**March 9, 2021 Meeting - Seattle Community Technology Advisory Board**

Topics covered included: Tech Matching Fund recommendations; Seattle IT 2021 Objectives and Key Results; Responding to Covid with Technology Providence Health; Committee Updates

**This meeting was held:** March 9, 2021; 6:00-8:00 p.m., via Webex

**Attending:  (All via Webex)**

**Board Members:** Rene Peters, Camille Malonzo, Ty Grandison, Brandon Lindsey, Nicole Espy, Leah Shin, Femi Adebayo, David Kirishenko

**Public:** Dorene Cornwell, Bob Fletcher, Tara Zaremba, Bill Ruddick, Sean McLellan, Kristen Hoffman, Jackson Brown, Bob Fletcher, Eryk Waligora, Liz Gilbert, Steve Wimmer, Harte Daniels, Ryan Maloney, Bill Olson, Amin, Andy Katz, Tyler Woebkenberg

**Staff:** Saad Bashir, Trayce Cantrell, Kimberly Loving, Cara Vallier, David Keyes, Delia Burke, Jonathan Porat, Vicky Yuki, Tara Zaremba, Vinh Tang, Cass Magnuski

**36 In Attendance**

**Rene Peters:**  Good evening, everybody. Just for everybody's reference, we will publish a text transcript of the meeting, but not the audio. The audio is just for our lovely minute taker to correctly get down the notes. So, welcome, everybody to the March edition of CTAB. Thanks for giving a little bit of your time tonight. We have a good agenda ahead. I would like to open, as I did for the first few months, a quick acknowledgement that those of us in and around Seattle are on traditional land of the First People of Seattle, the Duwamish people, and we are just giving honor to them, both past and present, to them and the land itself. As I've been opening meetings this year, I have tried to start with a little example of just something that relates to our focus areas, and something cool that I have come across to highlight. And this month, I wanted to thank Cara Vallier from City Councilmember Pederson's office for really highlighting a good session given by the Tech Collaborative out of Oakland, California. The session focuses on algorithms, bias, and housing. It highlighted how public and private sector technologies that have been developed really impact the housing space, and the possible risks, and the tools and the opportunities that these tools pose for really embedding a lot of bias and inequality into something as crucial as the rooms over peoples' heads. If you know a little bit of history, you know ever since war time a lot of wealth has been developed from housing. And so it's just interesting to learn about biases that implement algorithms based on things like zip codes and last names that a lot of real estate developers and legislation take advantage of. I'll throw the link here. The chat actually happened last week. I posted the link <https://techequitycollaborative.org/2021/03/04/algorithms-bias-and-housing-recording/?utm_medium=email&utm_source=follow-up&utm_campaign=Algorithms,%20Bias,%20and%20Housing-%20Event> so that you can review the video. I'd just be curious to learn -- throw me an email and let me know what you think. A really good book, if you do happen to get interested in how housing and legislation have combined to create a lot of inequality in the present day, I would recommend Color of Law, which is a really good book. It doesn't talk necessarily about technology, but it's a great primer to look at that process. That's my tech and policy tidbit for the month. But once again, thanks, Cara, for introducing that. So, I'll start with the introductions here, and hopefully we get through them very quickly. As usual, I'll just read through the participant list, and as I call your name, just quickly come off mute and tell us who you are. Maybe there's a group that you represent. Let us know, and just whatever area of Seattle that you're representing. So, I'll start.

**Vinh Tang:**  Is it possible to hold going through the names and maybe go through the first two agenda items, and then do the introductions afterwards?

**Rene Peters:** Sure! I think it is absolutely possible.

**Vinh Tang:**  Tech Matching Fund first, then go to Saad Bashir and Kimberly Loving.

**Rene Peters:** Perfect. So, throughout the last couple of months, we have been reviewing just over 50 different applications of community groups in and around Seattle. Vicky Yuki is here, and she has done just an amazing job of coordinating myself and the other fifteen or so reviewers, and getting through all of these applications. What Vicky will talk about is where we've ended up as far as awarding to different groups throughout Seattle, and maybe a little profile on what these groups do. So, Vicky, I will give you the floor. And thank you so much again for the coordination. I will thank you again after your presentation.

**TECHNOLOGY MATCHING FUND RECOMMENDATIONS**

**Vicky Yuki:**   Thank you so much, Rene. I do have a PowerPoint. There is a document that I did drop. Last year, they were able to just drop it into the chat, but I'm not able to do that. So, I did forward it to Rene and to Camille. It's a document that is actually the recommendations for funding. And so, if we're able to get that out, at least to the board, that would be great. I didn't want to publish it publicly yet, because we still haven't really made the awards yet, so I just wanted to kind of do this in a way that is sensitive to everybody who applied.

So, hi, I'm Vicky Yuki. I'm with Seattle IT, and I am the Technology Matching Fund manager, and I'd like to share with you our recommendations for the 2021 Technology Matching Fund from the review panel.

I just wanted to make sure and reiterate that this year is no different from any other year. We have an ongoing commitment to digital equity. We have funded over $5.5 million to over 320 projects over the past 20 years, and that also generated $9 million in matches, so this is something that is actually tremendously valuable to our community in the sense that we were able to provide funding and they were able to demonstrate their commitment to digital equity by making this happen. We have a beautiful relationship with our community partners. It's something that we really hold dear and also value as we continue to strive for digital equity for all. The Technology Matching Fund, the great thing about it is we put out a a set of criteria and guidelines for the projects that we are hoping to fund. Community groups come together and present their ideas to us, so it really does help us keep up with what's going on, whether it's musicians or other areas. It's really unique when it comes to funding digital equity and digital literacy projects.

This year was very different than past years. We did everything virtually and remotely. We were able to do outreach via email. social media, and word of mouth. We didn't do any postcard mailings or anything like that. Many of our community-based partners were not open for business anyway, and so we just decided to conserve resources in that way. We hosted two workshops that were virtual and were highly attended. Approximately 40 to 50 organizations showed up at each workshop, which was wonderful. And then post-workshops, we did do a lot of one on one requests for assistance. The application cycle was launched in November and it concluded in January. And then we took a month and a half to do our review process, and concluded the process by being able to present the recommendations that I'm going to be sharing in just a second. We did receive 55 applications, totaling about $1,288,000, quite a large chunk of money. And we only had $320,000 available. So the review panel really had their work cut out for them. We were really excited to have a diverse panel of 18 members this year. I see many of our members here, Rene, Sean, and I won't name them all now but they will be named shortly. But I just wanted to share that each of these reviewers had 13 applications each, using our criteria, and ranked each application based upon the criteria. And then, we came together as a group to review those rankings that our statistician compiled for us.

This is our review panel. I just want to say thank you to everybody. It was an intense effort. The conversation, dialogue, the empathy towards these organizations, both for the ones that we funded, as well as those that we weren't able to fund. We do continue to look for opportunities to fund those that we were not able to fund this year. Several members of the panel have ties to different opportunities and resources outside of the Tech Matching Fund, and so they were excited to possibly share what those resources outside of the Tech Matching Fund, and we are excited to share what those resources are so that we can maybe pass that on to organizations that were not funded.

This is our 2021 Technology Matching Fund recommendations for funding. As you can see on the map at the right, the organizations that we are recommending for funding are located across the City. It's interesting that we were able to fund 15 organizations this year, which we're really excited about. Fourteen were through the Technology Matching Fund budget, which is $320,000. And we did receive an additional $25,000 that will be going directly to fund an extra project through the Verizon Foundation. We did fund the project last year, so we are very excited that they were able to continue to do that this year, as well. I am very pleased to say that all districts were represented in the application cycle. They were very, very spread out. And I can share that information with anybody who is interested by email, or we can have a conversation about that, to give a little bit more detail. Once CTAB does approve the recommendations, and our CTO accepts those, then we will be able to share that with the Council in more detail in our annual report that will be due at the end of March.

The 2021 Technology Matching Fund recommendations are the Boys and Girls Club of King County; East African Community Services; Equity in Education Coalition, Kin On Health Care Center; Literacy Source; Multimedia Resources and Training Institute; Path With Art; Renaissance 21; Senior Center of West Seattle; Simulated Immersive Experimental Realities; Somali Family Safety Task Force; Sound Generation; The Vera Project; Wa Na Wari; and Windz of Change Alliance. So, at this point, what I would like to do, I would like to know if there are any questions from CTAB board members, anybody on the panel, or comments regarding the process? I'm totally willing to answer those.

**Saad Bashir:**   Maybe I can ask a question to the group, which is, is there any feedback that you would like to share with me directly in terms of improving the process next time around, anything that has emerged as you were reviewing these applications? I know we've made a significant improvement in terms of the time it takes to go through the whole exercise, but there's always room to do it better. And if not, feel free, don't hesitate. We are always looking for feedback.

**Vicky Yuki:**  I will be setting up a debrief time with everybody to share what their thoughts were during that review process. It was interesting to hear how you feel. We had set this process up to be able to do it remotely in the past, and it was all done without having to pass out the actual applications to everybody. Everything was accessible digitally, and all of the reviews were done digitally. So, everything in that sense was very smooth. I'm so proud of our panel. Every single person on the review panel completed every single review they were assigned. That's amazing. Just so everybody knows, we will begin contracting, and that process will start shortly after we submit our recommendations to Council. If there no other comments, I would like to ask that CTAB recommend that these 15 projects are approved for funding for 2021.

**Rene Peters:**  Yes. I'll take it from here and start a motion on the floor. As Vicky said, there is a ton of forethought and statistical effort in terms of process to come up with these 15 organizations, which are just really fantastic. I definitely encourage anybody on this call to go through the list and see how dynamic and diverse these groups are, not just in the populations that they serve, but in the ways that they serve that population to increase digital equity and tech equity. I went through and saw that there is a quorum of board members on the call. So, at this point, as Vicky said, we would like to move forward with the board recommending this list, and green light them to move forward to the next step. So, if I could get a motion on the floor to approve the 2021 TMF recommendation list.

**Leah Shin:**  This is Leah. I move to approve this 2021 TMF recommendation list.

**Rene Peters:**  Thank you, Leah. Is there a second?

**Camille Malonzo:**   This is Camille. I second. And congratulations, everybody.

**Rene Peters:**  Thank you, Camille. If I could have all of the 'ayes' from the board members? Could we have any 'nays' or abstentions? Okay, great! That motion passes, and so the board has approved the 2021 TMF recommendation list. Stayed tuned to Vicky, who will be feeding us next steps as the contracts are written up. I would like to get more updates, and as she mentioned, there will be a feedback session and a share out for those who were reviewers. Anything else, Vicky?

**Vicky Yuki:**   Yes. Since CTAB has approved these recommendations....

**Saad Bashir:**   Yes! Approved! Without our wasting any time, let's move forward. Thank you very much, Rene, and all of the CTAB members. I really appreciate it. Thank you, Vicky, for your work, as well.

**Vicky Yuki:**   Thank you.

**Rene Peters:**  I just want to underline, as well, our thanks to Vicky.  She was very accessible as we went through this process, and I think just the fact that we got in all of our applications so timely, it just speaks to a really well-run shift. So, thank you again for facilitating all of this! I hope that this inspires even more people to serve on this review committee next year. The more, the merrier, for sure.

**Sean McLellan:**   I wanted to give another shout-out to Vicky. It was very well organized, with a lot of energy and passion, which was contagious and made it go really smooth. And I'm looking forward to participating next year. So, thank you, Vicky.

**Rene Peters:**  Absolutely. So, thank you, Saad, for bringing us to the next step in approving the list. This is a great segue, because we were so grateful for you to spend some time with us last month to talk about some of the progress in 2020 and the goals you have for 2021. I'm happy that I was able to take you up on your offer to come back to us so soon. Saad is back again, and tonight he will be talking us through a presentation, sort of double-clicking into the metrics and OKRs. So, with that, I will give Saad the floor. And thank you again so much for your support.

**SEATTLE IT 2021 OBJECTIVES AND KEY RESULTS (OKRs)**

**Saad Bashir:**  Thank you, Rene. Good evening, everyone. The idea is for us to go today one level down the OKRs that we very briefly talked about last time I was here. And, as you are going through the information with us, just keep in mind that any one of those items that are sparking your interest and you want to know more, as a group or as an individual, don't hesitate. Just make a note in chat, and I'm happy to come back. If there's a certain area that you want to go into -- let's say it's cybersecurity -- next time I come back I would make sure that I have some information from that area so we can go as deep as this group wants to go on any of those topics. I'm here with my colleagues. Kimberly Loving is going to help me go through some of the slides. I also have Trayce Cantrell and others. I'm just going to invite my Seattle IT colleagues to just chime in if I miss anything.

Just as a quick reminder, the north star for Seattle IT remains to be best in class. We may not have all of the money in the world that we want, but it doesn't hurt to always aim for whatever we do if we can lead by example in the world of municipalities in the US. The three areas that we used in terms of aggregating our OKRs, they are within people, within platforms, and within processes. And there are four high level guiding principles for us. We want to create as much resilience as possible in our business. We want to unlock capacity, given the fiscal constraints that we face. We want to make sure that we are embracing equity and inclusion from the front, not as an afterthought. And whatever we do, we want to use data as much as possible with the user experience kept in mind, as well.

Overall, we have around 400 key results. We have objectives. Each objective can have four to five key results. So, if I were to tabulate all of the key results that span the business of Seattle IT, we're talking about approximately 400 individual outcomes that we are shooting for by the end of each year. We are not going to talk about each of those 400, but the idea is to give you folks a good flavor. The first one that I wanted to highlight is this thing about digital platforms. In IT, we are sitting on over 1,000, close to 1,200 unique applications that have been selected over the last two decades. And it's becoming really, really hard for a Seattle IT department that is always struggling for resources, to maintain such a large portfolio. We're also finding that a lot of our applications that we had bought, let's say, 10 to 15 years ago, the vendor is out of business, and the person who is supporting that application in-house is maybe close to retirement, so we have some serious issues in terms of long-term support. A couple of examples within that objective of key results, one is that we want all departments to have more than internet solutions. We use a Sharepoint platform for our internet, but because we a re in a very decentralized environment, every department has adopted their own pace to get onto these new internet solutions. We feel that if all of them are not on the same platform, then they're not really able to take advantage of some of the collaboration that can happen, let's say with Sharepoint. So that's one of our goals, to end the year with 100 percent, and we are getting really close to it. Also, we've been playing around with it, but now we're getting really serious about taking some legacy applications, a handful of them, and moving them over to cloud, In some cases, it's not about moving them to cloud. It's about actually retiring them altogether, and maybe taking the functionality that they offer and move them to an existing platform application. An example of that would be, is if we have a legacy CRM solution, a relationship management software for some department, and we are no longer interested in supporting it, then we have some platform compatible solutions for CRM, let's say Dynamics 365, and we would then make that transition. We have a target of 18, which doesn't sound like it's a lot, given that I just shared with you that we have over 1,000, but we are constrained in terms of how many people we can take from their day jobs and put them on the modernization aspect. So, we want to definitely exceed that 18 target, but we are at least on our way to start that process.

This one is about services and projects on time. I know this group will probably appreciate it, but in the business of IT, whenever you get a presentation about this project is going to cost X million, and will take Y months, you probably add maybe 20 to 30 percent on those numbers, because they are all just probably guilty in the business of IT around the world that we are never able to perform to the plan, for one reason or another. I would say that we struggle on that front, to be very honest with you. But we are making improvements. And we are being very selective. And by that, what I mean is that especially for some of the heavy duty projects that have high visibility, that have multi-million dollars attached to them, multiple departments, the architecture that we're looking to build is really complex. We are being very deliberate about how we plan for and deliver those projects. One great example is the MSIS project. MSIS stands for Municipal Information System. It's basically a complete turn-around of the back office of the City of Seattle Municipal Court. It's completely going to change how the court does its business on a day-to-day basis. It's, I believe, basically a $30 million plus type of a project, multi-year. And I sit on that steering committee for a reason, because I want to make sure that I use that as an example of us getting it right. It's a huge team effort. And it's going in the right direction. That's one example of many that we are doing a good job. Of course, there are some places where we are struggling and we are trouble shooting those as they come. A couple of examples of key results: Under that objective, as you can see, when there are incidents that we are going to be resolving them without breaches, and this is about cybersecurity types of incidents. Solution desk calls: That's another area where we want to make sure we are delivering our services with an appropriate SLA. And the, one of the very popular requests we get is somebody says to us, can I get this piece of software. And from their perspective, IT should just click a button and make it happen. But there are many back end processes that take place. And we are refining those and upping that particular SLA, as well.

This one talks about platforms. And here there are three that we're talking about. One is UC. Unified Communication, which is a fancy way of saying we are completely transforming the telecom infrastructure and the collaboration infrastructure that the City uses. Now amongst friends here, the City of Seattle is probably seven or eight years behind, in terms of adopting the modern telecom infrastructure. And we've had a couple of false starts when it comes to doing RFPs, and then finding out that we weren't happy with the responses. And the reason why this is a big deal is because you only upgrade your telecom infrastructure once in ten years. Maybe once in fifteen years, in the case of Seattle. And so, we kick-started this about a year and a half ago. We have made some tremendous progress against a very robust RFP process. We selected a combination of solutions, but the main engine of that solution is coming from CISCO. It is going to transform our telecom infrastructure, as well as about fifteen unique call centers that IT supports. All of them are going to get onto this new solution from CISCO, as well. It's a major change management. We are taking away their desk phones, giving them soft phones. There is a lot of stuff going on there, and if you want a more detailed presentation on that, my colleague, Greg, would be happy to do that with you folks. The second bullet, there, is about cloud. We have adopted some serious governance around cloud. We are being really mindful that moving to cloud is not just as simple as moving a server from on-frame to cloud. There is a lot of other implications to it. One of them, for example, being that it will be hard for us to use capital dollars for cloud, because it's a recurring monthly expense, and we may have to use operating money, which is hard to come by. And there are many, many other aspects. So, that is the governance around it that's happening. And really, back office type of stuff that we wanted to highlight is there are a lot of Windows servers that are on an old operating system, and we are looking to make sure that we get rid of them in the shortest possible time.

**Kimberly Loving:**  Thank you, Saad. Good evening, everybody. Kimberly here. Just to continue down this path that Saad started, talking about unlocking capacity: One way we do that is to intentionally invest in our most precious resource, and that's our people. Behind this slide is that we have spent some time planning out this year in conjunction with our labor partners and our managers, and our leadership capital group to create customized talent development plans for every member of our department. And this is also in conjunction with succession planning. These seem, at least on their surface to me, pretty straightforward. Why wouldn't we have these items in place? In an organization where the resources are very constrained, it's just really, really important -- I think everybody can agree, irrespective of the industry, that there are backup plans, and folks that are trained as we have attrition and are sometimes unable to refill those positions. So, we're really proud of this in building out our talent development function within our HR team this year.

Some additional tactical ways of unlocking capacity and just creating the time, the ability to focus on higher level work and engaging our continuous process, improvement, and organizational change management teams, again with our leadership capital group to focus on these particular key results so that we are spending less time on things like errors and adjustments with payroll, again to unlock that capacity.

And again, just additional examples here: Paper processes, I think folks probably wouldn't be surprised that we have lots of paper processes across the City, and there is always the possibility to pick up some of those areas and figure out how do we modernize them, how do we automate them, Adobe sign, and paper processes to make sure that we are working on more complex or value-added projects for our client departments and our constituents.

**Saad Bashir:**  Thank you, Kimberly. Just on the automation slide here, slide eight, I would encourage this CTAB group to invite us back again just on the topic of automation. There are some really cool things that we have started to do, but there is so much more to do here. One small example that maybe I mentioned earlier last time is the Utility Discount Program, where people of a certain income level are eligible to apply for that discount. The whole process for applying and for City Light to approve, that was taking days. There was a long queue in terms of that person actually seeing that discount on their bill. The introduction of robotic process automation is basically a very smart 21st century Excel macro. That is how I could explain it. That entire process is now reduced to just a few minutes. That's one example of many. And so, we could definitely impress you on that, and maybe even solicit ideas from you folks when you get to see more detail.

This one is about data and open data sets. We want to improve the quality of how we are putting the open data sets out there. The first key result is not so much about increasing the data sets, but it's about making sure that people can search for them; that they are properly tagged. We are also right now in the process of figuring out which platform we are going to use for open data, because our contract is up for renewal on that front. Of course, privacy and surveillance work takes a lot of time right now, and that continues to be our goal. One of the self-imposed goals for us is we want to take five new areas that maybe we haven't tackled, and we want to come up with standards and policies and procedures. If you folks remember the last time I mentioned open data, so we have a drop policy on open data that is being circulated with some stakeholders. We are going to be looking at machine learning in the next couple of months. We are also preparing one for drones. UAS is the other term for it. And then, there are many other areas where people are suggesting we establish some policies.

This is about security, it's about agility, it's about the confidence that we need to build into our stakeholders. And so, Multi-Factor Authentication (MFA), you all use it when you register for Uber or for any other app where they make you verify your identity, that is being rolled out. A few departments are already on it, and we expect that to be completed before the end of Q3. We want to be really, really good, and much better at documenting the privacy incidents. And we want to do it in a way so that they are searchable, and we can do some analysis on it. So, that's another one for us. And we're doing a fishing campaign as we speak right now. There is a fishing campaign going on. We don't like to embarrass departments, but in a jokingly way remind them that this percentage of your staff actually clicked on that silly link that they shouldn't have. But you may know that the cyber threats that are actually penetrated in an organization like ours are actually done by as simple as a person clicking on the wrong link. It's as simple as that. So, we are promoting awareness about it.

I think we're almost done. This one is about the client experience. One of the challenges IT has faced for many years is, we may do a great job on the project front, and we may do a great job on the operational front. It's that transition that needs to happen. That is very struggle-some. And so we are making a lot of effort there. One of the ways in which we have tried to address it is that we have moved the project managers and the business analysts who work on the project side, to be in the same division of IT where the operations of that work is going to take place. Prior to that, it was under two different areas. So, I think that one change alone is going to help us. We are, of course, wanting to make sure the customer service requests for cable, that we are resolving them within the right SLA. And Seattle Channel, another really juicy subject to talk about, it should be no surprise that fewer and fewer people are subscribing to cable, which is the major funding mechanism for Seattle Channel. And so Trayce Cantrell, Shannon Gee, who is the manager of Seattle Channel and myself have been brainstorming on how to create a sustainable model of Seattle Channel as the cable funds disappear. One of the ways in which we want to do that is to make sure the social media aspect of Seattle Channel is elevated a lot more than it is right now. It has already seen a huge improvement, and we feel that we can take it to an even higher level. So that will be a huge area for us. I think the next slide is you, Kimberly.

**Kimberly Loving:**  It is. So, an area that I'm really proud about -- and we all are -- is one of our guiding principles this year is equity and inclusion. Some key results that we are driving towards this year in this space starts with our executive leadership team, and some engagement that we have scheduled and extremely intentional each month throughout this year is our Office of Civil Rights, and the Seattle Department of Human Resources. To Saad's point earlier, we are committed to operationalizing equity on the front end, as opposed to thinking about something after the fact and saying. 'what were the impacts?' and not addressing the unintended consequences, if you will. And so, each month, the IT executive team is working with both OCR and SDHR on a pretty curated plan that builds that muscle. We are also introducing an anti-racist continuum to the entire department. And so that is a bit of an assessment, where we will have a baseline that lets us know in the aggregate, as a department, where we believe we fall on that continuum, and help to inform our work plans. The plan would be to, about this time next year, go through that same exercise, and hopefully find that we have made some progress and identified some other areas to improve in.

I think this might be the last slide. We've talked a little bit about this, or at least, I did. Look at bullet number two. Our key results in completing the application cycle and Technology Matching Fund awards reporting Q1, check. That happened today, so that's pretty exciting. This particular slide is all about access and equity, so focusing on increasing numbers of our low-income residents and receiving information, etc., here. What questions do you all have?

**Saad Bashir:**   As you folks are contemplating the questions, in case you are wondering how we are managing these 400 individual unique items, Vinh is going to display to us the tool that we are using. It's a really cheap tool. It just cost us a handful of dollars, really, but allows all of the leaders in IT to use a very visual way of seeing how different objectives connect with different key results. We encourage all of our managers to go in and update this on a monthly basis at least, so that we can see what the progress is. And please don't report to the Mayor that there are a whole bunch of zero percents showing. I promise you that's only because people haven't updated. It's better than Excel, although you can export a lot of this information in Excel. I just wanted to make sure that you knew that we are not doing it in a very manual exercise way. With that, I'm happy to take any questions. Thank you so much for your attention.

**Femi Adebayo:**   Hi, Saad. Thanks for sharing this. This is awesome. It's good to see how you measure impacts and OKRs, how you are driving outcomes and results. I was just curious. In terms of the OKRs themselves, how are you grading them? How do you know that, if you made a specific OKR, how do you measure it? Because I know that sometimes we have OKRs that are committed OKRs, where we might say we're going to hit a certain KR at a certain time. We might have a certain time, one year, we're going to hit it at a certain time. But that's aspirational, because we know most likely we're not going to get to 100 percent. How do you grade it? Do you have a baseline for grading, or do you have points for grading. The second question is do you have aspirational OKRs and how do you measure them?'

**Saad Bashir:**   Very good, Femi. You are talking to somebody who lives and breathes OKRs. Those are really good points. There are three ways in which we wanted to make sure people were incorporating these three factors as they were developing these key results in late December of last year. They had to be measurable. They had to be time-bound. And they had to be somewhat aspirational. Those three things, if they are not in a key result -- and we were questioning this as we were reviewing it -- in some cases, the aspirational was just to get the job done, because maybe, for whatever reason, we were struggling to do it. Let's say the Windows server upgrade, which we should have maybe done five years ago and we're still sitting on a handful of them, we just said, you know what, let's do a key results, because we are definitely going to do it. So that would be, Femi, in your terminology, the committed key results. But I would say that most of them have a little bit of an aspirational component to them. How do we measure them? We have, like I said, a monthly check for all of the managers to do a self-assessment. But then, on a quarterly basis, we were doing it last year, we are going to do it this year, we have our first quarterly check coming this April, I believe. Kimberly Loving will lead that. That is when we will look back and make sure to check if we are struggling on that or have we made progress on some better than expected; if we need to tweak the next three months appropriately. That is what we are doing. A disclaimer that I would share with all of you is that OKR, in some organizations, can be very much like a religious institution. Thou must do it this way. The way I am approaching it is that for me, it's more important for us to get in the habit of forward thinking, work planning that's connected with all of the different aspects of IT. And I'm happy to use OKRs because other tech firms use it. But I'm very flexible on the mechanics of OKRs, as long as the culture of IT is getting changed as a result of that. Although I may not be this lenient when I talk to my leaders, because I do ask them follow the format and all. But between us, it's more about the culture that we're looking to change around work planning.

**Femi Adebayo:**   Thank you so much, Saad, for the explanation. Awesome. If you also need help, I can also help with some of the framework construction for some of the OKR work, especially with the grading. And with laying out some structures for how to grade them. So, let me know if you need help.

**Saad Bashir:**   Thank you so much, Femi. We'll probably take you up on that.

**Kimberly Loving:**  Yes, Femi, I would love to take you up on that.

**Femi Adebayo:**   Sure. Any time. Thanks.

**Saad Bashir:**   Rene, do you want me to take some questions from chat, as well? I see a few.

**Rene Peters:**  Yes, I see Harte Daniels dropping in some questions. So, if you could get to a couple of his.

**Saad Bashir:**   Yes, I can take them. One is about the State Office of CIO on delivering projects. We are in touch with the State CIO office. On this particular one using their project delivery methodology, I don't believe that we are having an active engagement on that. But if the suggestion is that they are doing something impressive that we should look at, then definitely we can. I know Trayce Cantrell and her team has the ability to reach out to them.

**Harte Daniels:**   You might want to try Will Saunders. He started on the data end, so open data. So, he will commensurate with you on those issues. As you know, the State has a large number of projects. This also aligns with my question on how mature your PMO is, because the PMO can assist your project managers and your technical teams as well as their duty is to align with you strategically, all the way up to whomever you answer to, and improve that delivery and prevent failures. This also dovetails into supporting your personnel and their personal growth. I, as a project manager, have designed things experientially, say, business analysts or others that are on my multi-million dollar projects. My commensuration to you on your decommissioning of servers (unintelligible). But yes, besides Will, it's will.saunders@ocio.wa.gov, besides that, there is some of you may attend, it's free, again, if you want to develop leadership or other skill sets for your people, it's free. You do not have to be a member of the PMO roundtable, etc. There are ways of doing those type of things. There is equity on your business plans, etc., the Pacific Northwest Organizational Development Network, PNODN.org, you might take a look at some of their leadership training or other training about involving people i nan equitable manner in the projects. Does that help?

**Saad Bashir:**   Thank you for your feedback. I have made some notes, as well. Very quickly, to address your question about how strong is your PMO, we don't have a dedicated, traditional PMO, like maybe the State or others would have. We instead have five project delivery managers who oversee the army of project managers that we have in IT. And within those five, we have a practice around project management, that they are all nurturing, and we're all making sure that they are following the right templates, and doing the work consistently.

There's a question from Bob: Can you expand upon drones, as I know this is a sensitive topic? In fact, when I posted on LinkedIn for some advice on anybody with experience on drone policy, a couple of Verizon people reached out. So, we have some conversations set up for next week. We don't have a major pipeline of drone use cases, to be honest with you. We have had interest from the Fire Department for emergency use. We have had interest from SDOT, as well as both of the utilities, but it hasn't been urgent in its need. I'm just thinking that there will come a time when they will realize that using drones in certain situations makes sense. And because drones are so controversial, or have been, particularly in an urban setting like ours in Seattle, it's just prudent to have the right guidelines in place, and that is exactly what we are doing. And thank you for the suggestion.

**Rene Peters:**  Excellent. Saad, thank you so much for the presentation and the offer to make more presentations. I took notes off to the side, so I think we would be really excited to hear about automation in Seattle IT, or the City-wide cloud strategy. Also, fishing is very important. I notice that you mentioned that. I fell for an fishing email test from my workplace just this morning. It happens. But these are all really, really great to hear from you. And just how you and your team are really going to make a dent in some of these OKRs. And so, we will be in touch with you very shortly to set up some other sessions. Thank you so much, Kimberly, as well, for presenting to us. We appreciate that. Since it's the top of the hour, we can backtrack to the top of our agenda for introductions. But, once again, thank you, Saad. We look forward to having you back.

**Saad Bashir:**   And, Rene, don't think that calling us back next month would be too much. Call us every month, if you have to. Vinh does all of the work behind the scenes, so it's basically him you have to deal with, not with me.

**Rene Peters:**  Thank you so much. Appreciate that. All right. We have another great talk to get to. So, before that, I want to clear out a couple of items of business. First, there's introductions. I've already introduced myself. I'm just going to call out names. If you would give a very quick name and group you're representing, that would be fantastic.

**INTRODUCTIONS**

**Rene Peters:**  Thank you so much. Before I introduce Steve Wimmer to you, there are a couple of business items that are backed up on our docket, going all the way to January. So, board members, I need your help for a couple of minutes. First, we need to approve our actual minutes from the January meeting, which if you remember way back when that was our goal-setting meeting. So, if I could get a quick motion on the floor to approve those, that would be fantastic.

**Camille Malonzo:** So moved.

**Rene Peters:**  Thank you, Camille. Can I get a second for Camille?

**Nicole Espy:**  Second.

**Rene Peters:**  Thank you, Nicole. Can I have the 'ayes?' Any 'nays' or abstentions? Great. That one is passed. So, we move to February. You approved the agenda there, of course, and would love to approve the minutes from February, which is our first update from Saad. So, if we could get a motion there?

**Brandon Lindsey:**   I move to approve the February minutes.

**Rene Peters:**  Thank you, Brandon. Is there a second for Brandon.

**Leah Shin:**   Second.

**Rene Peters:**  Thank you, Leah, for that second. Can I have the 'ayes?' Any 'nays' or abstentions? That will pass. Thank you. And then, finally, although we are halfway through it, we need a motion to approve the March agenda. So, I hope you already feel good about this agenda.

**Camille Malonzo:**  So moved.

**Rene Peters:**  Thanks, Camille. Can I get a second for Camille?

**Femi Abayo:**   Second.

**Rene Peters:**  Thank you, Femi. Can I have the 'ayes?' Any 'nays' or abstentions? All right. Thank you so much. With that behind us, I can introduce Steve Wimmer, who is here with us tonight. Earlier, I think in February, I read this really great New York *Times* article about where do vaccine doses go, and who gets them. And it talked about a couple of different mentions of groups in Washington State that have been trying to address the current health needs of the past year. There was a mention of Providence Health Care, which is using an algorithm to risk-prioritize their workforce, which is a huge workforce of about 75,000 workers, and helping them get access to the vaccines. So, this led me to actually reach out on LinkedIn to Steve, who is Providence's chief of technology and digital strategy. He will introduce himself plenty in a couple of minutes, but he was kind enough to actually offer to walk us through just a short presentation describing a little bit about him and his role, and as an overview, how Providence has been responding to Covid at this intersection of health care and technology. So, we're very, very grateful to have Steve with us. This is going to be a relevant and timely talk. So, Steve, please take it away. And again, thank you so much for agreeing.

**RESPONDING TO COVID WITH TECHNOLOGY: PROVIDENCE HEALTH**

**Steve Wimmer:**  Thank you so much, and thanks for the welcome. I really have to thank you for the promotion. I love the new title he gave me, but that won't happen at any time in the near future. Thank you so much, and I really appreciate your reaching out, because it's fantastic to have an opportunity to talk to you all about this topic, because it's super interesting. I'm going to go ahead and show some slides, if that's okay.  I'm not a Webex user. We use Teams where I'm at, but I think I can figure this out. Here we go. If anyone cannot see my screen, please let me know. Everything good? Fantastic.

First off, I wanted to share a little bit about myself, just in terms of background. I have been in the software industry here in Seattle for quite some time. I've worked for the big companies; I've worked for small ones. I've worked as a software development manager. I've worked as a product manager. And now I work more as a regional CIO for part of Providence, really trying to figure out how it is that we deliver health care, and in particular, use technology to enable that. I've had the good fortune of working on a lot of really cool products in different environments. I've worked in China for a number of years running Razorfish, a product delivery organization there. And what was really the common theme through all of this is how do you use technology as a means to create a better experience? What that really brought me to was what do I want to do next? And what I was really fascinated by was just how complicated and how interesting health care is. I had an opportunity to come back from China into this role at Providence, and I have been doing this now for about four and half years, really focusing on tech strategy, and how do you deliver technology into hospital settings while using the best in what we see in the commercial and consumer space to enable that.

A lot of folks are interested in who Providence actually is. It's the biggest hospital system I've ever heard of, at least in the Seattle area. It's actually the biggest health system in the country. And it covers a seven-state region, all over the West Coast, and New Mexico and Texas, in Montana. And we're the major provider up in Alaska, as well. So, we have a huge footprint, both from an employee perspective -- we have 130,000 employees -- as well as from a size perspective. We are a $25 billion company. So, it is a big IT delivery organization in addition to being a health care organization. So, it really struck me, when Saad was presenting on all of these different challenges that he is having in the City. It's not that different on what we're working on, too, like how do you modernize your back office; how do you move to the cloud; how do you modernize your telecom; etc. It was basically a place where I could plug my domain into his, and it would have been pretty much the same experience.

Anyway, I'm here to talk a little bit more about how we are using technology to get us through the challenges around Covid. Providence is in this really unique position to really speak to the experiences, because frankly, the first Covid patient in the US was up in Everett. I remember when this happened very distinctly, because I was in the room when they announced it. It was just an amazing thing. I remember being in something called a safety huddle, which is where our clinicians get together every day to just talk about things that are going on in the hospital, both events that we need to take a look at, problems that need to be solved. It's like a daily stand up in a scrum. And I remember this really distinctly, because we had a patient on Monday morning who came in and we said, oh my god, he represents with a Corona virus, but we have never seen it before. If any one of you deal with public health, that is the nightmare scenario. Having a blue light virus present that you have never seen before. Because any of the modeling and any of the predictions that are made around pandemics surround that type of a situation. The way it talks about Ebola and some of these other things, it's really the flu, like the Corona viruses in particular, that folks are super aware of. So, I remember being in that meeting that first day that we're talking about. Fortunately, Everett, which I have a picture of up above, we have an Ebola containment unit there, one of three on the West Coast, and that patient was immediately stuck in there. We basically isolated that patient, in order to understand a bit more, and that's how the journey began. What's really fascinating is, when that happened, I cited a KIRO News story from the 21st, which was the day after he was admitted, and the Snohomish County Health District chief health officer saying, "We believe the risk to the public is low.' This is one of those famous last words kind of thing. it's just interesting to see how a small thing, a single event, can become a huge, huge situation. Little did we know that we were going to be where we are today. If any of you are interested in the chronology of how that all spun off, there's a really great PBS Frontline called Tale of Two Washingtons. It's both fascinating from a story perspective, and it's really fun for me to watch because it's fascinating.

Anyway, that is the timeline. It started in Everett, which is amazing as well as sobering, because it tells us that public health emergencies can happen anywhere. So, what happened? How did things progress? What did we do?

First off, the case count was pretty low originally. We weren't really too worried about its spreading, per se, because the case counts were so small. But after they started to rise above that magic 20 new cases per day, we really started to get worried. So, we started to have clinical discussions about what is this thing in mid-February. And started daily in March to try to figure out how are we going to respond. A real challenge that many of you are noticing is that there was a very huge gap in terms of the amount of information that was coming from the federal government at the time, so we basically had to figure stuff out on the fly. In the absence of that information, we were basically making up protocols. Nobody knew how long you had to isolate patients. Nobody knew how these things had been documented. Nobody knew what kinds of precautions should be taken. All of the health protocols had to be established. In addition to that, we also had to figure out what are we going to do to learn more about it? What are we going to do to potentially identify how prevalent this is in the community. So, we had to start thinking not only about the procedural things, but also the technological components that would also be put into place. So, first and foremost, we had to figured out how we were going to see how prevalent this is in society. So, we had to figure how we are going to stand up community response? How are we going to be able to see how pervasive this virus is, both from a testing perspective and from a who has had it already perspective. So, we had to figure out how do you spin out these community response clinics quickly and efficiently, and what kinds of technologies need to be put in around that. Once you've done that, how do you do the retrospective analysis, and a measurement of who has had it before. How prevalent has it been in the past? Because again, we're trying to get as much data as possible. Finally, what protocols do we need to put into place to in fact enable these kinds of studies to even happen. And, we were really thinking about how to create cookie-cutter, bundled, technological solutions that we could stand up wherever we need to, while at the same time, being very mindful of that fact that, number one, we've got very complicated data that we are trying to capture and the need to be able to use that data in a way to represent that data. Adding to that, as we learned more and more about the virus, there was a recognition that it was highly transmittable, and that we had to put all sorts of isolation protocols in place, too, which gave life to this increased need for tele-presence in all its shapes and forms. That means how do we put I-Pads in place to allow clinicians to interact with clinicians who were wearing bunny suits in isolation wards, for example. How do you set up teleconferencing platforms between caregivers who are in different locations, who might need access to the facilities, but don't want to enter into the facilities, because of isolation protocols that are in place, etc. And the most heart-wrenching, most tragic applications for these platforms, what do you do when patients are in end-of-life situations, and how do you enable them to stay in touch with their families, and to be able to communicate with them. I have a personal story, where one of our first patients that died up in Everett, I remember getting a call from one of the physicians who said, hey, can we get an I-Pad up here right away? This patient is dying. His family is on the East Coast. How can we get them into a position where they can say goodbye? I literally happened to have an I-Pad on my desk. I ran up there, logged in with an Apple ID, handed it to the nurse in the bunny suit, who walked it in. And the patient was able to say to his family -- the family was able to have those last moments with him. It really brought home the need to have a precise way to deploy these technologies in an efficient kind of way. Again, tele-presence and tele-conferencing platforms are super important for a number of different reasons, from a treatment perspective as well as a patient care perspective.

What were some of the key technical problems that we were running up against? I've alluded to several of them already. First off is the testing infrastructure. How do you implement the technology behind that? How do you implement the new protocols across the board? How do you enable a hospital that used to be geared towards treating a particular general set of symptoms in cases, and how do you convert an entire unit into a unit that can, in fact, treat just Covid patients? What kinds of medical record changes need to be put into place in order for the hospital, basically, to shape-shift into something that can, in fact, take care of a uniform large group of patients simultaneously? And, how can you then, once that hospital has been converted from a technological perspective, how do you enable the ability to maintain social distancing, and maintain that separation from the patients, while at the same time, being able to provide that care? So, minimizing the amount of contact that you are having with the patient, while at the same time, ensuring that the right amount of information, the environment of care back into the patient record. How do you, in fact, enable situations where information is changing rapidly, where understanding of, say, the virus, and how it should be treated is changing rapidly? How do you make the changes to the protocols that we're implementing. All of these things were a big challenge for us, because we're a big, lumbering beast. How do you all of a sudden become super nimble? That's something we will focus on, as well. How do you build nimbleness into the way in which we respond to the many changes that are going on. In terms of external key problems, how do we stay in line with federal guidelines, or the lack thereof, and provide support to the feds with regard to the data that we're collecting. Some of you have heard about a big snafu in the April/May timeframe, where the administration changed the way in which we're reporting data into the CDC? We had to report it into a third party. That caused enormous problems from a data reconciliation exporting perspective. We had a big challenge there, in terms of getting over that situation. And finally, in the implementation, how do you take the technologies that we were prototyping and rapidly changing how you create a replicable set of infrastructures that meets all the different needs into a small, medium, and large, being able to stand up a small testing clinic, while at the same time being able to accommodate something from left field. So, again, very challenging in terms of being able to create a modular and scalable solutions.

Fortunately, we had already embarked on the journey of modernization and simplification, and what we like to call innovation, as well. It is very similar to what Saad was talking about earlier. We had already embarked on some of these key journeys in 2019. Had we not, in particular, moved to Office 365, and Teams, and some of these other collaboration infrastructural initiatives, we would be screwed, frankly. Fortunately, there had been this confluence of our having the ability to go fully online and fully collaborative because of these initiatives that were already underway. So, we were very lucky, I'll be honest with you, in terms of having had all the right infrastructure in place. We were fortunate that our roadmap just happened to align with the need that was in place. It really solidified our commitment to move into the next generations of technology, because they do provide the ability to adapt much more quickly. And it is when we have just a set, a block of infrastructure.

What have we learned from the Covid response? How did we shift as we went over from detection to vaccination? That was really key, because the detection was very much driven by the hospitals. What has changed now is that the vaccinations are being run as community partnerships with State governmental guidance. So, we had to concede some of the decision-making, and some of the implementation leadership, I suppose is the best way to describe it, to committees and governing bodies, as opposed to charging ahead with the way we thought was best. That was the real shift that happened between the detection of the problems of the disease in the community, and the change-over to vaccinating of our populations. We anticipate being in this bubble for a long time, so the things that we've stood up now, in collaboration with a number of different health care organizations within the Puget sound, and broader Washington/Montana area, as well as with the government. We are set up for the long run here in terms of vaccinations.

Rene brought up one very interesting topic, the equitable distribution of vaccine. We did spend a fair amount of time thinking about not only how do we vaccinate our caregivers, but also how do we vaccinate the population as a whole. We have been very mindful of the need to make sure that this happens in an equitable way. In terms of deciding which caregivers got it initially, we spent a lot of time thinking about who are the frontline caregivers, and where are they most likely to pick up the virus. That immunoglobulin study that we did earlier, we used the data from that, because we did that study in particular on our own caregivers to see how prevalent it was in terms of whether or not caregivers had already contracted the virus. And if they had contracted the virus, where, specifically, did they do it? So, we were able to isolate specific caregiver populations within our own set of employees who needed it first. For example, EDS personnel, that's pretty logical. The folks that clean rooms, the folks that clean the toilets and maintain the cleanliness of our facilities. They will be frontline workers who will be vaccinated first. So, that is one example of the way we've been looking for the right order in which to vaccinate folks within our own hospitals. Concurrent with that, is we have made absolutely sure that we are delivering vaccines according to the guidelines that were provided to us by the State government. There have been some notable challenges that were around those distributions. I can attest that any things that did happen were a result of just people trying to do the right thing, and nothing nefarious going on by any means. Our organization is willing to strive really hard to make sure that vaccines are actually distributed in accordance with State guidelines. One of the things we are focusing on now is how do we get vaccine to those populations who can't necessarily get to our vaccination centers, and how do we bring mobility into those vaccination centers. We are right now in the process of blueprinting what mobile vaccination clinics are going to look like. How do we spin up a van that can go into a disadvantaged neighborhood and provide vaccine to those at-risk populations. It's very much in keeping with the mission of Providence in general, to make sure that everyone, and in particular, vulnerable populations have access very specifically.

The question is now where do we go from here. for now, we really need to make sure that we maintain our ability to respond to Covid, and in particular, to use the learnings from Covid as a means to respond to other public health and safety challenges. Because frankly, this has really hammered home the need for us to be able to spin up responses, regardless of what the challenge is. Could it be an earthquake, a tidal wave, what have you, or another pandemic type situation. This focus on creating modular solutions, and ways in which we can nimbly switch over our infrastructure to respond to respond to a specific health emergency is something we've really spent a lot of time on. We have now tailored our medical record and our technology infrastructure. And what we've really tried to do, as I mentioned earlier, is to really take the learnings that we have from this particular experience and roll that in, bake that into our culture, to nimbly make modifications to things we thought were the right way to do things, and throw them by the wayside at a moment's notice to be able to do the right thing. And really ask the question of how do we change, and why do we change, and incorporate that.

What's next? We're going to go back to what we've done before, which is essentially revamping our overall infrastructure, and really create a caregiving and patient-centric, digitally enabled environment. We're really going to be doubling down on some of these infrastructure and other types of initiatives that I was mentioning earlier. Specifically, what that means is taking a look at a lot of the technical data that we have in our organization and within our infrastructure, and really taking a hard look at what those security threats might be. How we might have service disruption, what parts of our caregiving experience needs significant improvement, and how do we do this in a cost-efficient kind of way. So, really getting back to that strategic focus is really ensuring that we are becoming the best possible health system we possibly can.

And that leads us to the priorities. And I laugh, because this is almost identical to what Saad was saying earlier. How do we get to the cloud first? How do we improve our customer and caregiving experience? How do we ramp up our cybersecurity? How do we get more efficient with our IT implementation of our electronic medical records? How do we improve our back office? How do we make our network better? How do we build applications faster? How do we make better use of the data that we have? All of these things are priorities for us as we go forward, while at the same time, having had that sobering experience of what Covid presented for us and has forced us to plan for the future. That's kind of what I wanted to cover. I know that's a lot of stuff. I'm sure folks have a ton of questions, potentially, so I'm happy to answer those. Rene, I'm not sure how you want to do that. Do you want to read them from the chat, or what do you think?

**Rene Peters:**  We do have a couple of questions from Harte in chat, so if you wanted to ask a couple of your questions, I open the floor to board members and others. Let's just open the floor. Harte, I guess you can go first.

**Harte Daniels:**   Thank you very much for a very thorough IT perspective on what's happening at Providence. The majority of it did appear to be acute care as opposed to ambulatory care. Both I and Kai come from health care in a disaster situation. You might check at Providence, I believe it is part of the northwest -- I can't remember its initials, but it deals with health care and disasters, if you might want to investigate that. On the ambulatory side and dealing and recognizing that CTAB deals with equity and underserved populations, etc., I noticed that Providence is not part of Healthier Here, and they are not a CHC. CHCs are the ones that deal with Seattle Housing Authority and low income. Is there any anticipation of lending your expertise. This is the first question to those CHCs that are actually on the front lines with people who cannot pay. For example, if you and look at Telehealth on the Providence web site, if you don't have insurance, you have to pay $50 and you only get a physician's assistant. Is there any way that you're supporting the CHCs with what you have? Number two, Providence used to have an innovation team, and as we're looking at languages and limited English potential, accessibility issues, and seniors for Telehealth, there appears to be some need for innovation and modification of some of the technology that's already there for those individuals. And I don't know whether your innovation team or group at Providence is still functional. Lastly, -- well, maybe next to last. How is Providence faring on the technology side, moving away from (unintelligible) performance? And the last one is the CMS. Even though Providence is over a seven-state area, there is nobody from California, Oregon, and Washington, all the way over to Minnesota, that are doing the CMS HSRN surveys, but I do know that Epic has a social determinance of health module, and the SDRHs are a major barrier in delivering both healthcare and Telehealth. So, I was wondering if your technology group has a project on hand to upgrade to the Epic social determinant of health modules and HSRN surveys?

**Steve Wimmer:**  A lot to unpack there. I did make a couple of notes here. First off, the involvement with underprivileged communities in general. We have something called the Center for Healthcare Communities, where we spend a lot of time looking at social determinance, and how we can best tailor our health care to meet the needs of those populations. So, we spent a lot of time on it. As a matter of fact, it's that team that is forming the paradigms along which we are creating these mobile vaccination vans, so to speak, and picking up what communities are actually in need of those vans to actually go there and get them vaccinated. So, there is an active group that partners with all of these other groups that you did mention. The problem is, you wouldn't know that it's Providence, because it goes by this other name. It actually is a Providence entity. And we do partner very closely with different folks like that. You did hit on a very interesting point, though, with regard to digital equity, in general, which I really thought was kind of fascinating, and I think was one of the gaps with regard to how vaccinations have been distributed thus far. Because, if you are not technologically savvy, if you didn't have a smart phone, if you couldn't navigate the web sites, it's really hard to find out where vaccinations are actually happening, or where testing is actually happening. Frankly, there is a huge opportunity there to partner with folks within local governments to understand what there is in overlap with communities you're trying solve for in terms of the digital inequity that exist, and how does that overlap with how health care is being delivered? There is this gap in terms of information dissemination, which is caused by a lack of technology. How do you overcome that gap? And I think there's some really interesting and important work that does need to happen in that area. If you look at the complexity of rolling something out, it's much easier rolling out anything in a digital fashion than it is in an analog fashion. I'm using analog as a reference to interactive folks who are not digitally enabled. It's much easier to do that. That area of bringing health care services into populations who don't readily have access to technology, it's a huge problem. And it's something that we spend a lot of time thinking about.

The third question is is the innovation team still intact? Yes, as a matter of fact. I was one of the early employees in that group, and helped roll it out. So, they are very much still working on things. They tend to focus more on ambulatory areas, rather than acute, but there are other areas where they focus. And they tend to focus on those big problems where there are no commercial solutions right now. That kind of where they are at. Hopefully, I have answered at least some of your questions. I will turn to others who perhaps have a question. And Harte, please reach out to me via email. I am happy to connect with you and answer some of your questions in more detail.

**Harte Daniels:**   (unintelligible)

**Steve Wimmer:**  That's why I was so pleased that Rene reached out to me initially, because there is so much overlap.

**Rene Peters:**  Excellent. Thank you, guys. We will get to a couple more questions on the list. So, I see Jackson Brown had a question?

**Jackson Brown:**   First, just a really great presentation. I really appreciate it. I think you answered the major part of my question. I am very curious. We saw so many dashboards and various things pop up as the pandemic started. It's still going on. I'm wondering if Providence has also contributed to those? You talked a little bit about equity and access, but what were the changes -- the majority of your presentation, I felt, was on internal infrastructure. I'm wondering if you saw or felt or participated in a lot of the external information access infrastructure on how information got out to the community? Were there any drastic changes there?

**Steve Wimmer:**  That's a great question, Jackson. I wish I had a better answer for that. Because, Providence being such a large beast, there is a separate communications zone that was all about keeping people informed in terms of what was going on. What I can tell you, though, is that we did spend a lot of time figuring out how do we package up our data in ways that are meaningful to the rest of the country. There were a lot of collaborations that were going on. Because of that, we were, frankly, the first health care system that were encountering these patients, initially. There was a lot of back and forth between us and folks, in particular, at the CDC and the like. If you're interested, I encourage you to go back and watch that Frontline (<https://www.pbs.org/video/coronavirus-pandemic-w1akqx/>) if you didn't happen to see it. They do talk a lot about the data exchange, and how important it was for people to be able to collaborate over something that is completely unknown, and the scope of which isn't quite understood. So, there absolutely was a lot of interaction. In terms of the dashboards and the like, many of those -- and there are several of them you can go to -- there are dashboards that display the data that has been collected to date on the pandemic. You can slice and dice nationwide where infection rates are highest, lowest; where there were the highest number of cases currently; how saturated the ICUs are, etc. All of that data is online, if anyone is interested in it, I'm happy to point folks to it, but it is available online.

**Jackson Brown:**   Thank you.

**Rene Peters:**   Thanks a lot, Jackson. finally, Nicole Espy, you had a question?

**Nicole Espy:**  Yes, I did. And I think it sort of overlaps with other previous questions. I wondered if you could go a little bit more into the switch in the requirements for federal reporting back in April. I would love to know some more details about that, especially your thoughts about the disparate -- all these different date reporting systems that are different per state, the federal requirements, but then also you talked about updating your EMRs. EMRs differ per institution, so I wonder how the maintain the ability to transfer data or interpret the data when there are specialized systems. I also wonder, you know, the impact and burden on your IT to be able to support all of the staff needs, or the internal and external needs for data and display, and whether or not there are ways to support your staff to be able to handle these issues without needing dedicated members for every specific request. I just wonder how the workload in this time was impacted, and how you prepare for future other requests like these?

**Steve Wimmer:**  That's a great question. As you can well imagine, it was a pretty difficult time. And until we got to the steady state that we're at today, not to say that everybody's guard is down now, but things are -- you know, once you get used to walking in the wind, you kind of know what to expect, and you adjust accordingly. And it's been pretty much the same way. Initially, all of the plashing around was extremely to respond to, because there was no coordinated effort from the federal government in terms of how data is supposed to be acquired, and how that data should be formatted. That slowly but surely came together, and there was a uniform way in which the data was exported. And hospital systems agreed that these were the salient pieces of information. These were the data models; this is how we identify the data; etc. That was thrown into a loop by the decision by the federal government to go to that third party called Teletracking, which required a complete refactoring of the way that that data was exported, and the way in which the data was, in fact, represented from a data modeling perspective. So, it was extremely impactful, in particular to the folks responsible for data reporting and for data export. So, there is a lot to unpack there. And I'm happy to talk to you about that in more detail. But suffice it to say it was a death march. And thee are a lot of unsung heroes in our health system who made it possible, despite the many moving targets that were in place.

**Rene Peters:**   Awesome. Thanks for that question, and thanks for that answer. Steve, this has been a fantastic presentation. I think you can see that there's a lot of excitement about some of the things that you said. It's great that you were able to pick out some similarities between the work that Providence is doing and the work that's going on here in the City of Seattle. It's just amazing to think how those issues kind of translate, whether you're talking about a city or the third largest health care group in the country. I dropped the Frontline link in the chat for everybody. It will be a good use of an hour for you guys. I'm definitely going to watch and take that time. Like I said, there's a ton of ideation going on in the discussions here, just from a couple of questions. And, thank you, Steve for offering to continue to stay in touch with us and build a relationship with some of the folks who you chatted with tonight. So, we would love to keep building that relationship in the future. How, exactly would you like for folks to stay in touch?

**Steve Wimmer:**  LinkedIn is a good way. Or you can post to steve.wimmer@providence,org. Please feel free to reach out. I would love to continue these conversations because clearly, there is no connection right now between Providence and this group, and I'd be happy to be at least some of the connective tissue because I think there is some really interesting overlap in focus areas and areas of collaboration.

**Rene Peters:**   Definitely. I'm super happy that we were able to make this work. And once again, thank you for taking the time out of your evening to chat with us.

**Steve Wimmer:**  Yes, and thank you to you, Rene. It's just one of these things where you wonder, who is this guy? Why is he reaching out?

**Rene Peters:**   Yes, yes. You can't be shy in this game. This was super relevant and super timely. And it was great to hear from you. We're looking forward to more updates.

**Steve Wimmer:**  Absolutely. Thank you so much.

**Rene Peters:**   All right. Excellent. So we have a few minutes left to get everybody home on time. I guess you guys are already sitting at home, but you know what I mean. We will move on to some quick committee updates. I know that we have some bigger conversations around some of the work streams that are going on, like for the SIRs and things like that. So, we'll take some of that discussion offline. But if we could get a quick couple-minute updates from each of  the groups? We'll start with the Digital Equity and Inclusion Committee.

**COMMITTEE UPDATES**

**DIGITAL EQUITY AND INCLUSION COMMITTEE**

**Harte Daniels:**  Okay. Dorene, you can correct me if I'm incorrect. Our committee meeting was on February 23, and at the very last minute in the afternoon, our agenda was changed by SIT. We were going to hear from a TMF group, but they had not finalized their report by that Tuesday. The majority of the meeting was devoted to hearing from Bill Jusley. That was suggested by Vicky Yuki. This was Vicky Tamura and Chuy Chong, who have an effort to create a customer diversity and inclusion certification and ranking system. The committee made enquiries and gave presenters feedback on this concept of having software companies and hardware companies certify, making sure that there is diversity and inclusion in their products. Bill then asked the attendees for assistance in finding investors. We did discuss collaboration software. The long and short of it is we're moving it to the three teams, because of the numerous short training to have all features. We do need collaboration because digital equity has the most amount of projects. Many numbers should not fine into an account that can be linked to a 365 account. And if there is a need to save space, we would be applied on documents that would be completed. The DEI committee discussed sending out a survey to the committee on creating a matrix on a new collaborative site, asking which projects members would like DEI to take on, and how they see DEI going forward. And that's a very simple matrix of giving your name, the topic or cause that you would like to see the committee to take on, and comments and ideas. We adjourned at 7:00 p.m. And our next meeting is on the 23rd. I'm putting some announcements into the chat. We did do a review of the all in Washington grants, and found that only two dealt with aging and disability services, one for hearing impaired, and one for seniors. There is an upcoming webinar from WWHDD, which is Worldwide Human Geography Data group on the downstream effects of Covid-19. This one is one food security. It's on March 25 at 10:00 a.m. Eastern Time. This is a webinar series. If you want to know human geography translate into human security or equity issues. And the last thing is, besides it being grateful for it being the month of recognizing womens' contributions, we also have First Nation's from the Sunshine Coast in British Columbia and the islands down to California, they're starting to do their closing on the floor ceremonies. There is one in Duwamish area Seattle this weekend. And there is an equity on St. Patrick's Day parade. David Dinkins passed on November 2020. He was the first African American mayor of New York City. He sheltered groups to try to march in the main  New York City parade, and was rudely and inappropriately received. So, St. Pat's for all was started. That was 20 years ago, and the parade was always started by the Choctaw Nation. It includes otherly-abled people of all ethnicities, etc., and there's a link to seeing their virtual parade this year, so celebration of St. Patrick's Day. Thank you.

**Rene Peters:**   Thank you, Harte. A very thorough report. I appreciate the resources. Everybody check those in the chat. Next we will go to Tyler Woebkenberg for Smart Cities and Community Innovations.

**SMART CITIES AND COMMUNITY INNOVATIONS**

**Tyler Woebkenberg:**   Thanks, Rene. I'll be pretty brief tonight. In lieu of official meetings, we have been trying to collect resources across the community, especially now, seeing some of the priorities from Saad, which has been super helpful. Ears perked up a lot on a lot of that. So, ideally, our building out framework by which to collect some of those resources and understand trends and all of that across the Smart Cities space, as we have more to share, we will pick back up with regular meetings. But if folks here are interested in getting involved, I will have put the email on the chat, as well as updates. That's kind of the main plan right now.

**Rene Peters:**   Thank you, Tyler. Looking forward to that. And finally, last but not least, Privacy and Cybersecurity Committee.

**PRIVACY AND CYBERSECURITY COMMITTEE**

**Nicole Espy:**   Hi. I'll try to be very brief. The Surveillance Ordinance is a main interest of ours, and the Group Two series have gone to committee and is still being reviewed. So, I would suggest that members of our community to listen in to the committee meetings about those, or read those, and just consider being more involved in public comments. The Group Four series should be down the pipe, and the Privacy and Cybersecurity Committee would would love any opportunity that others identify to be more involved in that process. Meanwhile, we also responded to members of the board about the Internet for All proposal and Harte, I appreciate your feedback. And we got some feedback, as well, from our committee members about how privacy and cybersecurity would be addressed, or be added to that report, if possible. So, we welcome any opportunity to get that feedback to those who can incorporate those ideas.

**Rene Peters:**   Perfect. Thank you very much. As Nicole was starting to mention, on the 3rd of this month was the Transportation and Utilities Committee meeting. Their second meeting is going to be on the 17th, when they will be doing more briefing on the SIRs and doing some amendments, possibly. And then, I think, the actual full City Council action to vote on those technologies is gong to be on April 5. So, there is some opportunity to input there. Camille Malonzo and myself actually last week had a couple of great meetings with members of Councilmember Pedersen's office, including himself, and Cara on 2020 progress, 2021 momentum, and some of the highlighted issues, like the progress on the SIRs. His office just really wanted to congratulate the board for a lot of work well done in the last calendar year. I'm just looking forward to a lot more collaboration on issues just like this, as we continue to push forward. So, thank you, all of the committee leads for the work that you continue to put in and pushing and developing work streams and getting that momentum. With that, I will transition and open up the floor to any public comment, our last agenda item. But, if there are any updates or notifications that folks wanted to bring to the floor, and bring to the board's attention, go for it. And if people are tired, that's fine, too. But, I'll give people a couple of seconds.

**Harte Daniels:** Already entered in the chat.

**Rene Peters:**   All right. Harte has put some great resources.

**Jackson Brown:** I will just briefly say, if you haven't already, House Bill 136 on allowing utility districts in the State municipal broadband authority, access to build out infrastructure is up for Senate discussion and debate this next week. So, get in your comments, and it would be great to see more CTAB people comment on it.

**Rene Peters:**   Perfect, Jackson. Thank you so much for that. I see that Andy dropped a couple of links in the chat. Thank you guys so much. If there are no more public comments, definitely before you log out of this chat, just take a quick scroll through the messages. There are some great links and materials there that I'm sure will keep you guys busy and stimulated for the next month until we see you again. Thank you guys so much for your two hours tonight. We got in a lot of really great discussion and great thoughts to carry forward. Enjoy the rest of your night.

**ADJOURNMENT**