeting.
 - Host a call-in show on the topic.
- Show more visual presentations and video clips related to the topic being discussed to provide a more visually interesting program and make viewers feel more informed and engaged.



7. Reduce the costs of producing content.

- Set cost expectations for programs.
- Use relatively inexpensive, but good quality equipment—for example, low-cost, small-format cameras.
- Choose a single tape format.
- Change the content mix from longer, highly-produced programs to shorter, walk-and-talk style programs.
- Do not invest in analog or high definition television gear.

Branding & Marketing Recommendations

TVSea does not currently engage in marketing or promotional campaigns, and as a result, most viewers and users discover the channel and web site by surfing. As the number of cable stations continues to increase, TVSea finds itself competing with hundreds of channels on the cable line-up. Likewise, the current TVSea web site is not a destination for most web users, although the City of Seattle's web site is.

The transformation of TVSea offers a great opportunity to develop a comprehensive marketing and branding campaign to make the TV/democracy portal a destination for the public. The Commission envisions a single identity for the TV/democracy portal—an identity the public will come to recognize as a valuable source of information on governmental, civic and cultural affairs.



8. Develop a brand (new name, professional style, logo and graphics) that is consistent across television, Internet and other digital media.

- Change TVSea's name to reflect its new goal of being a multimedia resource available on television, Internet and wireless media.
- Design a logo for the TV/democracy portal that is discernible and recognizable and incorporate the logo into all web pages and television productions.



- Develop a graphic standard— fonts, colors, letter cases, etc.—and use it for all media platforms.
- Create a standard style and format for internally-produced programs (including programs produced by City departments) and promotional pieces.
- Create standard banners or tickers for television and the Internet to provide program listings, meeting announcements, upcoming events, and references to information resources.

9. Develop a comprehensive marketing plan to draw new users and viewers.

- Provide adequate funding for marketing and promotion.
- Engage in a professional marketing process to create a high-quality promotional campaign that is consistent across all media.
- Utilize marketing methods that deliver frequent impressions at relatively low or no cost for continuing promotional campaigns.
- Cross-promote television, web and wireless services.

Examples

- Explore the use of government forms, traffic tickets, street furniture, lampposts, public toilets, shelters, buses, trains, airports, DOT reader boards, stadium video boards, Seattle Center mar-quees, ferries, police and maintenance vehicles for marketing.
- Require all City-sponsored events to support the TV/democracy portal in signage in conjunction with event branding campaign.
- Develop cross-promotional relationships with Seattle Center, Elliot Bay Books, Town Hall, the City Club and other institutions and organizations.
- Work with newspapers, including community and neighborhood publications, online services and the TV channel guide to carry program listings and schedule.
- Work with City departments who do regular mailings and place information and promotional inserts in them (such as Seattle City Light bills).
- Use Internet and wireless personalization technologies to alert users of programs and events on topics of interest to them.

Partnership Recommendations

One of the most exciting outcomes of the Commission's work has been the identification of partnership opportunities to enhance the operations, content and technology of the new TV/democracy portal. Both the private and public sectors offer possibilities for collaboration that could help the City leverage the limited funds available for the transformation of TVSea. The Commission strongly urges the City to explore all opportunities to create mutually beneficial partnerships with local businesses and organizations.

10. Establish operational partnerships to expand distribution, improve production and reduce costs.

- Build close working relationships with all commercial, public, educational and governmental television and radio stations in Seattle.



- Share remote operations, footage, video feeds, photographers, producers and part-time employees.
- Co-produce or simulcast special events, debates, forums and other programs.
- Work with local television and radio stations to use their on-air talent.
- Build relationships with the stadiums and other public venues to use as distribution locations for instant polls and surveys and production locations for walk-and-talk programs and other forms of interactive content.
- Partner with companies installing information kiosks in the city to expand content distribution points.



11. Establish content partnerships to expand programming.

- Work with Seattle Center, Town Hall, One Reel, the Seattle School District and other civic and cultural organizations to create content and programming opportunities.



12. Establish technical partnerships to ensure that technology is continuously updated and improved.

- Build close working relationships with Microsoft, RealNetworks, Vulcan, The Ackerley Group, the University of Washington and other high-tech organizations.

Technology Recommendations

The goal of creating a multimedia resource that encompasses television, the Internet and other digital media will require strategic development of and investment in technological systems. The Commission created the systems subcommittee to undertake the critical task of designing technological improvements and strategies that will position the City of Seattle as the national leader in interactive public engagement.

Representatives from Microsoft, MSNBC, The Ackerley Group and Vulcan, Inc., volunteered their time to develop a comprehensive plan for the TV/democracy portal. Their comprehensive report and detailed technology recommendations will be an invaluable guide to the TVSea staff as they transform their organization. The following are broad recommendations from the systems subcommittee. For more information, see the systems subcommittee recommendations report on page SR 16.



13. Design a flexible and progressive technical architecture that is vendor neutral and distribution neutral to enable staff to quickly produce content and reconfigure programming.

- Use a platform that allows updating and uploading of information from various applications and sources.



14. Offer a variety of services in multiple distribution formats and experiment with mix to optimize over time and subject matter.

- Provide live audio and video, interactive chat, bulletin boards, listservs, audio on demand, video on demand, agenda notifications, issue tracker/notifier, personalization, etc.
- Offer webcasts in the top three media formats—WindowsMedia, QuickTime and RealPlayer.



15. Enable users to quickly and easily find information regardless of the media platform they are using.

- Coordinate television and the web site so viewers can access additional information on the television broadcast topic directly from the web.

- Use tickers and banners on television to drive viewers to web site information resources.
- Offer personalized settings for Internet services to enable users to design what information they want delivered on the main web page.



16. Prioritize what new techniques and technologies should be top priorities and adjust priorities quarterly to reflect usage trends and programming interests.

- Let content drive new priorities for engineering and operations.

Finance Recommendations

Adequate funding is critical if the Commission’s recommendations are to be implemented thoroughly and successfully. At the beginning of our work, the Commission agreed that we would not request general fund revenues to support our recommendations. City Council policy has been to use the City’s cable franchise fee to provide improved cable and Internet services to subscribers. In keeping with this policy, we strongly believe that the creation of the TV/democracy portal should be funded by cable and Internet subscribers, who will enjoy the majority of benefits from the new services. On page 24, we offer a budget that discusses how the cable franchise fee revenues can be used to implement our recommendations.

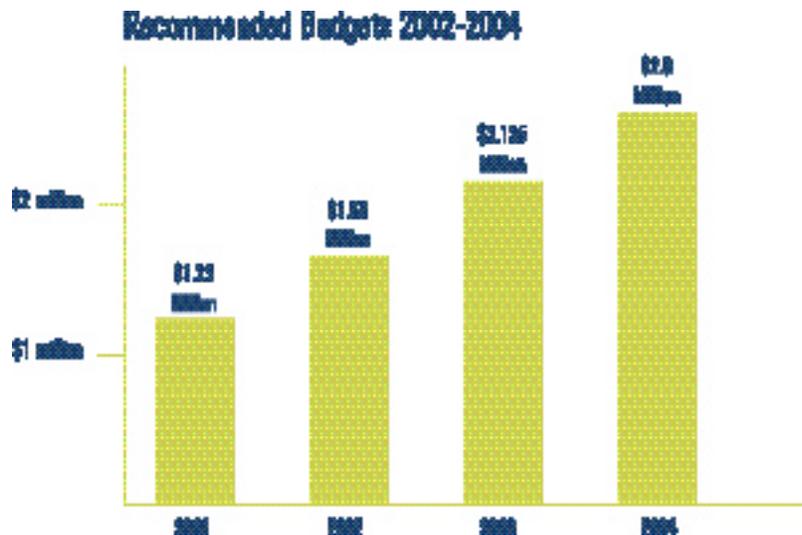


17. Maintain at least the current level of funding for TVSea from City departments and the cable franchise fee.

- Use any revenues above projections for 2001 and 2002 to support implementation of improvements in 2002.



18. Raise the City’s cable franchise fee by 0.5 percent in 2003 and 0.5 percent in 2004 to support the TV/democracy portal.





19. Dedicate all revenues from the cable franchise fee to the expansion and improvement of the TV/democracy portal, consistent with existing City Council policy.



20. Expand departmental allocations to the TV/democracy portal to underwrite coverage of citywide issues.



21. Explore non-city revenue sources including government and foundation grants.

Governance Recommendations

Successful implementation of the Commission’s recommendations requires operational changes to the TVSea organization. The current structure places too great an emphasis on television operations, and there is no staffing for content development or production for other media platforms. The Commission also believes clear policies should be established to guide the organization as it undertakes its new responsibilities as a multimedia information resource rather than a video production unit.



22. Maintain the TV/democracy portal as a part of City government.



23. Restructure and add positions to the current TVSea organization to create two functional units—content development and engineering/operations—that serve both television and web. (See recommended functional organization chart on page 26).



24. Provide greater hiring flexibility to establish the best staff possible and classify all newly created content and creative staff positions as exempt.



25. Look for opportunities to include young people and older citizens in operations, either through internships or volunteer situations, to augment staff resources.



26. Develop written editorial policies and guidelines for the production and distribution of content and programming.



27. Establish a policy on covering neighborhood, board and commission meetings.



28. Establish a policy direction that acknowledges the City is aware of the growing sensitivity to privacy, especially on the web and wireless devices, within the requirements of the state public disclosure law.



29. Add another television channel only when the first channel is filled with programming.

- Establish a clear content direction for any additional channel or channels, for example, a meeting channel, an arts and culture channel, a public affairs channel, etc.

- Prepare a solid plan before approaching the cable systems to discuss the addition of any channels.
- Launch a pilot channel on the Internet

Evaluation Recommendations

Setting goals and evaluating outcomes are necessary for any organization to measure its progress and improve performance. The Commission recommends establishing a formal mechanism to ensure the new TV/democracy portal achieves its mission, meets its commitments to the citizens of Seattle and continuously enhances its services.



30. Establish a compensated citizen review panel that evaluates the TV/democracy portal annually.

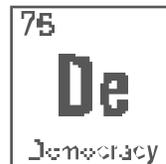
- The panel would consist of five members—two appointed by the City Council (one of whom is a journalist) and two appointed by the Mayor (one of whom is a journalist).
- The four appointed members would select a fifth member of the panel, and all five would choose a chairperson.
- The members would receive \$2,000 per year for their service and meet on a quarterly basis.
- The citizen review panel would advise the Mayor and City Council in an annual report regarding the mission and effectiveness of the TV/democracy portal as measured through various evaluation techniques (see *Recommendation 31*).
- The panel would serve a watchdog function to ensure the TV/democracy portal remains independent and fair in its coverage.



31. Set measurable goals and conduct regular evaluations to measure and improve performance.

- Collect quantitative and qualitative data through the web site and through periodic surveys of television viewers and Internet users using a professional polling firm—this could be done in collaboration with commercial television stations, other municipal channels or City departments to reduce costs.
- Add questions dealing with the TV/democracy portal and its services to the City's annual questionnaire.
- Approach universities to do more in-depth research.
- Aggregate research data and publish it on the web.

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Financing



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Budget & Financing

Implementing the proposed mission and vision for the TV/democracy portal will take increased financial resources. The Commission recommends that the City increase the budget for this effort over the next three years. As discussed and embraced by the Commission, it is essential that the funds come from the cable franchise fee and new partnerships, not from the City's general fund. The Commission recommends that all additional revenues generated from the cable franchise fees be used for these purposes (in accordance with existing City Council policy).

The expected revenue growth for the 2002 budget is based on higher than projected revenues from the cable franchise fee. The Commission recommends phasing in increases in the cable franchise fee by 0.5 percent in 2003 and an additional 0.5 percent in 2004. This will use all of the existing cable franchise fee capacity under the allowable limit set forth in the AT&T franchise agreement.

The Commission estimates that there will be \$1.35 million in new funds generated by the increased fees, approximately doubling the 2001 budget by 2005. Building a new studio and moving into the new City Hall, hiring new staff and changing the editorial and operational approach will take time, therefore the Commission thought it wiser to spread the increased funding over several years. It will also be beneficial for developing partnerships with private interests if they understand that there are longer-term funding commitments by the City.

The systems subcommittee proposed a budget of \$2.0 to \$4.0 million per year for the development of the new TV/democracy portal. This estimate was developed by experts in the private sector based on what would be required to fully implement the vision of the Commission. Recognizing the constraints of the City's budget, the Commission is recommending a lower amount and having staff implement as much of the recommendations as possible within existing resources.

The current 2001 TVSea budget is \$1.25 million. It breaks down into four categories: approximately \$650,000 for eight staff and temporaries (equaling one FTE); \$350,000 for services; \$228,000 for debt service (for original equipment) and equipment replacement; and \$44,000 for internal administrative charges and interest.

The following chart approximates what the budget increases would be spent on over the next three years.

Expenditures with New Funding

Expenditures	2002	2003	2004
Improved streaming/engineering	\$125,000	\$35,000	(\$35,000)
Enhanced web and other technology	\$85,000		\$100,000
Improved production of meetings/interactive events	\$90,000		\$25,000
Increased content (planning and administration)	\$100,000		
Increased programming (in-house and contracted) using a rough estimate of \$4,000 per hour		\$300,000	\$360,000
Marketing	See Note	\$75,000	\$25,000
Administration		\$65,000	
TOTAL	\$400,000	\$475,000	\$475,000

Note: Salary savings from unfilled positions will be used for marketing in 2002.

2002 Recommended Budget

Approximately \$400,000 was included in the proposed 2002 budget to begin implementation of these recommendations, but the amount was reduced due to the City's current financial situation.

These funds would have been used to:

1. Improve the quality of current programming, particularly video streaming and meeting coverage.
2. Improve engineering and production of meetings and interactive events.
3. Begin implementation of the "democracy portal" using TV and the web to involve citizens more effectively in governance (additions for content management, web site development).

The funds would have paid for four staff positions to implement these changes: video streaming engineer; content director; webmaster for the democracy portal; and producer for interactive events. Until the positions were filled, salary savings from the unfilled positions would have been used for marketing.

We recommend that cable franchise funds that are not otherwise committed be allocated to begin implementation of the Commission's recommendations in 2002.

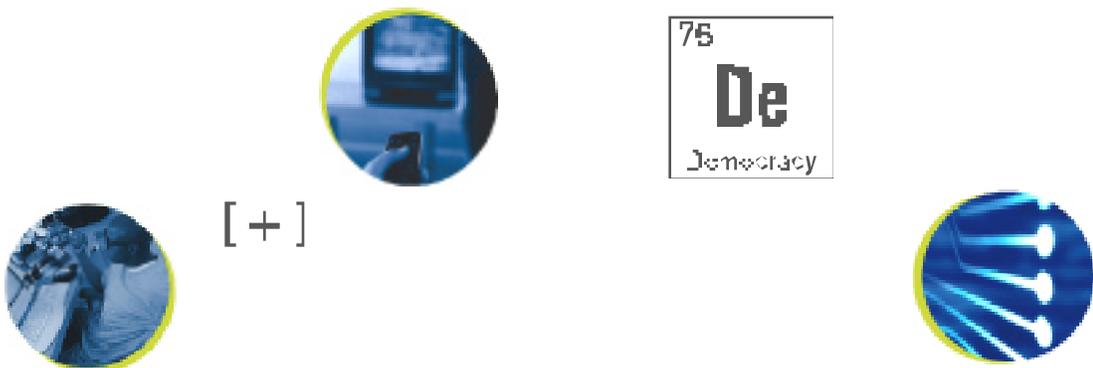
There is \$300,000 in additional funding in the 2002 TVSea capital budget for equipping the new City Hall. If funds are available, the second priority would be to establish a remote connection to Town Hall and other venues.

2003 Recommended Budget

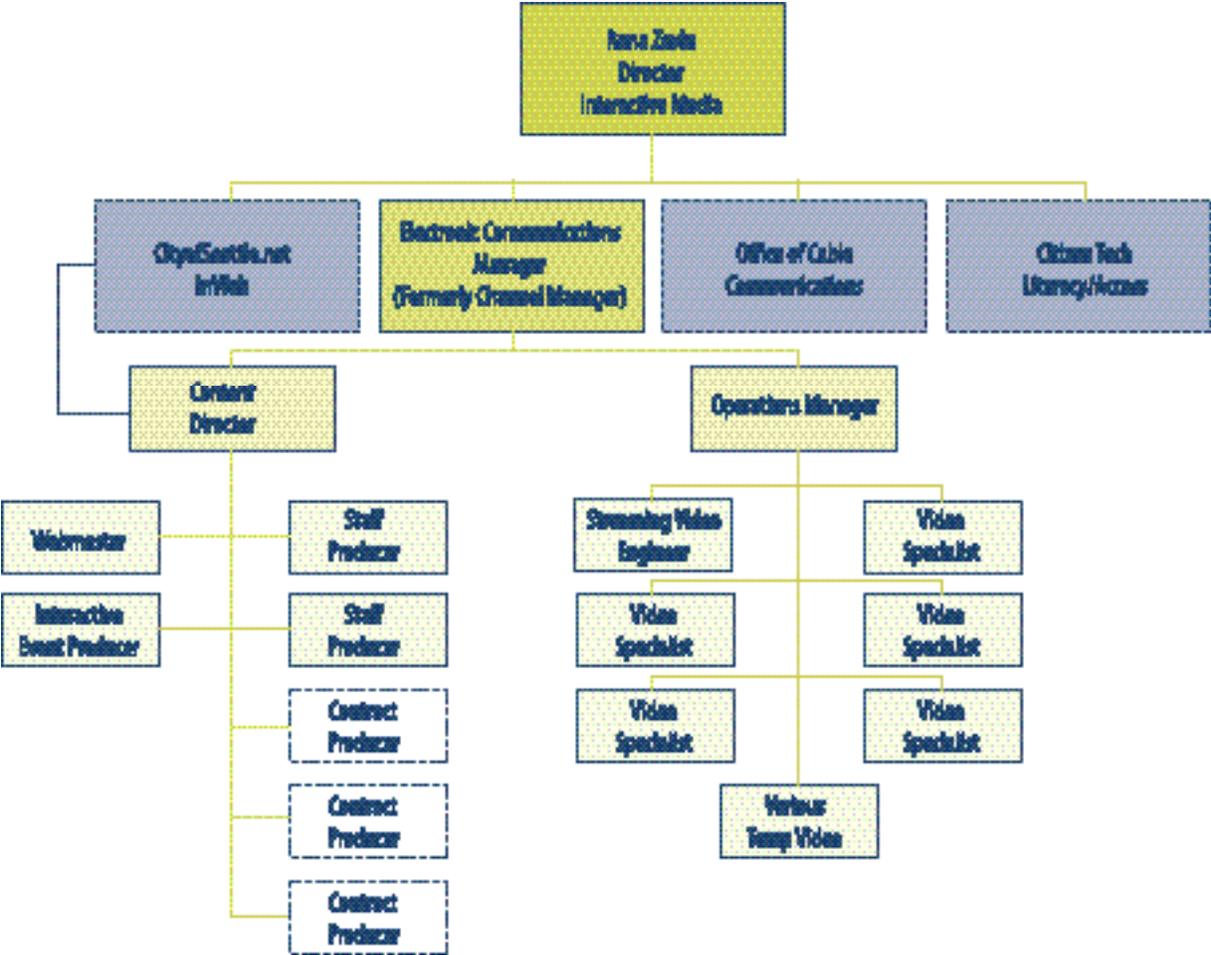
Increasing the cable franchise fee by 0.5 percent would generate \$475,000. Most of the funds would be used to increase programming (6+ hours per month) and marketing. An administrative support person would be added (currently there are no administrative positions), and a small amount would be used for additional engineering related to the move into the new City Hall.

2004 Recommended Budget

The second 0.5 percent increase in the franchise fee would be implemented and generate an additional \$475,000. About three-fourths of the additional funds would be allocated to increased programming, with most of the remainder targeted for web/technology enhancements. A small amount would be added to the marketing budget.



Recommended Functional Organization of TV/Democracy Portal



Subcommittee Recommendations & Reports

Subcommittee Recommendations & Reports

The Commission established five subcommittees to conduct further research and analysis in the following areas: branding and marketing; evaluation; partnerships; programming and content; and technology systems. Business representatives with expertise in some of the subject areas were invited to participate on the subcommittees. Each subcommittee met separately and outside of regular Commission meetings. Four of the subcommittees issued reports that are presented here in their entirety.

Branding & Marketing Subcommittee

Amy Philipson Co-chair
UWTV

Josh Schroeter, Co-chair
Founder, Blockbuy.com

Bob Casazza
Northwest Directions Marketing

Galen Goff
City of Seattle

Pam Guinn
Belo Marketing Solutions

Marilyn Hawkins
Hawkins & Company Public Relations

Cynthia Hartwig
Sharp Hartwig Advertising

Bill Kaczaraba
NorthWest Cable News

Michele Lucien
Fisher Communications/KOMO-TV

Willie McClarron
KING-TV

Sandy Montgomery
KOMO-TV

Dave Sharp
Belo Marketing Solutions

Evaluation Subcommittee Members

Steve Clifford, Chair
Former CEO, KING Broadcasting

Sharon Warsinske
Independent video and
distance learning developer

Programming Subcommittee

Norm Langill, Chair
One Reel

David Brewster
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Branding and Marketing Subcommittee Recommendations & Report

Amy Philipson, Co-chair
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Josh Schroeter, Co-chair
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Belo Marketing Solutions

Objectives

Develop a brand covering all media (TV and Web) both by providing unique content and maintaining a consistent and compelling “look and feel.” Create the perception of TVSea as a place to go to find out what’s going on in the city. Consistent format or look is critical, but still strive for eclectic feel.

Conclusions

Strategic Issues

Approach: Having a product first is key to marketing. It’s difficult to drive people to a product if that product doesn’t exist or isn’t up to par. First step is to hire a director.

Our industry experts urged us to relaunch everything at once and not phase it. In other words, do it right. Develop look, feel, logo, etc. and programming then launch together.

Nevertheless, the following two stage proposal is a scheme to do some immediate fixes, to improve what currently airs on TVSea, but still do marketing right.

Stage One:

- Redo ID logo resolution to make it discernible.
- Pick best and most standard graphic design used and brandish it in a harmonized way (same inventory space, same font, same colors, same letter cases, etc.) into all products throughout the day.
- Make sure ID logo is visible all the time.
- Develop consistent IDs and promos and use them at top and bottom of the hour.
- Create bottom of screen banners/tickers for updates about what’s on and what’s coming on next.
- Create pop-up graphics to promote “more information” about a story on the web site and similar cross promotion from web to TV.
- Identify funding for marketing/branding.

Stage Two:

- Begin research and thorough marketing process to create an identity that is of high quality and consistent across all media (see below).
- Utilize web extensively to do that research.
- Figure out a new name for greater entity and TV station.
- Once that identity is created, once we've formalized what the TV station is and how it will serve its customers, TVSea should create a standard style and formats into which programming (that produced by individual departments or others) needs to fit.
- Create a program schedule: day-part it out; take control so it doesn't look like a quilt.
- Create a bank of 50 "modules" on various topics that are treated graphically the same, 1-5 minutes in length, used as spots and commercials.
- Make web and TV similar in look and feel (graphically).
- Cross promote TV and the web as we assume simulcasts will become standard.
- Interactive element is key and could be the marketing hook for station and web site, such as call to action at end of productions.
- Develop cross-promotional opportunities with institutions such as Seattle Center, Meany Hall (UW), Elliot Bay Books, Aquarium, Zoo, etc.
- Use a variety of charismatic local people to help market and promote the station.

Creating an Identity

The process should include basic marketing questions:

- What is our product?
- What specific market segments are we targeting?
- Who cares?
- Who are our customers?
- Who do we want to be our most valuable customers?
- What does the consumer want to see?
- What overall associations do we want attached to the City's media?
- How do we create an identity and elements that are in sync with our mission and trigger the associations we want?
- How do we want to be identified? Symbols? Logos? Trademark? Packaging?
- What can we offer? What benefits/services to our viewers? Can we rate them in terms of importance?
- What exactly should be branded (the City's media as some integrated product?)

For instance:

Today's Associations:

Government, bureaucratic, "that meeting channel"

Tomorrow's Associations:

Informative, useful, creative, dynamic, interactive

Identity Process

1. **Logo Functions**
 - Identity
 - Distinct
 - Memorable
 - Harmonize company and products
 - Flexible
 - Works easily and cost effectively in all media
2. **Logo Revisions**
3. **Project Scope**
 - Overall Goal
 - Intended Result
4. **Design Objectives**
5. **Design Criteria**
 - Broadcast
 - Web
 - Wireless
 - Print
6. **Technical Criteria**
 - Font Size
 - Color
 - Real estate and readability
 - Format
7. **Identity**
 - Who we are
8. **Key Organizational Values**
9. **Creative Direction**
 - Integration
 - Programming
 - Promotion
 - Web site
 - Event signage
 - Vehicles
 - Creative Campaign (image/community)
 - Tape sales or distribution
 - Business Papers

Timeline

- Proposal sent out
- Bids received
- Budget established
- Review of firms
- Review of budget
- Decision on firm
- Contract negotiations
- Contract signed
- Information gathering
- Logo design development
- Client meeting and presentation of logo options
- Client preliminary decision regarding logo
- In house testing of logo for broadcast applications
- Follow up with design firm
- Final decision on logo to proceed with delivery of digital files and preliminary reference sheet
- Second stage design to follow
- Design of additional elements

Evaluation Subcommittee Recommendations & Report

Steve Clifford, Chair
Former CEO, KING Broadcasting

Sharon Warsinske
Independent video and
distance learning developer

Assessment¹ and evaluation² data are often seen as unaffordable “extras” for organizations with challenging goals and limited budgets. Yet the absence of such information promotes an ignorance of audience effects and affects, unfocused product, and a lack of marketing data to secure future funding.

The Commission has made a good start towards an assessment and evaluation strategy in its proposed statement of goals and objectives. Once an organization has articulated what it intends to accomplish, a mechanism exists to begin to measure what has been accomplished and what remains to be accomplished. Then that organization must specify valid and reliable measures of accomplishment and find the means to efficiently and economically facilitate information collection and analysis.

TVSea is well on its way towards the first goal, though close examination of the organization’s “objectives” statement reveals some redundancy in accomplishment measures. The brief explication of organizational goals and objectives provided below initiates access to the second goal. Research expertise from accomplished members of the Commission should facilitate more comprehensive and sophisticated access.

The proposed goal is to increase public **awareness, understanding and participation in city government, community affairs and cultural affairs**. This goal names three measurable concepts, and three measurement foci. That conventional television ratings are not available to TVSea proves an ironic asset. Because ratings are such a widely accepted television measure, they always emerge as an attractive and efficient means to measure television accomplishment. In this instance, they fail to measure awareness, understanding or participation, so they are of no use to TVSea.

The proposed service statements provide a better starting point for measurement, particularly if they are renamed “outcomes”, denoting purpose rather than intention. The “outcomes” may also require some re-wording and streamlining as suggested below.

The proposed service statements list six outcomes related to “government”. Though not so specified, those outcomes might also be applied to “community” and “cultural” goals. Since the purposes of TVSea and agencies of municipal government overlap in many of these “outcomes,” editorial and financial collaborations emerge as an interesting possibility.

Outcome 1: Increase citizen awareness, understanding and participation in all areas of municipal government.

One measure of such effects would be to *invite specific behaviors within TVSea programming*, and then develop tools to track those behaviors. Participation is somewhat easy; before/after counts of participation in meetings, threaded web discussions, telephone calls, etc., could serve as valid measures. Rubrics—where observers track instances of achieved standards—might also be useful.

¹ The process of “Assessment” yields information measuring differences in viewer knowledge or understanding.

² The process of “Evaluation” yields information measuring how viewing compares to some standard, e.g., total viewership compared to projected viewership, actual “niche” viewers compared to projections, etc.

Awareness and understanding are more difficult to measure. Perhaps taskforce members could provide introduction to local scholars working on those concepts, and research for TVSea could leverage off ongoing work. Surveys appear the obvious choice here.

Outcome 2: Serve as a forum for on-going dialogue on issues pertaining to municipal governance.

If the focus is “forum,” content analysis of TVSea programming—counting instances of “issues pertaining to municipal governance”—seems to pertain. The “interaction” dimension of “dialogue” is directly addressed in Outcome 3. Perhaps “on-going dialogue” might be replaced by “on-going presentation.”

Outcome 3: Enhance interaction between citizens and their City government and elected officials.

“Enhance” is a term that suggests several connotations. It might mean “more”, as in a greater number of interactions, a measurement covered in Outcome 1. It might mean “more sophisticated”, an outcome somewhat covered in Outcome 1, but measured as well by content analysis of conversations between citizens and officials. Finally, it might be a term describing forms of interactions, implying interactions that are “easier”, more “user friendly” than previous interactions. User surveys are a way to measure this third implication of “enhanced.”

Another interesting complication of this outcome is the distinction made between City government and elected officials. Perhaps City government interactions are observed in increased application for government products, or more expedient access to such products. Counts, surveys, and rubrics apply.

Outcome 4: Encourage debate and discussion of ideas and *a diversity of viewpoints on local issues*.

The interactive dimension of this outcome (debate and discussion) seems to be covered in Outcome 3. “Diversity of viewpoints” is an attribute of content and can be tracked—as in Outcome 2—by content analysis of programming. The word “encourage” might be replaced by the word “demonstrate”.

Outcome 5: Provide information about municipal and government services.

This outcome is another that deals with content and probably application of content analysis; it appears to be already covered in the “forum” measurement of Outcome 2.

Outcome 6: Produce and cablecast programming that *informs, educates, enlightens* and that encourages participation in government services, activities and decision-making.

This outcome complicates measurement by introducing three concepts similar to—but not exactly the same—as awareness and understanding. The Commission and staff of TVSea may have to decide what attributes of *informs, educates, enlightens* are relevant to what TVSea is trying to accomplish. The participation dimension of this outcome is already addressed in Outcome 1.

Assessment and evaluation are large—and potentially costly—information goals that might be usefully added to the goal statements. Some costs may be mediated by collaboration with other Seattle government agencies, creative use of existing government resources and personnel, and cooperation with researchers conducting ongoing research at local universities. Nonetheless, this research—if agreed useful—must also be a budget item for TVSea.

It should prove a wise investment. Assessment and evaluation information will help focus programming by reminding producers of organizational goals and outcomes, and leading them to request certain behaviors from viewers. It will provide management and advisory groups with clear information about what is working and not working. And it will provide quantified “accountability” data that may be used to ground marketing and budgeting presentations.

Programming Subcommittee Recommendations & Report

Norm Langill, Chair
One Reel

Michele Lucien
Fisher Communications/KOMO-TV

Josh Schroeter
Founder, Blockbuy.com

David Brewster
Town Hall

Vivian Phillips
Family Business

Jean Walkinshaw
KCTS-TV

Programming Ideas

Our charge was to create specific programming ideas to illustrate the concepts recommended by SCEC in our report due this fall. They could be used in the report or as talking points. Twenty-three ideas were proposed in six areas.

1. The Production Environment of the Station

Independently contracted producer armed with low cost digital cameras and inexpensive computer editing systems should be the backbone of the production group. We favor a station with a lot of young people rushing around to do remotes and walk-and-talk. Use the station as a training ground for future television journalists and technicians as a way to afford the labor and provide vocational training. Be a conduit for documentaries and other locally generated (and archived) material.

2. City Hall News

Neglected by local television broadcast news except for crisis reports, TVSea and the City's web are the only sources for in depth coverage of the business of government. The question is how to attract citizen viewers who have not flocked to the coverage of City Council meetings. Suggested reasons for this lack of viewership were the un compelling format of the meeting themselves as well as the video methods of shooting them.

Compelling, accessible content presented in a more concise, timely fashion was viewed as a more successful way to encourage viewership and provide more understanding of the issues that face City government.

Three ideas emerged:

- (a) Use the web – Council meeting coverage should be shown in its entirety on the web where direct feedback is possible.
- (b) Invite local media to explore in depth – Use television reporters from all the local broadcast stations in a roundtable format where they are released to explore issues in greater detail, and interview newsmakers.
- (c) Get a veteran reporter – Get Mike James or his equivalent to host a show that covers highlights of the City Council meetings. When a hot issue comes along, do a produced video about it, panels, website links, and programs under Mike's direction.

3. Neighborhood Coverage

Many ideas came from the premise that Seattle citizens need to understand the lifestyles and opinions of their fellow citizens in-depth and in their own words and images.

- (a) Go to the Neighborhoods – Going back to the success of “Candid Camera,” visit different neighborhoods of Seattle with a cameraman and on-camera personality. Pick houses at random, tape going to the door and catch people spontaneously as they answer the door. Build a few profiles around people you meet, which in turn will reflect their hopes for their neighborhood.
- (b) Equip the “Little City Halls” - The City of Seattle has neighborhood service centers, or “Little City Halls” that are staffed across the city. They provide a variety of services, including facilitating communications between citizens and their government, helping community groups network, assisting with neighborhood improvement efforts, etc. Each could be a mini news bureau, a place to train the staffers to enhance their web sites, shoot video and encourage them to tell the stories of their neighborhood. Their jobs are to be advocates for their neighborhood.
- (c) Festivals in the City – Each week pick a festival, community celebration or party and shoot it straight without comment. Local festival organizer or community host could help plan or even produce how the event is covered.
- (d) Meet Your Neighbor – This series could encourage residents to engage in civic action. The program could focus on interviewing groups of people, who can discuss the steps taken to create a successful event and the ingredients they believe made people feel like they wanted to connect to this group. The program would also include shots of the event.
- (e) Seattle Refrigerators – Host and local comedian/writer Matt Smith invites himself into the homes of Seattle’s typical and atypical citizens to take an in-depth look at what’s inside their refrigerator (or offices, or basements). A new community or neighborhood will be picked each week.

4. Unite the strengths of TVSea and the web in joint programming

TVSea is the stimulus and the web site is the answer component and around and around it goes.

- (a) Seattle Interactive – This quiz show will be hosted by a brainy and funny host and feature well-know guest “questioners.” The questions are based on Seattle history, culture and political issues chronicled on TVSea or part of the general discourse of the city. The question and answer show will have no contestants on air. The contestants will be at-home players who will log on to the web site to play the game. The contestants will be winnowed down to the “Final Four” through various game rounds. The winnowing parameters will be the number of correct answers and the speed of those answers over a set amount of time. The Final Four will have to provide phone numbers and names as part of the “log on” so they can be called to play the final round live on the phone. A cash prize or gift equivalent is the incentive. The prize is sponsored.
- (b) Design process interaction - The next time the parks department is building a park, it could partner with TVSea to run a contest in which kids design the new park. Promote the design contest in schools, at the Zoo, on television and elsewhere. Then start thinking about the media the contest will generate. A web site could attract kids and their parents online every night to get ideas and work on the design. Start a dialogue with some of these parents. Send them small format cameras and have them document/shoot the process of designing their park. Perhaps send a producer out to some families’ homes as well. The result will be real engagement of citizens, as well as a new park, a great, interactive component of the web site, and an absorbing and inspiring television program as well.

5. The City's History

Informed decision making by Seattle's citizens leaders requires knowledge of history of the city we live in.

- (a) Now and Then – Programs that take a specific area, highlight it as it is today, and contrast it with what it was like 50 years ago (or whatever period of time). Perhaps the Museum of History and Industry, a newspaper and HistoryLink would be partners.
- (b) Seattle History in Film – Hosted by Paul Dorpat, the show would feature films from 1903 to the present from the last public film library in the state at the University of Washington.

6. Culture with a Small "C"

Focusing on the midsized and the emerging aspects of the Seattle arts community would draw younger viewing audiences from a wider variety of communities. Topics could include the Wednesday Salsa nights on Eastlake or an in-depth, behind the scene look at rehearsal – the hub of the creative process.

Committee Member Ideas

Jean Walkinshaw Programming Ideas

Get Mike James to host a show which covers highlights of the city council meetings. If possible, have full coverage of the meetings on the web, but not on the broadcast channel. When a hot issue comes along, do a produced video about it and incorporate it into Mike's discussion.

Going back to the success of "Candid Camera", visit different neighborhoods of Seattle with a cameraman and on-camera personality. Pick houses at random, tape going to the door and catch people spontaneously as they answer the door. Build a few profiles around people you meet which in turn will reflect their hopes for their neighborhood. You probably will meet a few people who do not appreciate being taped, but I think they will be few and far between and you don't need to use those individuals.

Vivian Phillips Programming Ideas

Neighborhood Showcase Program – For lack of a better title, walking tours through neighborhoods, profile pieces on specific people including young people, unique spots—parks, restaurants, hardware stores, schools, etc.

Now and Then – Programs that take a specific area, highlight it as it is today, and contrast it with what it was like 50 years ago (or whatever period of time). Like taking what is appearing in the Seattle Times and expanding it to a full program. Perhaps the Seattle Times would be a partner and certainly this is a Walt Crowley HistoryLink kind of thing.

Finally, I love the idea of doing a program on the arts in general but that features rehearsal art for a behind the scenes look.

Michele Lucien Programming Ideas

A programming idea I'd like to recommend for TVSea is to provide Seattle residents with a "Meet Your Neighbor" series encouraging residents to engage in civic action.

This series will interview groups of people, perhaps starting with my Queen Anne neighborhood group, who created a successful event geared to meeting their neighbors. They will discuss the steps taken to create a

successful event and the ingredients they believe made people feel like they wanted to connect to this group. The program will also include shots of the event.

The television program could direct viewers to call a number or go to the web site for:

- An information packet of how to get a group started.
- A money incentive from the "Small Sparks" organization or information about the City's matching fund program for community projects to get the group's activities/food funded.
- The date and place where people can meet to get information about putting together a similar program

Example:

The Queen Anne group participated in a series of meetings and implemented their areas first "Queen Anne Apartment Smackdown Social" (a volleyball challenge and potluck). Admission of \$5.00 was charged which went to the Queen Ann Help Line.

The outcome for this first event held on October 6, 2001, was that most of the participants for this group stayed late (2.5 hours) and wanted to continue getting together.

David Brewster Programming Ideas

Ideas illustrating how TVSea can rise to the challenge of important news periods (Mardi Gras, WTO, terrorism, earthquake):

1. As is being done, rebroadcast of Town Hall Forums on Terrorism, using TVW to film and dubbing the tapes. This puts an urgent topic on twice a week, with local and national experts mixing it up.
2. Tying that in with website reactions and monitored discussion.
3. Putting remote cameras at several non-City Hall locations around town, such as Town Hall, Northwest Rooms of Seattle Center, Convention Center, so that important speeches/debates/public meetings can be easily taped and broadcast.
4. Addressing the national emergency, particularly about bioterrorism, by running a definitive page on the web site, with links to the best medical information and research. Invite public health officials into studio for detailed questioning about local readiness.
5. Using the web site as a centralized information place, which others can link to. For instance: the University Book Store reading list; Jackson School lectures; World Affairs Council meetings, etc. These could also be put in crawls on the television broadcasts on the day of event.

Postscript: I favor a station with a lot of young people rushing around to do remote stuff and walk-and-talk. Use the station as a training ground for future television journalists and technicians as a way to afford the labor. Be a conduit for documentaries and other locally generated (and archived) material.

Use local news reporters in a roundtable format, where they are released to have opinions and become face-famous. Experiment a lot with formats on low budgets. Go after the big stories with lots of deeper material, repurposed stuff and links to other stations. Get the techie volunteer types involved in section 4 above.

Norm Langill Programming Ideas

- Reflect Commission goals (Help drive home the point with vivid images).
- Captivate the imagination and needs of elected officials (People with intelligence and knowledge of the real Seattle).

- Captivate the imagination of citizens, which translates into more viewing of TVSea, web activity and word of mouth (Fun and Fascinating).
- Convey a glimpse of a vivid video/web future vs. its current dull condition (Forget what it is and concentrate on what it should be).
- Demonstrate synergy between TVSea and the web site with one solid example (Talk's Cheap–Let's Race).
 - (a) Seattle Interactive – This quiz show will be hosted by a brainy and fun host and feature well-know guest “questioners.” The questions are based on Seattle history, culture and political issues chronicled on TVSea or part of the general discourse of the city. The question and answer show will have no contestants on air. The contestants will be at-home players who may call up the City's web site, log on and play the game. The contestants will be then winnowed down to the “Final Four” through various game rounds. The winnowing parameters will be the number of correct answers and the speed of those answers over a set amount of time. The Final Four will have to provide phone numbers and names as part of the “log on” so they can be called to play the final round live on the phone. A cash prize or gift equivalent is the incentive. The prize is sponsored.

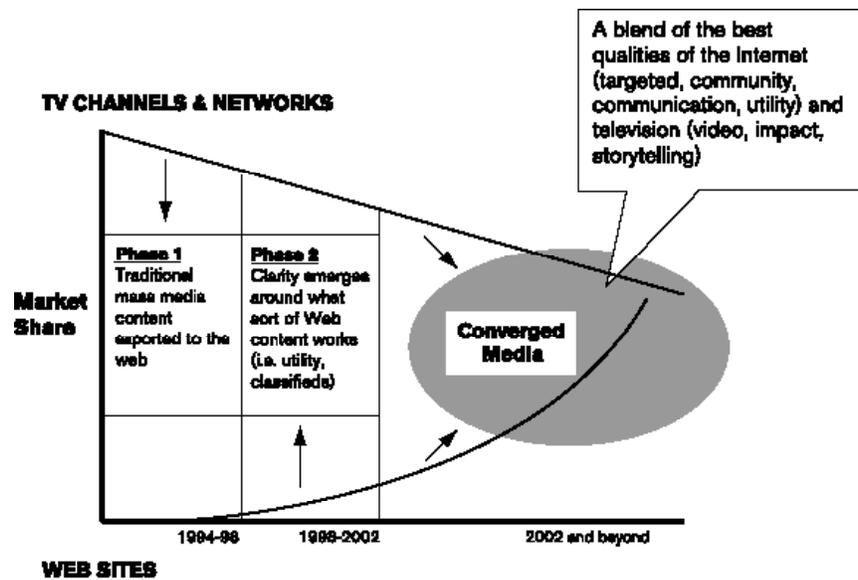
The purpose of the game is to allow “the folks at home” to use the knowledge they gain from paying attention to this city and its history and needs in a fun and potentially rewarding game.
 - (b) Small “c” culture in Seattle – Explore the nooks and crannies of Seattle neighborhoods, clubs and art scene: Thursday night salsa dances on Eastlake; a rave on Harbor Island; Seattle Men's Choir practice; Town Hall evening of classics; or live karaoke at Sorry Charlie's on Queen Anne.
 - (c) Pot Hole Patrol – Shoot the filling of potholes as music videos utilizing the music and live performance of local Seattle bands. Same form could include garbage collection, park maintenance and parking enforcement.
 - (d) Seattle Refrigerators – Host and local comedian/writer Matt Smith invites himself into the homes of Seattle's typical and atypical citizens to take an in-depth look at what's inside their refrigerators. A new community or neighborhood will be picked each week.
 - (e) Beyond Gavel to Gavel – Cover public meetings in the community with one camera shot beginning in the meet/greet/chat area of the building one-half hour before the meeting like C-SPAN and the 15 minutes following the event.
 - (f) Seattle History in Film – Hosted by Paul Dorpat or Walt Crowley, the show would feature films from 1903 to the present from the last public film library in the state at the University of Washington.
 - (g) Festivals in the City – Each week pick a festival, community celebration or party and shoot it straight without comment. Local festival organizer or community host could help plan or even produce how the event is covered.
 - (h) T-Ball Game of the Week – Two-camera shoot of T-ball games (played by 4 to 6 year-olds) including coaches' interviews, player approach and fun colorful play-by-play.
 - (i) After the Fire – Follow up on a story of violence or catastrophe to examine how City and private social programs work to help our citizens get back on there feet. It would take time, but could be revealing to our leaders and citizens alike.
 - (j) Small Business on Parade – Pick a neighborhood business street (Queen Anne, Admiral Junction, Leschi, Greenwood, etc.), then do a profile of their pride, hopes and dreams.

Josh Schroeter Programming Ideas

For lack of a better name, I'll call this entity CityMedia for the purposes of this document. I chose CityMedia because it doesn't include "TV" in its name.

Traditional television programming, that is to say a collection of discreet shows that get plugged into time slots, is only one component of CityMedia. We're not just thinking about a television station with an ancillary web site that is a link off of the City's homepage. Better yet, CityMedia is about vibrant, dynamic city/community focused media propelled by the power of the Internet, converged content and marketing.

After listening and thinking about this subject for a few months now, I believe the City's web site should be the primary media vehicle and driver of all content. From my vantage point, the web site is already the City's primary communication vehicle with thousands of pages of content produced by all departments, agencies and others. It's the most robust, content-rich, utilitarian, and heavily used/viewed media vehicle.



So what does it mean to have CityMedia driven by web content?

When it comes to content, I would think first the web, and then all the strategies for further distributing information—TV, wireless devices, kiosks, and future video on demand and I-television networks. Television should kick in when a story or information can be enhanced through the use of a visual, linear, one-directional, passive medium. The same question should be asked with wireless distribution. With every bit of content, we should ask the question: What makes this medium different (or better) than all other mediums?

Furthermore, I would be thinking low-cost local programming and non-traditional information products. I would be thinking hyper-local/community, targeted and utilitarian content. Not mass media content likely to appear elsewhere on TV. As I've said, I would be thinking creatively about how to utilize new digital technology and small format cameras. Today, you can purchase a broadcast-quality television camera for \$600. The tools of production are so accessible today. I would be thinking "user-generated content" every step of the way—community content generated by its members.

The good news is that both Internet and television are already converged under Rona Zevin's leadership. This is a huge organizational/structural plus. This group is or is starting to set standards, assume editorial responsibility and coordinate with agencies to expand their content and presence on the Net.

So I would start putting cameras in the hands of articulate, experts within the city with something to say. I would not focus on hiring traditional television producers to produce newsmagazines or producing what local commercial and public stations aren't producing.

I see the role of CityMedia more as a trainer, a coach and an expert production coordinator than as a top down, "we know best" sort of traditional media entity. The real expertise of CityMedia comes in by working with our content creators to make sure that the material is as compelling as possible, that it meets certain standards and uniform formats. And I would do the same with community groups and others. We're not or should not be compelled to air anything we don't want to, if it doesn't meet our standards.

CityMedia should be talking with departments, agencies, community groups, etc. to find out what is happening. CityMedia should be proposing collaborative projects with City Light, the Police Department, the folks preparing emergency plans, etc.

- For example, propose that the next time the parks department is building a park, it would partner with CityMedia to run a contest in which the kids design the new park. Promote the design contest in schools, at the Zoo, on television and elsewhere. Then start thinking about the media the contest will generate. I would design a web site that attracts kids and their parents online every night to get ideas and work on their design. Start a dialogue with some of these parents. Send them small format cameras and have them document/shoot the process of designing their park. Perhaps send a producer out to some families' homes as well. The result will be a real engagement of citizens, as well as a new park, a great, interactive component of the City's web site, and if it's produced well, a great television program.
- How about a regular program about interesting and great jobs in the city? Profile the people who hold them. Talk to the people hiring for them. The employment section of the web site gets huge hits. Cross-promote television and the web! Is this going to be breakthrough TV? I doubt it! But it might be really useful and interesting to a niche group looking at the web site and, if we're lucky, watching TV.
- Next time a group from the City's Office of International Affairs takes a group on a mission to one of our sister cities in China, Japan or Israel, send a television camera or two. The stories could be told through the eyes of one of the group members with the assistance and training of CityMedia.
- Do a regular studio-based media talk show with the journalists covering City Hall. Invite the individuals they covered. Provide a forum, a vehicle to get beyond the sound bite for both journalists and the individuals who found their sentences cut.
- The City of Seattle has Neighborhood Service Centers, or "Little City Halls" that are staffed across the city. They provide a variety of services, including facilitating communications between citizens and their government, helping community groups network, assisting with neighborhood improvement efforts, etc. I would think of each one of these as mini news bureaus. I would train the staffers in each to enhance their web sites, shoot video and encourage them to tell the stories of their neighborhood. Their jobs are to be advocates for their neighborhood.

Systems Subcommittee Recommendations & Report

Rich Lappenbusch, Chair
Microsoft

Ted McConville
MSNBC

Keith Ritzmann
The Ackerley Group, Inc.

Mark Beauchamp
Microsoft

Mark Quenneville
Vulcan, Inc.

Josh Schroeter
Founder, Blockbuy.com

Executive Summary

The City of Seattle is in a unique position to take advantage of electronic communication technologies and massive Internet usage growth to promote civic engagement. Three key factors are present:

- 1. Seattle is already using its web site and cable channel to communicate with citizens.** TVSea, Seattle's current city government cable channel and the web site www.cityofseattle.net have both recently been judged by their peers as the best in the nation. With virtually no marketing, citizens are using both the web site and TV channel: 34 percent have watched the City's TV channel and almost a similar number use the City's website.
- 2. Seattle is ranked very high on almost every dimension of "social capital."** Our citizens' commitment to the community is a gift that keeps on giving. They care about their city deeply and want to discuss key issues facing the city in forums on their schedule.
- 3. Seattle is one of the most technologically literate and wired communities in the world.** Nielsen/NetRatings ranks Seattle fifth nationwide on the measure of percentage of citizens with broadband access, and Seattle far exceeds all other metropolitan areas in broadband connections per capita. Only 8.4 percent of the population has no access to cable TV or the Internet (all but 11.8 percent have such access at home). And 87 percent of TVSea viewers have Internet access—so most viewers already have the ability to improve their experience with the City by using existing technologies.

By creating a new, integrated and rebranded experience for cable TV and Internet, cross promoting it across different media, and collaborating with media partners to improve editorial design and content, **seattle.gov**¹ can reach a much wider audience of Seattleites and fulfill its chartered mission of a teledemocracy portal that allows citizens to directly participate in the city government process.

The Commission on Electronic Communication

Earlier this year, the Seattle City Council and Mayor Paul Schell appointed the Seattle Commission on Electronic Communication to identify how the City can create a "teledemocracy portal" out of the existing cable TV channel and web site and become the worldwide civic leader in building an active and vibrant teledemocracy that incorporates and breeds citizen participation through a variety of different communication technologies.

¹ Seattle.gov is the working title for the purposes of this report for the new programming entity that will provide the citizens with live and on-demand information services including cable, Internet, and telephony services. This entity would be formed out of TVSea and other web staffers from the City.

Systems Defined

Systems, for the purposes of this report, are defined as the recommended solutions that collectively form the infrastructure used by a programming entity (Seattle.gov, TVSea, etc.) to create live and on-demand media content services. This includes production best practices, distribution best practices, systems management techniques, cost/benefit/risk management, network engineering design and architecture, video engineering design and architecture and all related disciplines required to manage an ongoing civic programming entity.

The Systems Subcommittee Charter

The Commission tasked the systems subcommittee with defining the operational, tactical, and all related technology infrastructure recommendations and best practices that would ensure a reliable and broad capability for an editorial team to produce an integrated civic programming service distributed on (at a minimum) cable and the Internet. Accomplished professionals from The Ackerley Group, Microsoft, MSNBC and Vulcan, Inc., were sought out based on their expertise in building media operations.

Assumptions

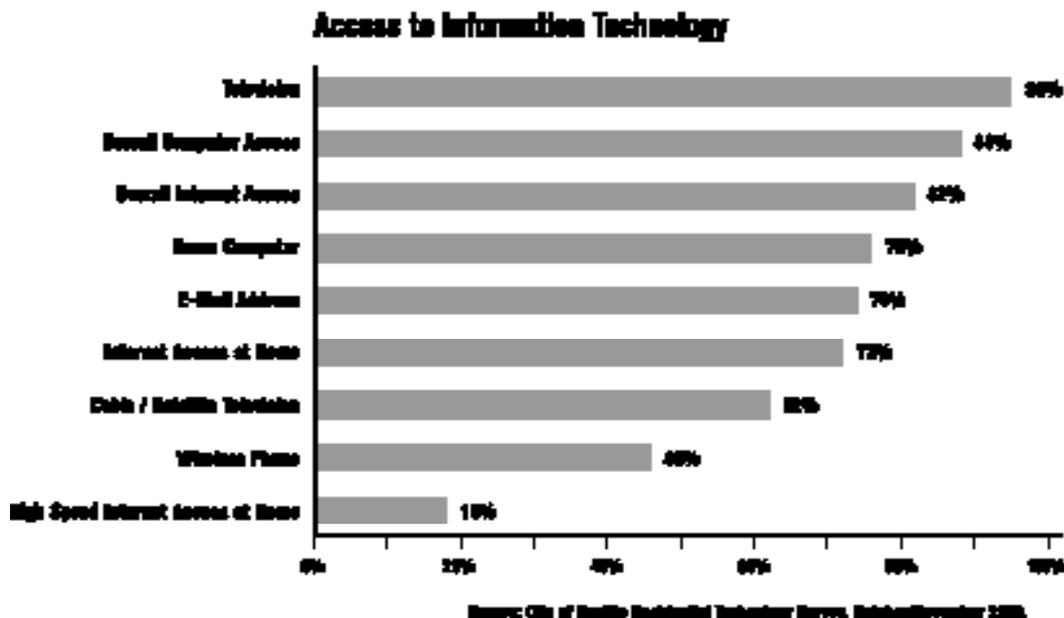
We made several assumptions to guide our analysis. The following is a list of key assumptions in no particular order of priority.

- We will assume the name of the new group is The Office for New Media and the working title for the brand is seattle.gov for both the Cable channel and Internet site.
- Seattle.gov seeks to maximize citizen engagement and value to the user of our services.
- Seattle.gov seeks to minimize direct costs by stretching consumer grade solutions to their limit of production value.
- Seattle.gov will seek grants and other creative forms of funding to bolster the cable tax revenue base of funding.
- Television viewership has been declining for over a decade and the Internet conversely has been gaining users and minutes of usage each year. This trend will continue for the foreseeable future.
- In many TV/web hybrid production environments today, most people request content after the fact (meaning on-demand and not live) usually within 3-4 days of the production or air date. In some cases as much as 90 percent of the viewership is after the fact.
- Seattle.gov will have a budget of \$2-4M annually.
- There is a single editorial vision owned by a seasoned cross-media leader that manages the programming and content lineup.
- Citizens are issue focused and interested in participating but not during the work day.
- Technical operations services would be staffed to support 24/7 cablecast and Internet availability to 99 percent reliability.
- Overarching reach objective is that 10 percent of Seattle watches listens and engages Seattle.gov monthly.
- On demand is more popular than live on either format.

- Seattle.gov is a non-competitive service. It cannot and should not play the ratings game on cable or the web. A Seattleite who spends two minutes on the web site and leaves satisfied is an ideal scenario that is a starkly different objective than advertising-based media designs that we are so accustomed to today.
- Seattle.gov will seek to be an ally and in some senses a pool service that local news media services can draw on for their stories. By lowering the barriers to covering city hall, we should see additional coverage.
- Any programmed experience can be easily and quickly pre-empted with contingency based pre-built programming, e.g. disaster management: "We've just had an earthquake; you should be checking your water and gas lines from outside your house..." SDART and FEMA are a great example of this in process.
- As the designated teledemocracy portal for the city, Seattle.gov serves as the long-term file repository of record. All audio, video, documents, presentations, proposals, etc. of the last two years are available online and organized by topic using simple and easy uploading wizards that use standardized XML-based schemas to capture metadata and make it easier to find documents later. The University of Washington and Vulcan are ideal candidates for partnership and possible outsourcing opportunities.

State of Seattle Today

Seattleites are heavy media and Internet users today:



Types of Programming

- City Council meetings
- Mayoral news conferences and events
- Special events
- Debates and election information
- Civic events, such as Bumbershoot
- Community meetings

Distribution

- Internet
- Cable television
- Wireless (Airport, Hotels and Starbucks)
- Kiosks (Fisher, Vulcan, etc.)

2004 Vision

- Five percent of Seattle residents are engaged monthly in one of the Seattle.gov media services (cablecast, web cast, site, telephony, e-mail, and polls)
- Seattle.gov is collaborating and cross-promoting with other Seattle media generators who want to build audience and content:
 - Broadcasters/Webcasters—KOMO, KING, KIRO, NorthWest Cable News, KCTS, etc.
 - Newspapers—Seattle P-I, Seattle Times, Seattle Weekly, the Stranger.
 - Kiosks—Airport, Stadiums, Fisher, Vulcan, Starbucks, City Hall, Libraries
 - Wireless—Airport, Fisher, Vulcan, Starbucks, City Hall, Parks, Libraries
 - Schools & Universities—the University of Washington, KNHC C-89 FM, Seattle Public Schools
- All media is authored and edited with a two-year life in mind for a variety of new distribution methods including the Internet and cable.

Offer, Test, Promote, Revise, Repeat

The road to a successful and popular civic media service is organic growth by referrals and flexible progressive adjustment of content design and subject matter. Seattle.gov will continuously engage the citizens of Seattle, enabling them to become more informed and involved in the democratic process of their city government, and as a result, in the actual programming of the channel and web site. We believe that the Seattle.gov web site should attract and inform at least 5.0 percent of the city's population on a monthly basis within a few years. This goal will only be accomplished when both the quality of the content and the promotion of the web site are both done well.

If we do a great job promoting the site, but the content is not compelling or useful, people will not return. Likewise, if the quality of the content and usefulness of the web site are excellent, but the promotion is not done well, the growth in visitor ship will lag. The integrity of the editorial and technical presentation has to be solid. It is imperative that the web site be fully functional and tested before any promotional campaign is launched. The use of focus groups for validating usability and quality of user experience will improve the chances of success. Once the web site is up and running, the initial promotional campaign will need to address two key questions in a creative way: 1) Why should I go to seattle.gov?; and 2) How does this service let me interact with my leaders and fellow citizens?

Once we are successful in getting people to try it, then it will be a combination of the quality of their site visit experience and continuing promotion that will consistently bring them back for more. The use of a combination of traditional advertising media such as TV, radio, outdoor and print are ideal for an initial launch campaign but might be too costly to use on an ongoing basis.

A combination of radio and outdoor would probably prove most cost effective with the TV and print coverage coming from news events surrounding the launch event. Utilizing media that deliver frequent impressions at a relatively low cost would work best for continuing promotional campaigns. Other forms of promotion such as government forms, traffic tickets, street furniture, lampposts, public toilets, shelters, buses, trains, airports, DOT ticker signs, stadium videoboards, Seattle Center, ferries, police and maintenance vehicles could also be used at little or no cost on an ongoing basis to frequently remind the populace. All city-sponsored or granted events should be required to support [Seattle.gov](http://seattle.gov) in its signage in conjunction with event branding campaign.

Production Quality Aspirations

- Go with low fidelity and high interaction—good acceptable event-based content and programming quality that people can watch, listen and browse without distraction caused by poor production quality. The chat should just plain work and the lighting and audio should allow the viewer to see a decent quality.
- Use prosumer and consumer standard equipment to allow the broadest set of people to provide content to [Seattle.gov](http://seattle.gov). If you have a PC or camcorder, you can produce raw elements and finished pieces for the service.
- Standardize on one tape format for production and ingest, and stop supporting legacy equipment that drains the budget. DVC Pro should be that tape standard. Allow affiliates to bring other formats if required, but do not support them. (See http://www.panasonic.com/PBDS/subcat/dvcpro_story/index.html)
- Provide live feedback to the City Council via a VGA screen (no laptop or mouse). The display could tell how many people are on right now and what their opinions are on the subject. The monitors could also display the chat rooms conversations.
- Develop and communicate clear processes for all cablecast and webcasting operations including things like submissions and content ingest. If citizens can share their presentations, research, findings you can create a decent forum for a more enlightened discussion around the top issues.
- Supports formats for maximum coverage and sharing with all citizens:
 - Submit text in chat, listserv.
 - Submit a file (Word, PowerPoint, Acrobat, etc.) for sharing.

- Submit a mixed media presentation in HTML.
- Submit an audio/video file in QuickTime, RealMedia or Windows Media.

Systems Subcommittee Recommendations

- Lead the nation's cities in media services design. Make it easy and quick for the novice to discover something they have an interest in regardless of how they arrived. When Seattleites are watching cable and see something on the ticker that interests them they should be able to find related information on Seattle.gov very easily in the next 5 minutes.
- Prioritize what new techniques and technologies should be top priorities. Adjust priorities quarterly to reflect usage trends and programming interests.
- Value the viewer/users time: consider all activity in light of the return on investment. If I choose to give 5, 10, 30 minutes to this web site, what do I get back?
- Don't bury the streaming live video five clicks in, have it live on the cover!
- Navigate the rich library of resources fast by topics.
- Show the latest links to ticker related subjects.
- Respond to editorial programming with opinions.
- Start discussions with fellow citizens.
- Track changes in citizen polled priorities on a monthly basis, and encourage the editorial team to adjust programming and investment accordingly.
- Redundant hosting facilities are essential to reliable Internet services.
- Simple, web publication tools/systems that support standard XML for interoperability.
- Transcript and archive system that allows for flexible ingest.
- Sign up for Vyvx service for easy programming ingest. (See <http://www.williamscommunications.com/vyvx/index.html>)
- Stay with the consumer in the mainstream—do not invest in analog or HD television gear.
- Tape format should be single format, but ingest and streaming formats should be highly flexible.
- Charter of the teledemocracy implies need for high quality and deep archive.
- Real-time geographic-based user interface (map of city that has context sensitive suggestions and information, click on park, a train track, I-5).
- Design a flexible, progressive technical architecture that is vendor neutral, distribution neutral and allows editorial teams to quickly reconfigure and publish quickly.
- Democracy Portal—Share Point-like model where platform and application agnostic tools allow the updating and uploading of documents of all types with minimal care and feeding. Publish from anywhere in the field. (See <http://www.microsoft.com/sharepoint/>)
- Pivot the organization divisions from TV and Web to Editorial and Engineering/Operations.
- Seek to coexist peacefully with existing business models (how to live with, but not by the banner ad

and the 30-second spot).

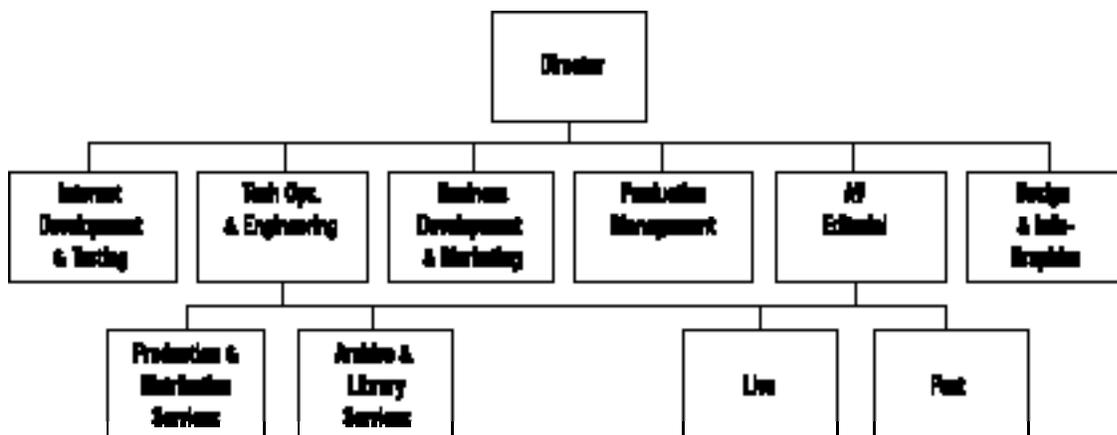
- Join the COMET network and leverage peer organizations such as UWTV and TVW.
- Report on quality and reliability monthly to the public-at-large with clear metrics. Hold yourself accountable to citizens.
- Approach civic leaders for grants and collaborative projects in the citizens' interest. Reward them well for their interest and investment whether it is donated time, resources or outright grants.
- For the highest quality Internet experience, approach AT&T and Qwest to cache content locally to minimize network-congestion-related delays and costs.
- Offer a variety of services in multiple distribution formats and experiment with mix to optimize over time and subject matter. A chat can offer value to an Internet site as well as a live broadcast of a City Council meeting. Polls, even if unscientific, provide a snapshot of citizen opinion. Offer web casts in the top three media formats (Windows Media, QuickTime and RealMedia) injected with metadata for ease of retrieval and fast encoding for low cost high utility to citizens. This will provide maximum coverage and reach.
- Build and implement all required systems to support a programmed experience that leads naturally to a deeper interactive experience.
- Seattle.gov links to cityofseattle.net, it does not replace it. Seattle.gov is an editorial product and not a strict information resource for all things about the city.
- Leverage the strengths of cablecast, Internet and telephony services to engage the citizens.
- Revisit operational priorities as editorial priorities change.
- Build for longevity and archive for a 10-year useful life. This will give them enough time to consider permanent and/or historical archives and records.
- Let content drive new priorities for engineering and operations:
 - Internet Site
 - Council Chat
 - Bulletin Boards
 - Listserv
 - Audio on demand
 - Video on demand
 - Agenda notifications
 - Live audio and video
 - Issue Tracker: Contingency based notifier
 - Personalization
 - E-mails on TV
- Use the digital dashboard as a continuous feedback loop.
- Focus programming on news junkies and children ages 10-20.

- Build highly automated processes and back ends.
- Create a privacy policy and evangelize it to avoid potential issues.
- Offer personalized settings to Internet services to increase value to repeat consumers.
- Leverage the stadium and private venue infrastructures for town halls and polls.
- Create a digital dashboard for the Mayor and City Council to track feedback live.
- Provide telephony based services that allow quick and easy updates by topic ID.
- Several companies will install information kiosks in different areas throughout the city; make sure that Seattle.gov content easily flows to them daily.
- Develop methods to quickly share finished pieces and media elements with local news media in a fast and efficient manner.
- Provide graphics templates in Microsoft PowerPoint for maximum quality on air on web from citizen based submissions.
- Allow citizens who personalize to upload their picture so it can show up once in a while on air etc. (See <http://www.jonessoda.com/gallery/>)
- Use side bar graphics and related content to enhance discussions and place speakers in context for viewers just joining in midstream.
- Provide media training to enhance the overall production quality of the programming.
- Create content sharing agreements with sister cities to breed awareness of Seattle.
- Catalogue and document public opinions over time with both quantitative and qualitative data.
- Index everything to allow browsers of content to quickly select what they would like to focus on without linearly oriented delays.
- Partner with the school district: assign video cameras to high school students with the express direction to record their home-team football games. Playoffs could be carried live on both cable and Internet. There could be the opportunity for course credit, and it would be a good draw for funding interests and issues with Seattle schools.
- Offer a program schedule and an as-run report of all packages (cable or webcast) in the past two and next two days. Make sure every topic shown in a ticker in the last half hour is available above the fold.
- Offer easy ways for the user interface and cable graphics packages to promote upcoming events, announcements, archives, partners, etc.
- Promote discovery and notification services in advance of events: citizen review before hearings and council meetings.
- Cross promote the web to cable and the cable to web.
- Evaluate solutions from Quantel, Discreet, Chyron and Microsoft for potential dynamic cablecasting production tools.
- Commission an operational steering committee that reviews market development and Seattle.gov progress annually. Leverage wealth of talent in Seattle area to dramatically improve quality and efficiency.

Success Indicators

- 3,000 unique Seattleites visiting a month with 10 percent of those submitting content.
- Three daily Seattle.gov mentions in top five affiliate broadcasters' airtime.
- 30 percent of citizens personalize their experience.
- Seattle.gov producers don't think TV or web in their project, but how much of each is right for my content/show.
- Private, federal and international partnerships emerge as Seattle is recognized as the world authority in civic interactive programming.
- Awards for designs and programming come rolling in.
- Local affiliates and publications take on more local stories since barrier to research stories is lowered through media component publication over live networks.

Functional Unit Organization of Seattle.gov



Proposed Budget for Seattle.gov Program

\$ in 000s	Build-Out				Operating - next 3 years			
Capital Budget	%	Cost	Depreciation Years	Cost	%	Cost	Depreciation Years	Cost
PCs	5%	\$100	2	\$50	10%	\$10	2	\$5
Live Production Infrastructure	35%	\$700	5	\$140	25%	\$25	5	\$5
Post Production Infrastructure	20%	\$400	5	\$80	15%	\$15	5	\$3
Video, Netwk. & Storage Infrastructure	25%	\$500	5	\$100	15%	\$15	5	\$3
Servers	10%	\$200	3	\$67	15%	\$15	3	\$5
Software	5%	\$100	3	\$33	20%	\$20	3	\$7
Capital Budget Totals	100%	\$2,000		\$470	100%	\$100		\$28

Operating Expenses	%	Cost	%	Cost
Regular FTE (fixed)	40%	\$1,000	50%	\$1,250
Capital Depreciation (fixed)	18%	\$450	17%	\$425
Buildings & Grounds (fixed)	0%	\$0	0%	-
Production, Maint. & Distribution (variable)	14%	\$350	13%	\$325
Vendors - Contractors, Developers (variable)	18%	\$450	10%	\$250
Freelance Creative Talent (variable)	10%	\$250	10%	\$250
Operating Expense Totals	100%	\$2,500	100%	\$2,500

FTE Expenses*	%	Cost	HC*	%	Cost	HC*	HC \$
Business Development & Mktg. Staff	15%	\$150	1.5	10%	\$125	1.5	100
Technical Operations & Eng. Staff	20%	\$200	2	25%	\$313	3	
Production Management Staff	15%	\$150	1.5	15%	\$188	2	
AV Editorial Staff	20%	\$200	2	20%	\$250	2.5	
Design & Info-Graphics Staff	10%	\$100	1	10%	\$125	1.5	
Internet Development & Testing Staff	20%	\$200	2	20%	\$250	2.5	
FTE Expense Totals	100%	\$1,000	10	100%	\$1,250	12.5	

* see organizational chart

Using the Budget Model

Adjust dollars or percentages in dark gray fields.

Light gray and clear fields are calculated.

Phases: Model is divided into two phases, build-out (year 1) and operating (years 2-5). Assuming large capital investment in first year to implement new production and distribution infrastructure and tools and processes. Following years represent transition to normal operations as capital depreciation costs decline, production processes are optimized to lower costs. Should try to maximize variable costs to the extent possible to allow for variations in business climate.

Capital Expenses: Capital and operating expense budgets are independent, although depreciation expenses are estimated in capital budget table and should be inserted on the capital depreciation line as a fixed operating expense.

FTE Expenses: Total FTE expense budgets in FTE expense table are calculated from regular FTE expense %value in operating expense table. Adjust percentages based on anticipated relative business activities to determine number of employees. Adjust <Avg HC \$> cell based on expected average annual FTE cost.

Operating Expense Definitions

Regular FTE: Full-time employees (fixed)

Capital Depreciation: Depreciation of capital assets estimated from capital budget table (fixed)

Buildings & Grounds: Real estate, building, utility, maint., and other physical infrastructure
(May not be applicable) cost pools (fixed)

Production, Maintenance & Network Dist. Expenses: Computer supplies (non-capital), maintenance and repair expenses, project supplies, telecommunications and content distribution, etc. (variable)

Vendors - Contractors, Developers: Offsite vendors, customer development, system integrators, consulting, etc. (variable)

Freelance - Production, Creative: Onsite vendors, contingent staff, freelance creative and production talent, etc. (variable)

Next Steps

1. Portions of this report need to be prioritized, expanded and selected for inclusion in the Commission report.
2. The following individuals should be sought out to provide comments and opinion on the final draft report. These executive editors would include: William T. Schleyer and Timothy J. McClimon, AT&T; Merrill Brown, Editor in Chief of MSNBC; Jody Patton, Bill Savoy and Steven Crosby of Vulcan; Linda Stone, Ed Tobin and

Will Poole of Microsoft; Rob Glaser and Eileen Quigley of RealNetworks/ReallImpact; Robert Putnam, Author, Harvard; Howard Schultz and Wanda Herndon of Starbucks; and Afshin Mohebbi of Qwest.

About the Authors

The systems committee was staffed entirely with unpaid volunteers from the community. Their commitment to this analysis made it possible.

Mark Beauchamp

Mark Beauchamp is Microsoft Studios' engineering group manager and IT systems architect. Mark has been with Microsoft for six years and is responsible for the integration and operation of the AV and IT systems utilized at Microsoft Studios for media production, management and distribution. Mark has 16 years' experience managing high-performance computing and network systems ranging from scientific super-computing to corporate communication infrastructures. Additionally, Mark brings over five years of leadership and experience as a specialist in digital asset management systems.

Rich Lappenbusch

Rich Lappenbusch is currently the director of strategic planning in the New Media Platforms Division at Microsoft. Rich leads a team that builds business plans and technical policy. He has been at Microsoft for over 8 years in various business and technical capacities including program manager on interactive television applications where he built Microsoft's first interactive post-production team called the Blender. He also built the operations unit of MSNBC.com and managed it for its first three years as director of operations. He also served as MSN's director of monitoring, reporting and analysis of web services. Prior to Microsoft, Rich was with Continuum Productions (a.k.a. Corbis) designing interactive applications and developing interactive entertainment. He also developed programs for the GTE Main Street interactive television trial. Rich holds various patents in interactive traffic systems, a master's degree in interactive telecommunications from New York University and a bachelor's degree in business administration from the University of Redlands. He presently serves on various strategic advisory boards and as a board member of the International Webcasting Association.

Ted McConville

Ted McConville currently works for Microsoft Corporation as video architect for the Microsoft/NBC joint venture, MSNBC.com, and brings his 25 years of broadcast television experience to the design of systems for streaming video and engineering design leadership. Before joining Microsoft, Ted worked for 16 years in the Hollywood post-production industry as engineering manager for Complete Post Inc. where he oversaw the systems engineering of one of the country's largest post facilities. Prior to Complete Post, Ted worked at CTV in Toronto and began his television career with channel 9 in Melbourne, Australia.

Mark Quenneville

Mark Quenneville is a principal research engineer at Vulcan Inc. in the Advanced Development Department. His 14 years of engineering experience and a passion for technology help to advance a variety of world-class endeavors that change and improve the way we live, learn, do business and experience the world. He was a program manager on the MSNBC launch team and guided the development team through the design and construction of MSNBC's inimitable web publication tools. He also represented MSNBC on the working

group that submitted a proposal for the Information and Content Exchange Protocol (ICE) to the W3C. Mark holds various patents in web publishing engines, built-in-test and redundant control systems. Early in his career, Mark was appointed by Transport Canada as a designated engineering representative – software systems where he was responsible for the design, test and certification of real time, flight critical computer systems for the Boeing deHavilland Dash 8 airplanes. In 1990, the Boeing Defense and Space Group introduced Mark to the Pacific Northwest, which has been “home” for him and his family ever since.

Keith Ritzmann

Keith Ritzmann is senior vice president and chief technology officer for The Ackerley Group, Inc., overseeing both the interactive media segment and the Ackerley Technology Group. In the interactive media segment, Keith has initiated the development and launch of the iKnow Network, a group of independent local news and information websites. In the Ackerley Technology Group, Keith has provided leadership and strategic vision to management on effective business solutions in the areas of interactive media and technology development. Keith joined Ackerley in 1980 and most recently held the position of senior vice president and chief information officer, and prior to that, vice president and controller. He graduated from Georgia State University with a BBA in accounting. He currently serves on the board of Ackerley Ventures, the advisory board of i5 Digital, and as an executive committee board member of Junior Achievement of Puget Sound.

Josh Schroeter

Josh Schroeter has 15 years' experience in television and media, especially ventures at the intersection of new technology and traditional media. Josh is the senior manager of corporate communications at Immunex. Previously, he was CEO and founder of Blockbuy.com, an Internet company providing group buying and merchandizing services to media companies and online marketplaces. Prior to Blockbuy.com, Josh was the founding director of the Center for New Media at Columbia University. While there he created the world's first online journalism program. Josh has also held positions in Time, Inc., NBC News and has produced programming for PBS. He holds an MS in Journalism and an MBA from Columbia University.

Appendix

Presenters

Afzaal Akhtar

Interactive Broadband Partners
Princeton Junction, New Jersey

Mr. Akhtar gave a presentation on the future of broadband technology and its potential uses in a government setting.

Background

Afzaal Akhtar is a founding member and principal of Interactive Broadband Partners, LLC. Previously, he was the partner responsible for interactive broadband within the ZEFER Media and Telecommunications practice, a managing consultant in the media and telecommunications practice at PA Consulting Group, and an industry specialist within the information technology/systems practice at McKinsey and Company, Inc.

His clients include broadband distributors (AT&T Broadband, Comcast, Cablevision, TV New Zealand, BBC, DirecTV), interactive broadband portals (Digeo, AT&T Broadband) and technology providers to this ecosystem (Microsoft, Liberate, Motorola, Divicom).

Mr. Akhtar has helped clients formulate business and technology strategies including financial models, technology selection, technical architectures, application roadmaps, value propositions to the marketplace and partnering/acquisition options. Additionally, Mr. Akhtar has worked with clients to define interactive broadband products and implementation programs and assisted them in executing these programs.

Robin Gee

CityTV
Santa Monica, California

Ms. Gee spoke to the Commission about Santa Monica's successful government access channel and the newly formed COMET (Community Media Television) Network, which provides programming for government stations in California and Nevada.

Background

Robin Gee is the cable TV manager for CityTV, the award winning government access channel for the City of Santa Monica, California. She has worked in the area of local cable programming for the past 18 years. CityTV has been recognized as one of the best government access channels in the country.

Ms. Gee has been honored with four local Emmy awards and many other local programming awards. Prior to working for Santa Monica, Ms. Gee was the station manager for LA Cityview 35, the government access channel for the City of Los Angeles. Robin is a past president of SCAN-NATOA, the California and Nevada chapter of National Association of Telecommunications Officers and Advisors. She co-authored the book *Creating a Government Access Channel* and is a frequent speaker at national and local conferences.

Denny Heck

TVW

Olympia, Washington

Mr. Heck discussed the development and operations of TVW, Washington's public affairs network.

Background

Denny Heck is the president and founder of TVW, a Washington state version of C-SPAN. Previously, Mr. Heck served as chief of staff for Governor Booth Gardner from 1989 to 1993. Prior to that, he was elected to five terms in the state House of Representatives, beginning at age 24, where he served as co-chair of the education committee and as majority leader. While in the Legislature, he also chaired the committee that produced the historic Basic Education Act.

Robert Putnam, Ph.D.

Harvard University

Cambridge, Massachusetts

Professor Putnam discussed his research on American democracy and how we have become increasingly disconnected from family, friends, neighbors and our democratic structures. He offered his ideas on our declining "social capital" and what we can do to revive it.

Background

Robert D. Putnam is the Peter and Isabel Malkin Professor of Public Policy at Harvard University. He has served as chairman of Harvard's Department of Government, director of the Center for International Affairs, and dean of the John F. Kennedy School of Government. He is author or co-author of eight books and more than 30 scholarly articles published in 10 languages, including: *Bowling Alone: The Collapse and Revival of American Community* (2000); *Disaffected Democracies: What's Troubling the Trilateral Countries?* (2000); *Making Democracy Work: Civic Traditions in Modern Italy* (1993); *Double-Edged Diplomacy: International Bargaining and Domestic Politics* (1993); *Hanging Together: The Seven-Power Summits* (1984); *Bureaucrats and Politicians in Western Democracies* (1981); *Comparative Study of Political Elites* (1976); and *Beliefs of Politicians* (1973). Professor Putnam was educated at Swarthmore College, Balliol College, Oxford, and Yale University. He has received honorary degrees from Swarthmore and Stockholm University. Professor Putnam has taught at the University of Michigan and served on the staff of the National Security Council.

Sharon Warsinske

Independent video and distance learning developer
Seattle, Washington

Ms. Warsinske gave a presentation on assessment and evaluation for the new TV/democracy portal.

Background

Sharon Warsinske is an independent video and distance learning developer. Ms. Warsinske served 10 years as the president of StepOne Information, Inc., and two years as a project manager for Fisher Broadcasting's SchoolScout and StepOne projects. She was also a principal at Runaway Entertainment, Inc., and spent eight years as a writer/producer at KOMO Television and The King Broadcasting Company.

Ms. Warsinske holds a BA in broadcast journalism from Washington State University, and an MA and PhD in communication research from the University of Washington. She most recently completed a certificate in developing and managing distance learning classes through the UW Extension Program.

Commission Member Biographies

Steve Clifford, Commission Chair

Steve Clifford has served as chairman and CEO of National Mobile Television (1992-2000); president and CEO of King Broadcasting Company (1987-1992); vice president and CFO of King Broadcasting Company (1978-1987); vice president of Bankers Trust Company (1978); and deputy controller of the City of New York (1974-1977).

Clifford serves on the boards of National Mobile Television, Harbor Properties, Laird Norton Co., Vigilos, Todd Shipyards, Mosaica Education, Inc., and KING-FM Radio. He formerly served on US Bank's board of directors. Clifford is a trustee of the Seattle Opera, Seattle Art Museum, Seattle Parks Foundation and the Institute for Systems Biology.

He studied at Columbia University, where he earned a BA in art history in 1964, and Harvard Business School, where he earned an MBA with distinction in 1968.

Rich Lappenbusch, Vice Chair

Rich Lappenbusch is currently the director of strategic planning in the New Media Platforms Division at Microsoft. Rich leads a team that builds business plans and technical policy. He has been at Microsoft for over eight years in various business and technical capacities including program manager on interactive television applications where he built Microsoft's first interactive post-production team called the Blender. He also built the operations unit of MSNBC.com and managed it for its first three years as director of operations. He also served as MSN's director of monitoring, reporting and analysis of web services.

Prior to Microsoft, Rich was with Continuum Productions (a.k.a. Corbis) designing interactive applications and developing interactive entertainment. He also developed programs for the GTE Main Street interactive television trial. Rich holds various patents in interactive traffic systems, a master's degree in interactive telecommunications from New York University and a bachelor's degree in business administration from the University of Redlands. He presently serves on various strategic advisory boards and as a board member of the International Webcasting Association.

David Brewster

David Brewster is executive director of Town Hall, a Seattle cultural center on First Hill. He grew up in New Jersey, was educated at Yale and came to Seattle in 1965 as an English professor at the UW. Over his long career in Seattle journalism, he worked at Seattle Magazine, The Seattle Times, KING-TV, and the Argus. He founded Seattle Weekly in 1976 and served as editor and publisher until 1997. He also started the Best Places restaurant guides, which became Sasquatch Books. He currently serves on the board of KUOW and is co-chair of the Pioneer Square Mardi Gras Task Force. He lives in Madrona with his wife, Joyce, and has two grown daughters living on the East Coast.

Margaret Gordon, PhD

Margaret Gordon is professor of public affairs and dean emeritus at the University of Washington's Evans School of Public Affairs. She joined the Evans School as professor and dean in 1988, and after 10 years, she stepped down as dean to continue her research and teaching. Professor Gordon received her PhD degree in

sociology from Northwestern University and bachelor's and master's degrees from the Medill School of Journalism at Northwestern. She was the director of Northwestern's Center for Urban Affairs and Policy Research from 1980-1988. As a professor in the Medill School of Journalism and the departments of sociology and urban affairs, she taught courses in urban policy analysis and news media and society. At the Evans School, she teaches news media and public policy and race, ethnicity and public policy.

Professor Gordon's research has focused on: the news media and the public's declining trust in government; the news media and public policy making; and women's fear and self-protective behaviors. She is currently researching new forms of journalism and is working on a team evaluating the impacts of the Gates Foundation's Library Program, which is seeking to provide universal access to computers and the Internet through public libraries.

Bill Kaczaraba

Bill Kaczaraba is currently the executive news director of NorthWest Cable News (NWCN), a 24-hour regional news channel serving six states and more than two million households. He was an NWCN launch team member, joining the network as senior executive producer in 1995. Mr. Kaczaraba is a 12-year veteran of CNN and a former executive producer at CNN Global Headquarters in Atlanta and the network's Washington, DC Bureau. He is a former producer and reporter in various markets around the country. Mr. Kaczaraba attended the University of Missouri Management Seminar for News Executives in 1999, and he graduated from the University of Miami (FL) in both political science and communications in 1979.

Norman Langill

Norman Langill is the president of One Reel. The founding member of The One Reel Vaudeville Show in 1972, he is the leader of creative forces behind One Reel's innovative events and arts projects. Norman brings over 28 years of experience in festival production and international cultural collaborations to his current posts of executive producer for Bumbershoot, The Seattle Arts Festival, as well as artistic director for the AT&T Family Fourth and Teatro ZinZanni San Francisco.

Throughout his years at One Reel, Norman has been the producer of Seattle's Fat Tuesday and Tacoma's Art Bowl, and executive producer of Bumbershoot, The Seattle Arts Festival (since 1980), the 1990 Goodwill Arts Festival, The Boeing Chautauqua, AT&T Family Fourth and Summer Nights at the Pier, the 1990 US tour of the Grand Kabuki Theatre, Yabuhara Kengyo, the US and Japan Tour of Labor of Love, and Gumbo Ya-Ya at the 1991 Barcelona Summer Olympics and the current Teatro ZinZanni.

Norman graduated with honors from the University of Washington. He has been a speaker and advisor for such organizations as the National Endowment for the Arts (NEA), International Events Group (IEG), and Washington State Festivals & Events Association (WFEA), a member of the National Advisory Committee to the Japan American Foundations and is a founding member of ASSET (A Seattle/King County Special Events Team) of which he is currently the co-chair. Norman was awarded the Lifetime Achievement Award from the Seattle-King County Sports & Events Council in 1997 and inducted into the IFEA Hall of Fame in 1999 and the WFEA Hall of Fame in 2001.

Eric Liu

Eric Liu is vice president of corporate communications for RealNetworks, Inc. He joined the company in July 2000. Previously, he was deputy domestic policy advisor at the White House, shaping policy and providing political counsel for President Clinton on a range of issues. He also served during the first Clinton term as a

foreign policy speechwriter for the President. In addition, Liu is a nationally recognized author and speaker. He has published acclaimed books on generational culture and racial identity, and has been an on-air commentator and online columnist for MSNBC, as well as a contributor to Slate magazine. He holds a BA in history *summa cum laude* from Yale College and a JD *cum laude* from Harvard Law School.

Michele Lucien

Michele Lucien is the business solutions project coordinator for KOMO television, part of the newly formed business solutions department at the station. She serves as a member of KOMO's new media team and manages and markets the station's specialty web sites (SchoolScout and StepOne) and newcomer video program. The SchoolScout web site (www.schoolscout.com) is a listing of 1,100 K-12 schools, both public and private, in four Puget Sound area counties. The StepOne web site (www.steponetoseattle.com) provides newcomer information featuring neighborhood descriptions, school information and so forth.

Ms. Lucien also assists KOMO's new business sales director in facilitating and coordinating new business ventures. As part of her responsibilities, she works with the new media services division at Fisher Communications.

Betty Jane Narver

Betty Jane Narver is a senior research fellow at the UW's Evans School of Public Affairs. She recently retired from the directorship of the UW's Institute for Public Policy and Management after nearly 17 years of service. As the leader of the Evans School's policy outreach initiatives, she created a network of applied policy research centers with budgets totaling \$5 million annually and established an exemplary record of service to local, state and regional policy-makers.

In 1992, she was named chair of Washington's Workforce Training and Education Coordinating Board, an entity established by the governor and the Legislature to bring greater coherence to the state's worker training strategies. Thanks in part to her efforts, Washington has become one of the leading states in the reform of worker training systems.

Mayor Norm Rice named Betty Jane to the Seattle Public Library Board of Trustees in 1992, and she was reappointed to a second five-year term in March 1997. She played a key role in engaging the public and formulating a successful bond campaign for the library, which attracted overwhelming citizen support. The \$200-million commitment is enabling the building of a new downtown library and the construction or remodeling of 20 branch libraries.

She is former president of the Municipal League of King County and was recipient of the 1991 University of Washington Outstanding Public Service Award. Betty Jane has a master's degree in classical Chinese language and literature from the University of Washington.

Amy Philipson

Amy Philipson is executive director of the ResearchChannel consortium, which in addition to providing programming via the Internet, recently launched a 7X24 programming stream available on the Dish500 System to direct broadcast satellite providers. ResearchChannel has pioneered MPEG-2 high quality demand video distribution and sponsored the first distribution of commercial high definition television programming at better than broadcast quality over IP networks.

Ms Philipson is also director of video and TV technologies and director of business and finance for the computing & communications organization at the University of Washington. She is responsible for launching two cable channels (UWTV and uw2.tv) in the Puget Sound metropolitan area and across the State of Washington for a subscriber base of two million. UWTV programming has received many awards including Emmy nominations, Golden Cine, Best of the Northwest and others.

Ms. Philipson holds BS and MCP degrees from MIT.

Vivian Phillips

Vivian Phillips is a communications professional with more than 20 years experience as a public relations and communications manager. Most recently Phillips held the post as director of communications for Seattle Mayor Paul Schell, acting as his primary spokesperson and leader of the public information function for both WTO and Y2K. She currently is owner of her own public relations and publicist consultant firm, Family Business.

Phillips also directed public relations programs for the Paramount Theatre and Big Sisters of King County. She was co-host with Enrique Cerna of the award-winning KCTS/KOMO TV co-production, *True Colors*, and is an alumnus of Leadership Tomorrow and the Alki Foundation Political Involvement Institute.

She has been the recipient of awards for her dedication to community service and work toward racial harmony and is currently active with Seafair, The Tribes Project, The Central District Forum and Arts and Ideas, the Seattle Theatre Group, and the Center for Empowerment. Phillips also serves as an advisor to a number of organizations and projects that are arts-related or seek to improve conditions in our community, with a primary focus on young people.

Josh Schroeter

Josh Schroeter has 15 years of diverse experience in television and media, especially ventures at the intersection of new technology and traditional media.

Mr. Schroeter is the senior manager of corporate communications at Immunex. Previously, he was CEO and founder of Blockbuy.com, a venture capital-backed Internet company providing group buying and merchandising services to media companies and online marketplaces.

Prior to Blockbuy, Mr. Schroeter was the founding director of the Center for New Media (CNM) at Columbia University, an education and research center focused on new forms of media, communication and teaching. Under the direction of Mr. Schroeter, CNM developed corporate partnerships with companies including Time Warner, The New York Times Co., Times Mirror, Hearst, Apple Computer, IBM, AT&T, and Intel, and raised over \$10 million. While at Columbia University, Mr. Schroeter created the world's first online journalism training program and consulted to media, technology and government organizations worldwide. Until 1995, Mr. Schroeter was a senior producer at Time Inc. where he helped launch a pioneering, cross-platform news operation—an early media convergence effort at Time Warner—to develop and translate news stories from the company's print magazines into broadcast and interactive programming.

Earlier, Mr. Schroeter held a variety of editorial positions in the broadcasting industry: at NBC News producing innovative, low-cost and profitable programming for cable and video distribution; producing news magazine segments and documentaries for PBS; and working as a local television news reporter in markets across the country.

Mr. Schroeter has an MS from the Columbia University Graduate School of Journalism and an MBA from the Columbia Business School in New York City. He lives in Seattle, Washington with his family.

Ken Vincent

Ken Vincent is the afternoon host on KUOW Radio. As Ken puts it, he was born a newsman. While the other kids were watching Gilligan's Island, he was watching Walter Cronkite specials. As a kid in Spokane, Ken published his own weekly newspaper for the other kids on his block and had his first radio "job" as a high school news announcer in Yakima. While at Eastern Washington University, he worked at the college station before landing his first full-time radio gig.

In 1981, he moved to Seattle (where he'd spent summers broadcasting horseracing results) and worked as public affairs director for alternative-rock station KZAM. Ken spent two years in Juneau, Alaska, at KTOO FM/TV, and then returned to Seattle as press assistant for then-candidate-for-governor Jim McDermott. Following the gubernatorial race, he joined KUOW.

Ken started out as a volunteer news reporter, eventually got hired and spent seven years as KUOW's Morning Edition host. He left the station and worked for then-Seattle City Council member Sherry Harris. After three years, he returned to KUOW.

Jean Walkinshaw

Jean Walkinshaw is a senior producer at KCTS, Seattle's public TV station. A graduate of Stanford University, she taught school for three years, and in 1963, started her TV career. At KING TV she interviewed on-camera for the "Telescope" show, and then for five years, produced a weekly series, Face to Face hosted by Roberta Byrd.

In 1970, she moved to KCTS. For the past 32 years, she has produced documentaries for both national and local broadcast. Most of her work has featured people and places in the Northwest. She has also produced documentaries in Russia, Ghana, West Africa and Japan. Many of her programs have been aired nationally by PBS and by such varied groups as NHK in Japan, Super Channel in Europe, British Airways, and Armed Forces Television Services. PBS Adult Learning Services is presently distributing a special series of six of her programs on writers. Her production of Rainer: The Mountain was the first program to be broadcast in high definition by KCTS. She is presently producing a documentary for History Undercover Series for the History Channel.

Her many awards include eight Northwest Regional Emmies; John F. Kennedy Journalism Award; Ohio State Award; National Press Women Award; New York, Chicago, and American Festival Awards; and four Best of the West Awards. In 1992, she was inducted into the National Academy of Television Arts and Sciences Silver Circle for 25 years of significant contribution to the television industry and community.

Her community activities have included: Houses for Hiroshima; AFSC School Affiliation; Washington Commission for the Humanities; chair, Washington State Rhodes Scholarship Selection Committee; and boards of Planned Parenthood, YWCA, Lakeside School and the National Academy of Television Arts and Sciences. She and her attorney husband started the Amigos de las Americas program in the Northwest enabling teenagers (including their three children) to work as volunteer paramedics in Central and South America.

Web Resources

The following web sites and Internet resources were made available to the Commission to look at other city websites, TV streaming channels, tele-democracy sites and research and policy centers.

Organization

Web site address

Local

City of Seattle	www.cityofseattle.net
TVSea	www.ci.seattle.wa.us/tvsea
TVSea Live Streaming Video	www.ci.seattle.wa.us/tvsea/live.htm
TVSea Streaming Video Archive	www.ci.seattle.wa.us/media
King County Civic Television	www.metrokc.gov/ctv
UWTV	www.washington.edu/uwtv
uw2.tv	www.washington.edu/uw2tv
ResearchChannel	www.researchchannel.com
Seattle Community Colleges Television	www.scctv.net
Seattle Public Schools	www.seattleschools.org/area/ibc

Other Cities

Toronto, Ontario	www.citytv.com
New York City	www.ci.nyc.ny.us/html/doitt/html/crosswtk.html
Madison, Wisconsin	www.ci.madison.wi.us/mcc12
Tacoma, Washington	www.cityoftacoma.org/32tvtacoma
San Diego, California	www.ci.san-diego.ca.us/cabletv/channel.shtml
San Diego County, California	www.ctn.org
Phoenix, Arizona	www.ci.phoenix.az.us/11/phx11.html
Denver, Colorado	www.ci.denver.co.us/KDTV-8
Santa Monica, California	www.citytv16.org
Tucson, Arizona	www.ci.tucson.az.us/ch12

State & Federal

TVW	www.twv.org
FedNet	www.fednet.net
C-SPAN	www.cspan.org

Organization

Teledemocracy

Citizen Juries in the UK

egov.actnet.com/extranet/research/minicases/?LOOKUP=130

Electronic Democracy:

A R.I.P. for Political Parties?

www.geocities.com/CapitolHill/4821/Teledemocracy.html

Teledemocracy in the Province

www.socsci.kun.nl/maw/cw/publications/tainprov.html

An Organizational Strategy
For Electronic Democracy

www.ctcnet.org/stevemil.html

vote.org

www.vote.org/

Electronic Democracy New Zealand

www.naturespace.co.nz/ed/

History of MN Electronic Democracy

www.firstmonday.dk/issues/issue5/aikens/

The Jefferson Center

www.jefferson-center.org/

Teledemocracy Action News + Network

www.frontpage.auburn.edu/tann

Speakers Corner—

Toronto's Interactive Video Booth

www.citytv.com/speakerscorner/

E the People

www.e-thepeople.org/

E the People (Seattle P-I version)

www.e-thepeople.org/affiliates/postintelligencer/

Minnesota e-democracy

www.e-democracy.org/

International Teledemocracy Centre

www.teledemocracy.org/

Smart Initiatives Initiative

www.smartinitiatives.org/

Vivarto

www.vivarto.com/technologies/index.htm

VoteSite

www.votesite.org/

SafeVote

www.safevote.com/

Election.com

www.election.com/

California Internet Voting Task Force

www.ss.ca.gov/executive/ivote/

Research & Policy Centers

Seattle Times/NorthWest Cable News/

Evans Poll Survey Project

www.evanspoll.org/

The Northwest Forum

www.nwforum.org/

UW Center for Communication
and Civic Engagement

depts.washington.edu/ccce/

Harvard's Shorenstein Center on
the Press, Politics and Public Policy

www.ksg.harvard.edu/presspol/

Associations

COMET Network

www.cometnetwork.org/Comet/cometindex.html

SCAN NATOA

www.scannatoa.org/

GATV Institute

www.gatvinstitute.org/

Alliance for Community Media

www.alliancecm.org/

National Association of

Telecommunications Officers and Advisors

www.natoa.org/

Web site address

Current TVSea Mission

TVSea/Video Services is a public service of the City of Seattle and was created to inform citizens about their government and to offer them a timely opportunity to be involved in government decisions.

Our mission is to

- 1) impartially produce for television the unedited legislative activities and informational meetings of the City Council and press conferences and policy statements by the Mayor;
- 2) produce video communications that support organizations and agencies funded with city moneys; and
- 3) offer the public additional programming related to civic affairs and cultural events relevant or unique to the citizens of Seattle.

Current TVSea Overview, Background, Staffing & Programming

Overview

TVSea impartially produces the unedited legislative activities and informational meetings of the Seattle City Council and press conferences and policy statements by the Mayor.

Additionally, special features of civic interest (salmon information, earthquake preparedness) and series about life in Seattle (public affairs, police department, historical) are produced at the channel. The channel broadcasts 24 hours a day, seven days a week. TVSea is also simultaneously streamed live over the Internet. This makes the channel programming available to anyone in the world with access to a computer.

Background

For many years, the Seattle Public Library operated TVSea, then known as Seattle Municipal Television, or Channel 28. The channel was given minimal resources (about 1.3 FTEs) and had antiquated equipment. In 1997, responsibility for the channel was moved to a group that also runs the City's web site, which is now located in the Department of Information Technology. Four staff (4 FTEs) who were providing video services in different departments were transferred to the new consolidated group.

Staffing

TVSea Manager

The TVSea Manager is responsible for the production, acquisition, scheduling and cable casting of programs on the channel. The station manager executes policy, determines programming and programming schedules and establishes procedures for the channel.

When the station was established, the Citizens Telecommunications and Technology Advisory Board (CTTAB)

created a subcommittee on government access television. That group hired the first manager and with him, developed the channel's mission statement and wrote initial policies.

TVSea Operations Manager

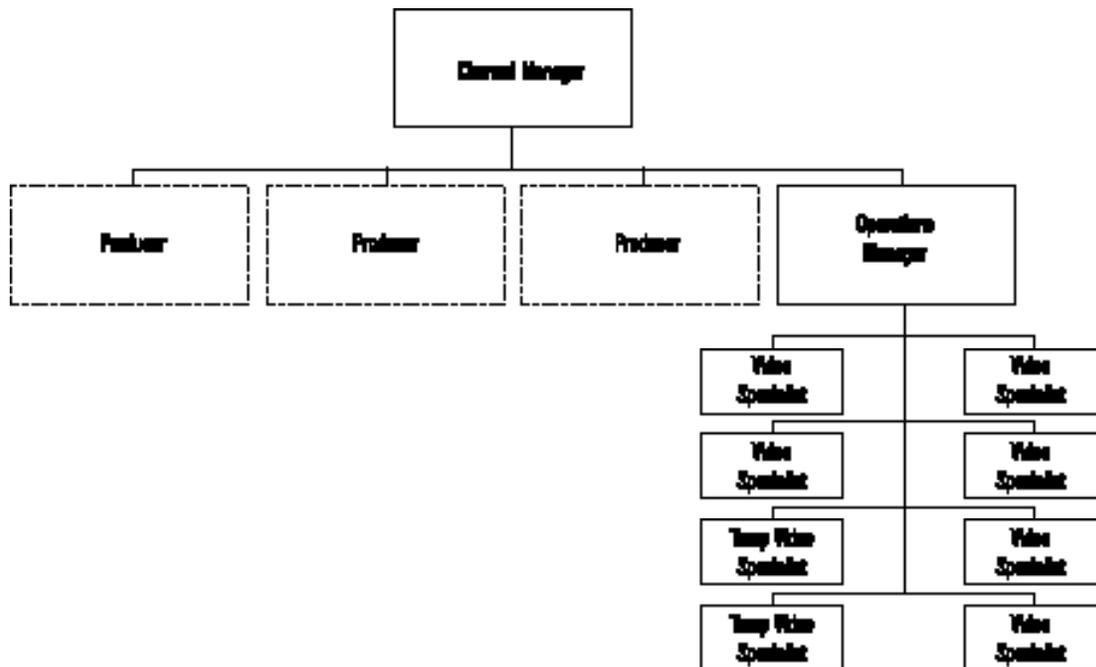
The TVSea Operations Manager is responsible for operating the channel facilities in accordance with the policies and priorities spelled out in this document. Responsibilities include managing the staff and production facilities that create programs and working with the station manager to provide assistance to government agencies using the channel.

Video Specialists

Six full-time video specialists act as production crew for the majority of programming that airs on TVSea. They operate all video cameras in the studio and in the field, create graphics, encode video for live streaming and video on demand, and program pre-recorded tapes for playback. Programs are also edited in house by staff. The in-house crew works with the library to produce Book Talk, a monthly in-studio program with discussions about literature and interviews with authors, and Beyond the Badge, a program produced with the police department including pre-produced and live call-in segments. The video specialist team also operates required studio equipment for recording all city council meetings and in-studio taping. Temporary contractors (TES staff) with video experience are hired in this capacity as needed, on a part-time basis, during periods of high production. At present, one TES is working at the channel on a regular basis (30-40 hour/week).

Current Programming

Current TVSea Organizational Chart



Independent producers are also contracted with to produce programs of specific content not being covered by other means. The first two such producers were hired in 1997. TVSea contracted with Northwest Week Productions to produce an independent public affairs program called Seattle Citizen. The original program aired twice a month and featured in-depth interviews, debates and live call-in programs with elected officials and other citizens who shape the city.

This program continued on-air through the end of 2000. At present, independent public affairs programming is provided via two vehicles: Seattle Citizen remains the name for live call-in programs; Seattle Insight has been added as a separate moniker for programs featuring in-depth reporting on timely issues. The programs share an outside contractor as executive producer, and each program is one hour in length. One new program in each series is produced per month, and each show repeats frequently.

Last year, TVSea received funding to produce a monthly magazine program, Seattle Focus. A combination of outside and staff producers produced the initial programs. More recently, a permanent producer has been hired on contract. Full-time, in-house staff continue to assist by providing technical assistance (i.e. camera work and editing) for each 30-minute program. Seattle Focus is produced once each month. Recent segments include a tour of the Experience Music Project interactive museum and Seattle Speaks! (a recurring feature with “person on the street” interviews, and a feature examining transportation alternatives.

TVSea also uses part-time outside producers on an occasional basis when funding is available. Two such producers currently are creating regular features: a 3- to 5-minute series called History Link that airs as a segment of the magazine program; and news briefs of varying lengths, created both as short stand alone features or segments within the public affairs program Seattle Insight.

Less frequently, an independent producer or writer is hired to produce one specific, longer format piece. For example, TVSea is negotiating with an outside producer/writer to help with a documentary on the centennial of our Olmsted Parks.

Finally, partnerships, such as one between the City of Seattle, the City of Bellevue and the King County Department of Natural Resources, have been employed to create additional funding for larger productions with broad appeal. The Salmon Information Network is a series of ten, 30-minute regional salmon education magazines. Six of these are currently available via streaming as video on demand.

TVSea Budget 2001

Personnel	\$627,972	8 staff and temporary equivalent to 1 FTE
Outside Producers	120,000	
Supplies/Minor Equip/Maintenance	135,886	
Rent/Phones/DP Support/Motor Pool	108,073	
Debt Service for Equipment	112,448	
Reserve for Equipment Replacement	107,259	
Depreciation on Computers	9,462	
Video Voters Guide and Council Sound	31,000	
Grand Total	\$1,252,100	

TVSea 2001 Revenue Summary

	Operations	Debt Service	Replacement Reserve	Total
Cable Franchise Fees	\$755,391	\$112,448	\$107,259	\$975,098
Utilities (SCL& SPU)	\$160,000			\$160,000
Fees for Service	\$44,000			\$44,000
General Fund	\$78,000			\$78,000
Total	\$1,037,391	\$112,448	\$107,259	\$1,257,098

The majority of TVSea's revenues come from cable franchise fees and represents about 50 percent of the franchise fee revenue received by the City. Franchise fees also fund the Office of Cable Communications, Citizen Technology Literacy and Access Program, equipment (but not operations) for Public Access TV (Channel 29/77), and support computer labs in the Seattle Public Library.

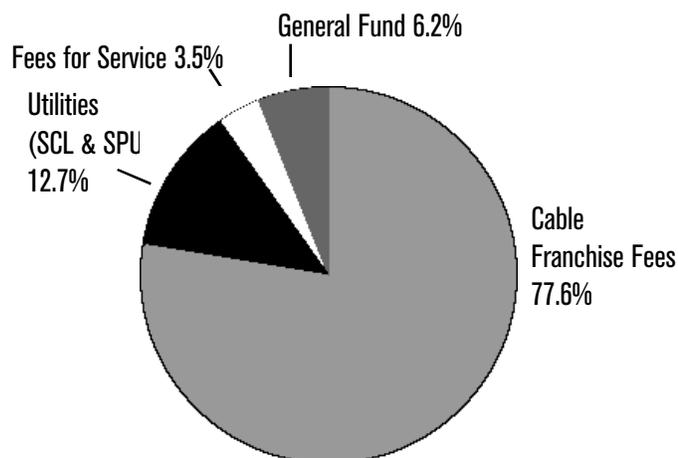
The franchise fee is currently set at 2.5 percent, and may legally be raised to a maximum of 3.5 percent. The fee was raised once, from 2.0 to 2.5 percent, in 2000.

Utility support for TVSea has declined. Seattle Public Utilities pays \$110,000 for the equivalent of 1.0 FTE dedicated to their work. In past years, Seattle City Light did the same. However, in 2001-2002, Seattle City Light reduced its funding to \$50,000, which supports general channel operations. Seattle City Light must pay for services on an hourly rate.

TVSea charges for some of its video work at the rate of \$65 per hour (it charges for video services requested by departments and some outside agencies; it does not charge for covering Council and Mayoral events, or for projects it initiates). TVSea also charges \$18 for tape duplications, which covers costs.

TVSea's budget for 2001 includes the cost of producing the Video Voters Guide. It also includes paying for the sound system for remote City Council meetings. These two items and funding for one of our public affairs programs are what the general fund is "allocated" for.

TVSea Revenue Sources



Current TVSea Policies

Introduction

The Government Access Channel (TVSea) is a cable channel granted to the City of Seattle for the purposes of cablecasting government television programs. The Channel is administered by the TVSea/Video Services unit within the Executive Services Department.

The Channel has independence in programming decisions and shall not be subjected to editorial control beyond the guidance provided by this document. The Channel is available for use by all City Departments and Agencies, including both the City Council and Mayor's office. Programming and scheduling decisions will be non-partisan, equitable, and determined on content.

Objectives

The government access channel belongs to the citizens of Seattle and exists to inform and involve citizens in government. Specific objectives include:

1. Increasing citizen awareness, understanding, and participation in all areas of municipal governance;
2. Serving as a forum for an on-going dialogue on issues pertaining to municipal governance;
3. Enhancing interaction between citizens and their City government and elected officials;
4. Encouraging debate and discussion of ideas and a diversity of viewpoints on local issues;
5. Providing information about municipal government services and programs;
6. Producing and cablecasting programming that informs, educates, enlightens and that encourages participation in government services, activities and decision-making.

TVSea will cablecast programming provided by government agencies and other production entities, as well as programming produced internally by TVSea staff.

Only programming that is consistent with overall TVSea policies will be cablecast or produced in cooperation with TVSea. The station manager is responsible for the scheduling of programs consistent with adopted policies.

Programming Priorities

1. Emergency information involving public safety or health;
2. Public proceedings and meetings involving officials of the City of Seattle, including both the mayor and City Council;
3. Programs that explain policies and programs of the City of Seattle or that solicit citizen input on these policies and programs;
4. Issues of city-wide significance that are being addressed at the neighborhood or community level;
5. Public meetings of other government agencies and programs about public policy issues that are relevant to local government or affect Seattle citizens;

6. Programs that feature cultural and historic aspects of the city and its citizens, and other programs of general interest to the citizens of Seattle;
7. Public service announcements.

Editing

Meetings of elected City, County or State bodies cablecast on TVSea shall not be edited for content nor subjected to editorial comment. Coverage shall be provided gavel to gavel whenever possible.

In rare instances, primarily related to intense public interest in a special topic, the station manager, in his or her discretion, may rebroadcast a segment of a meeting or public hearing previously shown in its entirety. In that event, the entire segment on that particular issue shall be cablecast unedited.

Programs produced in the studio that summarize legislative activity may include edited segments of meetings previously shown in their entirety.

Elections, Endorsements, Underwriting

Candidates for election or reelection to a publicly held office shall not be provided access to TVSea or its facilities prior to the election for that office except:

- Candidates may participate in televised official events of public bodies;
- Candidates may appear on the Channel in political candidate forums and video voter guides in which all candidates have equal opportunity to participate;

The applicable definition and determination of whether someone is a candidate shall be that used by the City of Seattle's Ethics and Elections Commission.

TVSea shall not be used to endorse an issue, company or product, with the following exceptions:

- A company or organization may be recognized at the beginning and/or end of a program for underwriting that specific program;
- Public forums on ballot issues where all sides have equal opportunity to speak may be cablecast.

Copyright And Other Program Restrictions

Note: Copyright and retention issues are still being discussed with the Law Department and City Archivist; final language will reflect the results of those discussions.

Programs containing copyrighted materials will be used only if copyright clearance has been obtained.

The ownership and copyright for any program produced by TVSea shall be held by the City of Seattle. Original or taped copies of any program produced by TVSea may be made available to other stations or channels for newscasts.

Programs that meet the legal definition of obscenity, or which are defamatory, or which promote commercial or profit-making services, products, businesses shall be prohibited.

Tape Retention and Duplication

Videotapes of public meetings are not the official public record, and there shall be no liability for inadvertent erasures or omissions. Tapes are re-used in the normal course of business. Timely requests for copies of public meetings will be accommodated by copying available programs at a reasonable fee to cover costs.

Station Manager, Decision-Making, Oversight, Complaints, Review

The TVSea Manager is responsible for the production, acquisition, scheduling and cablecasting of programs on the Channel and for operating the Channel facilities in accordance with the policies and priorities spelled out in this document. The station manager's responsibilities include managing the staff and production facilities that create programs and providing assistance to government agencies using the Channel.

The Citizens Telecommunications and Technology Advisory Board (CTTAB) subcommittee on government access television serves as an advisory and oversight committee to the Channel 28/Video Services unit on programming and policy issues. The station manager executes policy, establishes procedures and works with the CTTAB subcommittee in reviewing policies, procedures and programming for the Channel.

The station manager will provide the CTTAB Subcommittee with information necessary to fulfill its oversight functions.

Current TVSea Produced Programs

Book Talk

Book Talk is a monthly series funded by the Washington Center for the Book. In June's program, hosts Nancy Pearl and Sharon Griggins discuss biographies and memoirs with Karen Maeda Allmon of Elliot Bay Book Company. Previous discussions have included: *Buddha* by Karen Armstrong; *An Hour Before Daylight* by Jimmy Carter; and *On Her Own Ground* by Bundles A'lelia.

TVSea has taped 16 different episodes of Book Talk, and it has won several national awards.

Regular Air Times: Mondays at 7 p.m.; Wednesdays at 5 p.m.; Saturdays at 10 a.m.; and Sundays at 10 p.m.

Beyond the Badge

Beyond the Badge is a monthly program by the Seattle Police Department. The Department produces the field tapes for this program, and TVSea produces the studio segments. It is aired live on the first Tuesday night of every month. Beyond the Badge has appeared monthly for more than two years.

In June's edition, viewers learn what the police are doing about the open air drug market in downtown Seattle, see an interview with one of the founders of the police guild, and hear from Chief Gil Kerlikowske about the recent shooting in the Central District.

Regular Air Times: Mondays at 10 a.m.; Tuesdays at 7 p.m.; Fridays at 8 p.m.; and Sundays at 11 a.m.

Seattle Citizen

Seattle Citizen is one of two public affairs programs aired on the channel. Host Natasha Smith and callers discuss local issues with Mayor Paul Schell. The most recent program was taped on June 18, and the next one is scheduled for July 18. Viewers can e-mail questions in advance to seattle.citizen@ci.seattle.wa.us.

We usually tape one call-in program with the Mayor each month. TVSea has also had call-in programs with Mark Sidran and City Councilmembers, as well as a roundtable discussion with journalists. C. R. Douglas hosted this program from its inception until the end of 2000 (70 programs).

Regular Air Times: Mondays at 11 a.m.; Wednesdays at 7 p.m.; Fridays at 9 p.m.; and Sundays at 10 a.m.

Seattle Insight

Seattle Insight is the second of our two public affairs programs and is also hosted by Natasha Smith. The concept for this program is public affairs without the call-in component. Natasha has produced three of these programs. Our goal is to produce one per month.

The current Seattle Insight features a roundtable discussion among representatives of Native Americans, Filipinos, and Hispanics on their perception of race issues in Seattle. Because these programs have not been regularly produced yet, they do not have regular air times. They are scheduled when the topics are fresh and current.

Seattle Focus

Seattle Focus is our monthly video magazine about the City of Seattle. Past programs have included topics as diverse as the teen dance ordinance, a video tour of the EMP, and a close-up on a homeless person.

This month's edition centers on water issues—where our water comes from and conservation ideas for the summer. Future editions will have features on the City's supported-worker program for the developmentally disabled, preserving Seattle's views, and a piece on a single parent's six-week experience without a car. Regular segments include "News in Review" and a History Link piece that we produce with Walt Crowley.

Regular Air Times: Mondays at 7:30 p.m.; Wednesdays at 6 p.m.; Saturdays at 10:30 a.m.; Sundays at 7 p.m.

The Salmon Exchange

Nancy Guppy hosts a lively half hour magazine that addresses issues of salmon preservation and restoration. This program is produced by Seattle Schools Instructional Broadcast Center in conjunction with local government channels, including TVSea. We have provided footage, videographers and editors for various programs.

Regular Air Times: Fridays at 7 p.m.; and other unscheduled 30-minute time slots.

Clay Jenkinson Living History Series

Clay is a unique person—an actor/historian whose performances in character of Thomas Jefferson, J. Robert Oppenheimer, Francis Bacon, and Meriwether Lewis have a cult following in Seattle. We also taped a studio interview with him.

Regular Air Times: Sundays at 8 p.m. (in an alphabetical rotation).

Seattle Spotlight

Seattle Spotlight is our news feature component, short (3- to 7-minute) pieces on current issues, such as South Lake Union, energy conservation tips for apartment dwellers, earthquake retrofit, etc. Kelly Guenther produces these pieces for us. We use them as fillers and often drop them in right before the hour starts (e.g., 6:55 p.m.)

Meet the Author

Meet the Author is just what it sounds like—interviews with authors. We have two current episodes that air as fillers. They are half-hour programs in which Nancy Pearl interviews Michael Ondaatje, author of *The English Patient*, and a second in which Nancy interviews Russell Banks, author of *The Sweet Hereafter*.

The Washington Center For the Book funds these programs, and we anticipate expanding this program in the fall.

Sample Programming Schedule

TENTATIVE AIR SCHEDULE FOR WEEK OF MAY 14, 2001

Call 684-8824 or check www.cityofseattle.net/tvsea for up-to-date schedule

	Monday May 14	Tuesday May 15	Wednesday May 16	Thursday May 17	Friday May 18	Saturday May 19	Sunday May 20
12 - 8 AM	Repeat last night	Repeat last night	Repeat last night	Repeat last night	Repeat last night	Repeat last night	Repeat last night
8 - 10 AM	Port of Seattle	Sound Transit	Elevated Trans.	TBA	Port of Seattle	Neighborhoods Culture of May	Neighborhoods Culture of May
10 AM	Beyond The Badge	Sculpture Park Presentations	Council Briefing May 14	9:30: Live Utility Rate Public Hearing	Finance of May	Book Talk: Seattle Focus	Seattle Citizen
11 AM	Seattle Citizen	See Above				Council Briefing May 14	Beyond the Badge
Noon	Asia Pacific Cities Summit	See Above	Full Council of May 14	Transportation of May 15	Public Safety of May 16		Seattle Focus
1 PM	See Above	See Above				Full Council of May 14	Public Safety of May 16
2 PM	See Above	TBA	2- Public Safety LIVE	Landlord Tenant of May 15	TBA		
3 PM	See Above	TBA			Sculpture Park	LL/T of May 15	Seattle Arts!
4-7 PM	See Above		5- Book Talk	5- Live Utility Rate Public Hearing	See Above	Transportation of May 15	Finance of May 16
7 PM	Seattle Citizen - Live call-in with Mayor Schell	Beyond the Badge	Seattle Citizen - Repeat of Monday call-in	Book Talk; Seattle Focus	Salmon Exchange; Book Talk	A Conversation with Michael Ondaatje and Nancy Pearl	Seattle Focus
8 PM	Sculpture Park Presentations	Council Briefing May 14	Landlord Tenant of May 15	Finance of May 16	Beyond the Badge	Seattle Focus	Living History: Jenkinson as Lewis
9 PM	See Above				Seattle Citizen	Energy of May 17	See Above
10 PM	See Above	Full Council of May 14	Transportation of May 15	Public Safety of May 16	Seattle Focus; Sculpture Park Presentations	See Above	Book Talk; Sculpture Park Presentations

TVSea National Awards 1998-2001

Overall Excellence

- 1st Place, National Association of Telecommunications Officers and Advisors (NATOA), 2001
- 2nd Place, Alliance for Community Media, 2001
- 2nd Place, NATOA, 1999

Teen Music, Dead or Alive

- 1st Place, Documentary, Public Awareness, Alliance for Community Media, 2001
- 1st Place, Informational Programming, Alliance For Community Media, 2001
- 2nd Place, Documentary, Social Issues, NATOA, 2000

Experience This! The Experience Music Project

- 1st Place, Documentary, Event, NATOA, 2001
- 2nd Place, Innovative, NATOA, 2001
- 1st Place, Music Video, Alliance for Community Media, 2001
- 2nd Place, Innovative, Alliance for Community Media, 2001

Just Like Noah

- 1st Place, Documentary, Social Issues, NATOA, 2001
- 1st Place, Documentary, Profile, NATOA, 2001

Voices of the WTO

- 3rd Place, Documentary Profile, NATOA, 2000
- Honorable Mention, Documentary, Alliance for Community Media, 2000

Stuwe'yug w

- 1st Place, Documentary, Event, NATOA, 2001

TVSea's Website (www.cityofseattle.net/tvsea)

- 1st Place, Government Channel Website, Alliance for Community Media, 2001
- 2nd Place, Governmental Channel Website, NATOA, 2001
- 1st Place, Government Channel Website, NATOA, 2000
- 2nd Place, Government Channel Website, NATOA, 1999

Global Reading Challenge

- 1st Place, Children's Programming, NATOA, 2000
- 2nd Place, Children's Programming, Alliance for Community Media, 2001

Seattle Speaks!

- 2nd Place, Municipal, General, Alliance for Community Media, 2001

Earthquake Promo

- 3rd Place, Station Promo, NATOA, 2001

TVSea's BookTalk

- 1st Place, Talk Show, Alliance for Community Media, 2000 (program on Harry Potter and kids' books)
- 2nd Place, Talk/Informational, Alliance for Community Media, 2001 (program on the "classics")

Longfellow Creek

- 1st Place, Documentary Profile, Alliance for Community Media, 2000

Cedar River Watershed Education Center

- 1st Place, Documentary Profile, Alliance for Community Media, 1999
- Finalist, Profile of a City/County Department, NATOA, 1998

At Their Fingertips

- 1st Place, Informational, Alliance for Community Media, 2000

Neighborhood Matching Fund

- 1st Place, Government Profile, Alliance for Community Media, 1999

Seattle Works!

- 2nd Place, Innovative, NATOA, 1999

Beyond The Badge

- 2nd Place, Interview/Talk Show, NATOA, 1999
- Judge's Choice Award, Alliance for Community Media, 1999
- 3rd Place, Bloopers, NATOA, 2000

Waterwise Gardening

- 3rd Place, Public Education, NATOA, 1998

Kids Town Hall

- Finalist, Children's' Programming, NATOA, 1998



City of Seattle

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