CIO Forum

July 21, 2020

Welcome & Introductions
Advisory Council Chair Matt Oram, Department of Fish & Wildlife, welcomed the group and introduced Senator Reuven Carlyle.

Legislative Perspective – Senator Reuven Carlyle
Senator Carlyle thanked the group for the opportunity to speak with the group, stated he wanted to have a general dialogue with the CIOs and talk about how critical IT is in our new era and appreciated the hard work everyone has been doing. In our current budget situation, it is important to acknowledge that IT plays a critical role in providing high quality affordable services to the public.

- **Best Practices:** Work together on how to embrace best practices and tackle some of the tough issues while reflecting on history to rethink how we do business at a policy level. It will be key to determine what should be centralized and what should be at the agency level.

- **After-Action Project Reviews:** After-action project reviews should not only celebrate success, but also be transparent about mistakes that were made so we can learn from them. Put those learnings on the table and share those experiences in order to be a learning organization and be open to that.

- **Vendor Management**: Some master service agreements are years out of date and some of the maintenance fees are high. We don't know when agency uses a master contract versus on their own. How can we capture that information? Have to be genuine about vendor strengths and weaknesses and hold them accountable.

- **Business Process Reform:** When an agency shows passion for early investment, he would prefer to break it down like capital budget and provide money up front to do the right amount of rigor and then downstream we add more integrity to the whole program. Agency needs to provide the important criteria.

- **Professional Development:** Advocates for our workforce to have exceptional and high-quality training.

- **Governance:** TSB in his opinion has not been successful. Projects are looked at by how they are doing it but should be looked at from the perspective of if we are moving in the right direction.

Discussion/Q&Q with Senator Carlyle:
Q: As the legislature how are you looking at doing necessary investments in IT while balancing with our budget deficit. When those Decision Packages are brought forward do you have any thoughts on what you want to see differently?

A: Everything is on the table. We have to have the courage to take some risks. Looking forward to the analysis of the cloud report. A systems point of view, not just a silo of which agency hasn't received funds recently. Programs that are non-GF need more rigor, not less. The review going to be rigorous. Have the agencies done their due diligence, are they forward looking, are they passionate about the solution.

Nick Stowe: Spoke to the Senator recently about the concept of CIOs acting as an organization. Challenged him to come up with provide as much hindsight to my peers as much as possible. As an example, for the Commissions third party security audit we focused on early engagement with Jim and cybersecurity. Early collaboration with foundation of trust. If we can continue to embody that spirit and culture and practical application of new opportunities. Embody the organization envision.

Sen Carlyle: Appreciate the reality of how challenging it has been. Embrace learning from failure. It's a teachable moment. Put the issues on the table. It's how do we want our enterprise architecture to work in a way that has intelligence built into the system. Takes courage to acknowledge challenges and we have to be a learning organization.

Matt Oram: We have also commented as a group how the role of the State CIO has changed through this incident. a lot more CIOs are being involved and brought to the table with the business. What are you and your peers thinking?

Sen Carlyle: I think IT has gone to being at the business and policy decision table.

Eric Crab: Weekly CIO check-ins for COVID that started as an emergency has really paid off by continuing to have those meetings. We are talking about O365 and the cloud and project reporting at those meetings. Initially agency was skeptical about moving to the cloud and the costs associated with it, but thanks to CIO and WaTech that we completed our move to WaTech private cloud and already after monitoring resource usage the savings are 35-40% over what we budgeted.

Sen Carlyle: That's where the cloud comes in, I appreciate the total cost analysis. Embrace that work.

Allyson Brooks: Networking for rural areas and state employees telecommuting. We are seeing more employees wanting to stay with telecommuting. Two concerns: Bandwidth, how does the Senator support state employees they have the right equipment, furniture, bandwidth etc., and how to handle rural areas employees and teachers that don't have appropriate broadband access.

Senator Carlyle: We know broadband is critical. Russ Elliot has an important data exercise going on collecting statewide data which will allow us to be more eligible for federal dollars. We are seeing every sophisticated company working with our employees for support , 100% on board. We are going to need to have real interoperability in our work environment. Rural areas overall we have a lot of broadband infracture, we have a lot of dark fiber. One of the biggest problems is the silos at the various public and private entities that don't coordinate effectively. It is a priority of my committee this year in securing merit based federal aid for broadband.

Sayee: With budget shortfall projected as the state agencies are requesting funding through Decision Packages, what is the decision-making process for funding those projects.

Sen Carlyle: We take our responsibility serious, look at system point of view. Who has done the level of intellectual, technical, business proposition and financial rigor up front for the value proposition of that investment and how time and effort have they put in?

Nick Stowe: How do you show total cost of ownership in particular investment of technology, but have a proportionate budget cut in a certain area? How to evaluate multi dependent counter measures.

Sen Carlyle: How do have structure to that is important. The total cost of ownership is taken very seriously. Operating, capitol, maintenance costs. Need to map it out. See that level of rigor around how well integrated capitol and operating is. How authentic is it? How real is it? Intellectual independence, is the right thing to do? Why isn't it a coordinated DP across agencies? Coordinate DP request amongst the agencies. Need to add structure to that.

Michelle Tuscher: Total cost of ownership; moving our agency to the cloud. Government Cloud is costing a lot more than running our on prem solution but we are looking at our future state and ability for things to be easily upgraded is better. Those are things that although the initial cost is more, there are benefits to doing that. How to they explain when you are paying more that it is the right thing to do for the reasons mentioned?

Sen Carlyle: Show up with a document and a presentation that shows this is the right thing to do on behalf of the taxpayers of the state. ROI may be longer term. What is the highest and best use of people for various layers within the stack. What are the needs? Cloud has transformed the world because of it's scalability. Not just cost savings, value may be upgrade ease, make the case for the right things technically and financially. Need the data and insight and need to be deeply invested to help make these decisions. supports employees, responsible to the public, embodies total cost of ownership.

Senator Carlyle referenced the Gartner Report and stated while it's not perfect, how do we track the implementation of the ideas within it? Want to look at some of the issues on the table – agencies need a relationship with WaTech and to let the legislature help support that.

Jim Weaver stated he wants the CIOs to help work towards centralization and get to an enterprise focused outcome. Agencies are encouraged to reach out to Mark Quimby on cost savings opportunities. Jim also said conversations are continuing with Microsoft to potentially consolidated licensing for a cost savings. More to come as this evolves.

Gambling Commission Presentation – Sayee Vaitheesvaran, CIO
PPT Presentation.

Managing Remote Workface
Nick Stowe, ESD - PPT presentation

David Sorrell, DOR:
- Ensure staff have the appropriate equipment.

- Looking at MS Teams and working with WaTech on a small pilot agency with the goal to roll it out to entire agency.
- Establish clear priorities and areas of focus.
- Connect on a personal side.
- Provide frequent updates and discussions about the economy and the actions we are taking to address the revenue shortfall.
- Provide frequent updates as far phased reopening and reopening offices to the public.
- Highlight successes and engage and dialogue about other things happening in the agency.
- Monthly staff meetings.
- Monthly open forum, no agenda, to share and engage in conversation.
- Section meetings.
- Weekly emails to his division with updates and happenings.
- 1 x 1s calls and connections with staff.

Debbie Frost, DSHS: (note: connection was poor and unable to get documentation)
- Worked and pivoted quickly to get in a telework state. Now looking how to maximize that experience.
- Secretary shared the results of an agency wide survey on telework.

Debbie will share the survey questions with the CIOs.

DOR also did a survey and can share those questions as well.