



## Building Trust & Improving Accountability in Public Private Partnerships

Rob Stein: Thanks, Casey. And thank you to our audience for being with us today. As Casey mentioned, I'm Rob Stein and I'm the senior vice president of North America public sector here at Salesforce. And I'm really excited today to talk about, have a conversation around building trust, increasing transparency and improving accountability. And I have the great pleasure of being joined by the CEO of the Wyoming Business Council, Josh Dorrell, and the data manager at the Wyoming Business Council, Shaun Jones. During the session, we're going to address really the importance of establishing and maintaining trust between public and private sector. And we'll hear a very recent account, firsthand experience of how the Wyoming Business Council rapidly distributed Cares Act Funds to provide much needed financial assistance to Wyoming businesses during the pandemic.

So just as a reminder, this is an interactive session, so please use the chat function to make comments, or if you have questions, we do have moderators watching the chat panel, so please feel free to chime in. So welcome Josh and Shaun. Before we get going today, could you share a little bit about yourselves with our audience and what your role is at the Wyoming Business Council? Josh?

Josh Dorrell: Yeah, thanks, Rob. My name is Josh Dorrell. I'm the CEO of the Wyoming Business Council, which is the Wyoming State Economic Development Agency. Our job is to work to build resilience in our economies and keep our community strong by diversifying our economy and finding new ways for our citizens to enjoy Wyoming.

Rob Stein: Shaun?

Shaun Jones: So as my title implies, I guess I work with everything data at the Business Council. Generally, this means we're collecting information we need, doing research managing our Salesforce org. But this year, we really had to pivot and build out a platform to help serve our businesses and communities during the pandemic and serve our



team, which was working remotely and it had to work and it had to be intuitive to everybody.

Rob Stein:

Great. Good. Well, Josh and Shaun, the Wyoming citizens are very fortunate to have you in your roles. So let me start out with the first question. I think it's safe to say that as we just heard from like Lake County, Michigan and a whole host of others, the last year really accelerated digital transformation in a way that none of us expected. And here at Salesforce over the last year, all of a sudden 50,000 employees had to work from home, work from anywhere. And so, we went digital overnight. And we really were still able to carry about our jobs and continue to support the missions of our public sector customers, although in a very, very different way.

So Josh, if you could take a minute to sort of characterize the environment before COVID-19 hit us and how, at that time, you were delivering your services to your constituents. And also think about what did your transformation path look like back in December of 2019 before all this happened and how did it change over the course of the last year plus?

Josh Dorrell:

Yeah, that's a great question. And I think it's funny to think back to December of 2019. Actually, I was not in this role at that time, but I can tell you, I started this role in February of 2020. But I can tell you that the way we delivered services was a lot more face-to-face. We definitely had a lot more in-person meetings. Our team is a fairly small team of less than 40 people. And we do have a number of people spread throughout the state who, again, they were remote to our main office in Cheyenne, but they worked with people one-on-one or in meetings and throughout their communities.

And one of the things that I will say is that our team was fairly well-prepared to go digital overnight because of the work we had done to... We're used to traveling a really big state with just a few people, so we were used to working remotely. However, I think the pace at which we were able to transition had to do with some of the fact that we're small, we're a small agency, and the fact that our IT folks and our logistics folks were really thinking ahead a little bit. So we were able to do it. And our transformation path was not really



that well-defined, but we were prepared when we had to define it quickly. I'll say it like that.

Rob Stein:

Well, that's excellent. So really, I can't imagine how it felt to start a new job in February and then have the pandemic hit. And then really, it sounds like you all really rallied to the cause to develop your digital transformation path.

So in 2020, the Wyoming legislator created multiple programs for you to distribute Federal Cares Act funding to Wyoming businesses and nonprofits that really experienced hardships related to the COVID-19 crisis. The Wyoming Business Council was tasked to do this and distribute the dollars through the COVID-19 Business Relief Program. Can you talk a little bit about how the Wyoming Business Council did this and what you did to really take action to quickly allocate what was over a half a billion dollars of funds to businesses in Wyoming?

Josh Dorrell:

Yeah, it was pretty incredible really to see our team come together. And it wasn't just our team. I think there were a number of partners throughout the state in the various agencies at the state government level and also private partners throughout the state that that made a difference. And really that was a big piece of, and it was really important for our digital transformation to be in place. And again, we had a foundation of our digital assets and we had a foundation of technology. Shaun has been working for quite a while on having that data available to our team and utilizing that internally mostly. But then to be able to turn that and transform it into something that was public facing and would instill trust and provide the transparency, and really the security and speed and scalability that we were really worried about.

Rob, the very first program, we didn't have a lot of sleep before that. And it wasn't just because we were working really hard on short timeframes to get this money to businesses and make sure that they were able to survive really tough times during the beginning of the pandemic and continuing to do so, but it was also about will the technology hold up and will the user experience be as good as it should be? And it is something that, as a lot of folks in the tech industry I'm sure can appreciate, those sleepless nights before



launch. You can go through all the checks you want and you can have safety and security and knowing that Salesforce is such a leading company in this area, but it's still really nerve-wracking.

And for us, we felt like we were able to do that and to scale up and to utilize the technology to provide us a sense of security. And when those first applications began to come in and people were able to do that easily and have a good customer experience, I think it just built a lot of trust with our agency. It built a lot of trust with the state and it's something that was really important for the future for programs as well.

Rob Stein: It's just amazing. Distributing that money with all that complexity and livelihoods at stake and what you did for the citizens. Just incredible. So let's talk about the technology a little bit, Shaun. You're truly a trailblazer. And so, tell us a little bit more about how this really got done. What were the tools, the platform, the technologies that you really leveraged to get this thing going?

Shaun Jones: So at the beginning of this project, I think one of the first things we realized is we didn't have the capacity to pull off this project. And I don't necessarily mean that the technology wasn't there, the tools weren't there, I'm talking more about our people in our day-to-day operations and stuff. So we built that capacity in a very short time. We trained people to help design, to build the system we needed. It wasn't just an effort of me building everything and not sleeping for two weeks. It was a lot of people who weren't sleeping. And so, after we built that capacity to build the system and use the system, yeah, we were rolling then.

So before COVID, one of the big things that I would say we had is stakeholders would typically ask us for information, but we had a huge capacity issue in so many different ways. And we didn't have the resources to provide that kind of traditional transparency where we generate a report or something of the sort. So we really turned to dashboards. That was one of our biggest wins, I would say, which we had visibility into the process. Our leadership got an increased understanding of what was going on, and so they were able to make good decisions. It also allowed us to spot problems and kind of shift



our people to where they needed to be so we didn't have bottlenecks.

And then, in addition to that, when internally it worked so well, we actually went a step further and created a Google data studio dashboard with Salesforce data so we could work with the governor and the legislature, and we were able to provide that on-demand level of information with them too. And this new method actually, it built a whole level of partnership with those other stakeholders. And I'm sure Josh would tell you, I think we started out with, it was either 80 or 100 million dollars. And by the end of the year, we had distributed over half a billion dollars.

Rob Stein: That's amazing, I tell you. With the stakes are so high, having that communication with the other stakeholders, I can imagine just how beneficial that was. But speaking of dashboards, you all, I understand, fondly refer to one of your dashboards as a pizza tracker. And can you share a little bit about the story and what that actually meant for the businesses who needed to have transparency around their application to track where it was and really check on status periodically?

Shaun Jones: Yeah, of course. And where the pizza tracker idea came from is actually the Domino's website. So if you order a pizza on Domino's, you can actually track when your pizza is being prepped, when it's being baked, boxed, delivered, every step of the way. And companies are using this everywhere. I'm sure we've all stalked our local UPS guy to make sure we were at home exactly when our package was going to get there.

And so, how it worked with us is we ran so much of our process off of a single field that we call it status. It helped us understand where an application was at in the process and communicate internally. And so, we decided to take that same concept and use it externally. And we created, it's a sales path tool, but we reutilized that and created something very similar to the Domino's pizza tracker, so those external partners and customers could see exactly what was going on with their application. It would let them know when they needed to provide certain information to us. And actually, it drastically reduced the calls to our support team because they didn't have to answer



applicants who were left in the dark because everybody had a good understanding of what was happening with their application.

Rob Stein: That's awesome. I tell you, that must've gone a long way towards opening up the lines of communication, just like Domino's, speeding the service delivery and really that reinforced trust amongst your constituents with all this transparency and giving them the ability to see where things were. So really, really sounds like cool capability.

So why don't we close out the discussion here by talking to the audience a little bit about maybe one or two takeaways, a couple of lessons learned maybe that were something that worked well or something that you plan to continue to iterate on as you expand in the future and continue to modernize at the Wyoming Business Council. So Shaun, why don't we start with you?

Shaun Jones: Sure. So we shifted in March of 2020 to not a pure agile, but an agile development process. And that was with our software. That was with how we ran projects. And it was a very different way of tackling projects compared to how we'd done it previously. We focused on our customers. We want them to have that transparent, intuitive user experience. And those improved partnerships with our customers have helped us deliver a whole new quality of services that we're providing to the state. And I sure hope that's going to stick around with us.

Rob Stein: No doubt, no doubt. So Josh, how about the last few words here on some of the great lessons you learned and what you're looking at in the future here?

Josh Dorrell: Yeah, you bet. And just to tag along with some of the things that Shaun has said, and you as well, Rob, is that idea of being able to put people into that one data source, that one user experience so that all of us internally and externally kind of understand where we are in the process and can help people along and provide that consistency is also, it really instills trust, but it also makes sure that we're doing the best at every stage of the game. And I think that's really important, is that we're making sure we capture the right information, that we provide it back to them at various stage gates throughout that whole



process. And it is definitely something that we'll continue to use on big or small projects like that.

I think the other piece of it is the accessibility of data through dashboards. That was invaluable and it was a lesson that we learned of providing information, updated information, as often as possible to those stakeholders, whether it be legislators or the Governor's Office, to be able to give them information about what was going on at such a critical time. So many decisions were made in a short period of time. And without that data, you're shooting in the dark. And we don't want to do that. The money was too important to do it right. The businesses were too important to help them survive. And we wanted to make sure we were making the best decisions possible. And so, having that data at your fingertips every day and up to the minute was incredibly important.

Rob Stein:

Well, that's really interesting. Two really cool concepts there, Josh. One, treating the citizen, looking at the life cycle of the citizen throughout their experience with you. And then data, right? That's that's the power you have, is you have that great data and you make it available to all the folks involved. So really, really awesome story. And Josh, Shaun, we really appreciate you sharing your story with the audience here. But most importantly, I know the citizens of Wyoming are incredibly appreciative of the work that you've done. So thanks so much for being here today. And on behalf of our event partners and sponsors, we appreciate everybody's time out here watching. And now I'll send it back over to you, Casey.