CARAHSOFT 'S RESPONSE TO THE

State of Alaska

THE STATE of ALASKA

Carahsoft SOW #SN081120

ServiceNow Foundation & Pandemic Preparedness Pilot

Tuesday, August 18, 2020

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1. Executive Summary

The State of Alaska (SOA), like many public and private entities, was significantly impacted by COVID-19. Internal operations and constituent-facing services suddenly had to adjust to new working and delivery conditions, laying bare challenges around complex, paper-based and/or in-person processes; cumbersome, dated systems; disjointed user experiences; and more.

As a result, SOA seeks to partner with Carahsoft to implement ServiceNow as part of a larger effort to transform how people, process, and technology converge to better serve the needs of Alaskans - on both a day-to-day basis as well as during times of crisis. The ServiceNow platform provides a range of modules, or applications, that will help SOA achieve their vision of providing their employees and constituents with a modern, service-centric solution while emphasizing digitization, automation, and remote work capabilities to improve SOA's ability to complete work and serve its customers remotely. Together, Carahsoft, ServiceNow, and SOA will equip the State with a modernized toolset to help support pandemic-prepared government.

Our effort with SOA begins with the Department of Administration (DOA). This focused approach is pragmatic; DOA provides an opportunity to build across multiple platform applications as well as leverage already-completed work to stand up both a comprehensive foundation as well as pilot a scaled agile delivery approach upon which SOA can subsequently build exponential value across anticipated "Phase 4" pandemic preparedness activities.

Our program's emphasis, therefore, is on platform education, foundational capabilities, and building a long-term, sustainable crawl/walk/run approach SOA can continue to mature and enhance. Specifically, this Statement of Work (SOW) details Carahsoft's effort across the following workstreams to complete the foundational effort and delivery approach pilot:
- Platform Governance Training and Core Configuration
- IT Operations Management and IT Asset Management (ITxM)
- IT Service Management (ITSM)
- Customer Service Management (CSM)
- Human Resources Service Delivery (HRSD)
- Division of Personnel and Labor Relations (DOPLR) workflow "Factory"
- Organizational Change Management (OCM) and Enablement
- Platform Sustainment

Carahsoft will engage and collaborate with multiple areas across DOA, e.g. DOPLR, the Office of Information Technology (OIT), etc. We will provide a core Program Team responsible for the successful implementation of the overall program as well as direction of the DOPLR Factory, with other workstreams completed by supporting specialist personnel. Additionally, Carahsoft's team includes focused collaboration with Tandem Motion, an existing DOPLR vendor, to help ensure the realization of DOPLR's intended future state.

With Carahsoft and ServiceNow, SOA partners with a best-in-class technology technology provider and an industry-recognized thought leader with proven performance across large-scale, public sector programs and wholly dedicated to your success.

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2.   Program Approach

2.1 Carahsoft Delivery Team

Carahsoft's delivery organization is structured around integrated advisory, design, User Experience/ User Interface (UX/UI), technical, and change management functions that provide end-to-end results. Our senior consultants have deep knowledge of business processes, governance, architecture, and OCM combined with technical expertise and practical experience inside organizations across IT, Human Resources, Customer Service, and more. Our developers and architects provide clients with a wide variety of specialized industry and technology expertise who understand use cases end-to-end from business process to technology. Together, our team delivers a wealth of experience across ServiceNow to support the State's pandemic preparedness efforts on the platform.

Your Carahsoft resources, or "Coopers," will be a team of highly skilled service professionals whose skill-base spans a wide range of capabilities and whose sole focus will be the success of the DOA program. Carahsoft will integrate delivery approaches under a single program inspired by the "Essential Scaled Agile Framework" (SAFe) to meet the various requirements across our effort. A core Program Team will oversee and orchestrate subject matter experts deployed across in scope application-based workstreams (ITSM, ITxM, CSM, and HRSD) as well as OCM and training. The Program Team will also direct and manage our agile DOPLR "factory." Additional details on Carahsoft roles and responsibilities are provided below.

2.1.1   SAFe-Inspired Program Approach

A SAFe-based approach will provide DOA the ability to have a programmatic, "big picture" view while work will flow from Business Owners, to Product Management, to Product Owners' teams for sprint-based development iterations. With this approach, our team will build an efficient solution delivery model capable of working across multiple complex workstreams.

This approach is achieved by creating and coordinating an Agile Release Train (ART). The DOA ART will be the "long-lived team of Agile teams," a virtual organization that plans, commits, and executes together to continuously develop and deliver solutions. The DOA ART will be organized around the in scope "products" to be delivered: ITxM, ITSM, CSM, HRSD, and the DOPLR Factory. The ART exists to realize the promise of efficient solution delivery with a goal of achieving a continuous flow of value.

Figure 1: High-level depiction of ART organization with integrated Products and Sustainment

2.1.2   Program Roles and Responsibilities

DOA will identify a small group of stakeholders to serve as ART **Business Owners** (see Figure 1). These resources should be selected based on their ultimate responsibility for business outcomes; their ability to steer the ART to develop the right vision and solution; their ability to participate in planning, help eliminate obstacles, and speak on behalf of their business and customers.

Carahsoft's effort will be led by a **Program Manager,** who has full authority to act for all matters relating to the program. The Program Manager will interface with stakeholders across DOA and is responsible for the overall management of services under this contract. Their responsibilities include and are not limited it:

- Consistent support for effective program execution
- Maintain the Integrated Master Schedule, milestones and dependencies of all workstreams.
- Capture of risks, issues, decisions, and actions
- Establish and align a release plan to support program goals
- Help implement Lean budgets and cost management

Carahsoft will provide a **Program Team** to support the Program Manager. The Program Team is responsible for ensuring a consistent technical solution and platform vision across all workstreams. This team will primarily consist of:

- **Release Train Engineer (RTE)** – is the servant leader and coach for the ART. They will be responsible for communicating with stakeholders, escalating impediments, assisting with risk management, and driving improvement.
- **Product Management** – is responsible for 'what gets built,' as defined by DOA's vision. The Product Manager will collaborate with Carahsoft Product Owners to understand and communicate their needs to DOA Business Owners, as well as validate and complete quality assurance for development.
- **System Architect** – is responsible for defining the technical and architectural vision for the system, working at a level of abstraction above the Product Owners' Agile Teams and components.

The DOA ART primarily consists of Product-based Agile Teams - the professionals who will actually build, test, and deploy features and solutions. SAFe- knowledgeable Agile Teams will be staffed by additional Carahsoft resources, organized into "product lines" based on the solutions they will be developing - e.g. ServiceNow application or DOPLR Factory.

2.1.2 Application-Based Workstreams

Each application-based workstream (e.g. ITxM, ITSM, CSM, and HRSD) is a separate Product within our approach. These Products are led by a **Product Owner** who directs and supports their **Agile Teams**. Application-based Agile Teams will consist of specialized subject matter expert resources, leveraging the following roles as needed by the scope complexity and anticipated level of effort of their workstream:

- **Advisor** - Completes data analysis and leads working sessions to develop processes, define roles and responsibilities, determine key metrics and KPIs, and build functional requirements. Collaborates with the workstream Technical Architect to ensure stories support the processes developed. Provides functional subject matter expertise to ensure the solution follows procedural and industry best practices. Helps prepare DOA across Go Live and Knowledge Transfer activities so DOA may support the solution following our effort.
- **Technical Architect** - Develops functional and technical requirements. Develops, grooms, and sizes user stories. Manages daily sprint standups, weekly sprint demos, and internal unit testing. Helps DOA evaluate the right places to develop and integrate with technologies outside of ServiceNow. Ensures the solution follows technical best practices, maintains an upgrade path, and is Carahsoft quality checked. Helps prepare DOA across Go Live and Knowledge Transfer activities so DOA may support the solution following our effort.
- **Platform Engineer** - Works with Technical Architect to configure, script, and develop workstream solutions based on requirements built and sprints defined between Carahsoft and DOA. Mitigates defects that are found as part of unit testing and UAT. Participates and supports the migration of work completed to test and production environments. Provides DOA technical expertise to ensure a quality solution.

2.1.3 DOPLR Factory

Our program will also incorporate an additional, more "truly" Agile Product to efficiently deploy a high volume of services onto a ServiceNow application foundation - e.g. a "factory." For this effort, our team will pilot this delivery model to build identified DOPLR workflows within the ServiceNow HRSD application.

The DOPLR Factory will incorporate more hands-on Program Team support as well as pull in additional resources in order to stand up multiple Dev Teams within this Product. Carahsoft personnel will fulfill the following responsibilities for the DOPLR Factory:

- **Product Owner** – as in the application-based workstreams, the DOPLR Factory is owned by a Product Owner. Their role includes ownership of the team backlog, definition of user stories, acting as the customer for developer questions, prioritizing work, and working with Product Management to deliver the larger scope of value.
- **Scrum Master** – like the RTE, the Scrum Master is the servant leader for their Agile Team(s), facilitating meetings, fostering Agile behavior, helping remove impediments, interacting with the larger organization, and maintaining the team's focus. The Scrum Master's primary responsibility will be to build a high-performing and self-managing team.
- **Dev Team(s)** – The Development (Dev) Team is a subset of the Agile Team composed of individual contributors that span responsibilities across developers, testers, engineers, and other specialists to define, build, test, and deliver stories in support of product features.

Please note, while the DOPLR Factory Product will seek to follow Agile best practices for continuous development and delivery, this does not equate to continuous deployment into production. All release deployment decisions will be made in conjunction with the DOPLR and DOA business leaders, to be discussed as a component of Program Planning.

2.1.4 Platform Sustainment

Carahsoft has additionally included in scope platform sustainment services to support and ensure Agile Teams across the ART are solely focused on the creation and delivery of features specific to their Product and subject matter expertise. Sustainment services will consist primarily of ServiceNow professionals who will operate, maintain and manage the configuration of SOA's environment. This team will utilize ServiceNow best practices to provide highly flexible yet stable support for all platform development. They are a vital part of the ART, providing not only platform administration support as SOA identifies potential internal resources to serve as platform system administrators, but also working in tandem with and across all ART Products to resolve issues, address select enhancement requests, measure performance, and suggest opportunities for optimization and improvement.

Sustainment will support the new platform environment, our program's application-based workstreams' development, and DOPLR Factory operations by completing the following:

- Manage the day-to-day operation of the ServiceNow platform
- Provide operational metrics for the production environment
- Resolve critical issues within SOA instances
- Support application-based workstream teams in the deployment of new features, resolving functional issues within SOA instances
- Support DOPLR Factory Agile Team in the deployment of new features, resolving functional issues within SOA instances
- Continuously support the improvement of processes and deliverables

Sustainment support resources will consist of the following:

- **Senior Sustainment Engineer** – is responsible for the evaluation, operation, and maintenance of our program's in scope development and applicable features. They will provide senior technical support to the program team as well as feedback to the Senior Architect on the current state of SOA's instance and suggested improvements.
- **Sustainment Engineer** – is responsible for supporting the program using ServiceNow- based applications. They will provide customer service and issue resolution support, knowledge article development, knowledge base management, as well as application and systems support.

2.1.5   Highlights of Using Essential SAFe

It is Carahsoft's intent to use the DOA ART and the DOPLR Factory as a pilot to capture lessons learned and optimize our collaboration with SOA in advance of Pandemic Preparedness Phase 4. It is our understanding that in Phase 4 SOA will seek to deploy a large-scale service identification and service development approach through which Departments across the State may digitize services, leverage automation, and create efficiencies by configuring ServiceNow to serve as the State's Enterprise Service Management system. The DOA ART and DOPLR Factory therefore serves multiple near- and long-term purposes:
- It builds a comprehensive solution for DOPLR by populating a high volume of service workflows onto the ServiceNow HRSD application
- It assembles a proven cohort of delivery resources within Carahsoft upon which to scale for any potential follow-on activities with SOA. Specifically, Agile Teams will have demonstrated their ability to:
  - Estimate and manage their own work
  - Determine the technical design in its area of concern, within architectural and user experience guidelines
  - Implement and test functionality, deploying it to the staging and production environments in collaboration with the Program Team and DOA
  - Support and/or build the automation necessary for a continuous delivery pipeline
  - Continuously improve the delivery process and output deliverables
- It demonstrates an achievable approach to realize "the art of the possible" for SOA pandemic preparedness efforts through practical application of:
  - Centralized and holistic governance, functional, and technical leadership
  - Continuous, synchronous, and sustainable delivery of requested functionality
  - Common and consistent approach to system architecture, data modeling, external systems integration and user experience (UX) across all development teams
  - Early adoption of the DevOps concept (a mindset, a culture, and a set of technical practices) that provide communication, integration, automation, and close cooperation among all the teams/individuals needed to plan, develop, test, deploy, release, and maintain SOA's platform and features

2.1.6   Tandem Motion

Finally, Carahsoft has included Tandem Motion in scope as a teammate to help ensure we meet the target timeline and to achieve efficiencies across the HRSD implementation as well as the DOPLR Factory. Tandem Motion is a workforce strategy consulting firm helping organizations align workforce objectives with business strategy to create environments where people can do their best work. They bring deep institutional knowledge regarding the inner workings and desired future state of DOPLR as a result of their engagement in and partnership with the Division's HR Transformation Project.

It is Carahsoft's intent to quickly leverage previously-completed work, specifically the identification, design, and prioritization of existing service workflows, to begin DOPLR Factory development as soon as possible. The collaboration and guidance of Tandem Motion to efficiently facilitate and complete this work will support Carahsoft's

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aggressive timeline goals. Additionally, Tandem Motion contributes a wealth of information regarding the intended future state of DOPLR, which will be a valuable contribution to HRSD application design and configuration.

Combined, this team of highly skilled service professionals is wholly dedicated to the success of this program and the support DOA of in your achievement of pandemic preparedness and better serving the needs of the State's internal and external customers.

2.2 Anticipated DOA Participation

In our experience, the greatest potential risk to our program is the lack of participation of DOA. Carahsoft progress depends on DOA participation and decision-making in process design sessions; DOA approval of process design, stories, and sprints to release work for technical development; and, DOA participation in training and knowledge transfer to ensure the successful Go-Live, adoption, and operational transition of your solution.

To ensure our shared success, Carahsoft recommends the following client roles actively participate in the project:

- Present, engaged, and communicative **Executive Sponsor(s)** with the authority to ensure DOA team members' accountability to their respective responsibilities
- A **Project Manager** responsible for managing and coordinating DOA resources active on the project
- Identified **Process Owners** who are enabled with end-to-end operational and continuous improvement authority
- Any Technical staff, specifically **ServiceNow System Administrator(s)**, that DOA intends to develop as key personnel supporting the platform following our time together

The table below details the resources from DOA that will be required to fulfill activities required for this engagement's success

Role	Description
Project Manager	- Participate in program planning and kickoff meetings - Work with the Carahsoft Program Manager to validate and finalize the Program Management Plan - Collect data requested from DOA team members to provide to Carahsoft - Work with Carahsoft Program Manager to schedule sessions and participate as required - Coordinate Executive Sponsor(s), DOA team members, and stakeholders attendance at the program meetings and sessions - Work side-by-side with Carahsoft's Program Manager to ensure DOA resources are available and present when required - Ensure all commitments needed from DOA are met to completion and on time - Collect and share feedback from team and share with Carahsoft team - Help document lessons learned to share in Program Close Meeting
Executive Sponsor(s)	- Deliver a clear, consistent vision and messaging on objectives and goals for program duration - Be a program champion across all organizations involved
ServiceNow System Admin(s)	Should DOA plan to develop internal personnel to support the ServiceNow platform on an ongoing basis, e.g., ServiceNow System Administrator(s), they should be made available to: - Review the work completed by Carahsoft - Help to lead acceptance testing and validation - Receive the proper training from Carahsoft's Technical Architects
Key Stakeholders / Process Owners	- Representatives who have the authority to create new, or update existing, processes and procedures for the successful implementation of the applicable ServiceNow module - Representatives who have the authority to validate and accept the final iteration and demo of the applicable ServiceNow module prior to its go-live deployment
Working Session Participants	- Participate in functional and technical requirements working sessions - Be key decision makers in these sessions to ensure that DOA's functional and technical requirements are adequately represented, and decisions can be made in a timely manner

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3. Major Tasks & Activities

3.1 Program Instantiation & Reporting

3.1.1 Program Planning & Kickoff

Shortly after receipt of all fully executed and applicable Contract Agreement documentation (approximately 5 days), Carahsoft shall initiate work by meeting with key DOA leaders to ensure a common understanding of the requirements, expectations, and end products. Meeting topics for this Program "soft" kickoff meeting shall include:

- Program Management Planning, which shall address how efforts will be organized and how the project will be resourced
- Program Schedule, which shall include major milestones (including deliverables), dependencies, and data needs aligned to the program vision
- Preliminary data requests

Also in this meeting we will prepare for the program "hard" kickoff meeting, in which we will request all executive sponsors, key stakeholders, and anticipated project participants be present. During the "hard" kickoff we will introduce and review:

- Carahsoft Program Team
- Program Scope
- Available Baseline Data/Metrics
- Program Schedule and Timeline
- Deliverables
- Definitions of Success

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Program Soft Kickoff Meeting Materials	Initial communication between Carahsoft and DOA project leads; discussion of Program Schedule and program hard kickoff; expectations for the first 30 days of the program	One (1) Microsoft (MS) PowerPoint file
Program Soft Kickoff Meeting		Meeting, not to exceed (NTE) two (2) hours
Program Schedule	Integrated master program plan that includes PI planning, sprint demo dates, and applicable dependencies, tasks, and deliverables across all workstreams.	One (1) MS Project file or one (1) Adobe PDF file
Program Hard Kickoff Meeting Materials	Introduces Carahsoft Program Team and level sets expectations across executive sponsors, stakeholders, and SOA program team members; discussion program vision, goals and scope; walkthrough of Program Schedule activities, timeline, and expected outcomes.	One (1) MS PowerPoint file
Program Hard Kickoff Meeting		Meeting, NTE two (2) hours

3.1.2 DOA ART Instantiation & Launch

Immediately following receipt of a fully executed agreement, Carahsoft's team will begin to finalize the identification of the resource cohort required to stand up and run the DOA ART. Carahsoft's team will embrace the guiding principles of the SAFe Implementation Roadmap (Figure 2, below). A detailed and time-intensive process that defines the strategy and ordered set of activities that have proven effective in standing up a SAFe organization, Carahsoft will selectively leverage roadmap activities, detailed below, as appropriate for this effort in order to quickly lay a foundation for a SAFe agile environment, align team participants, and begin achieving intended business benefits.

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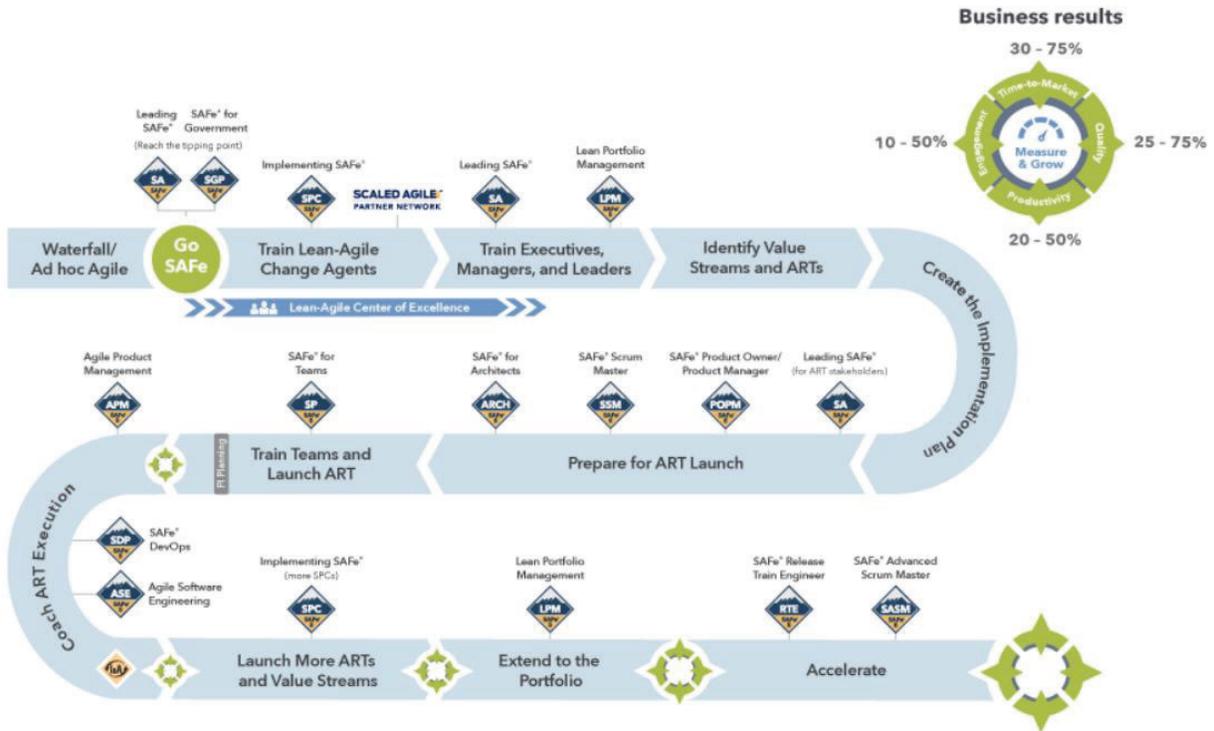
Figure 2: SAFe Implementation Roadmap

Carahsoft expects that a successful instantiation will span the following high-level activities:

- Internal training for Carahsoft resource cohort to ensure participants understand and can apply Lean-Agile principles
- Training and orientation to DOA ART Business Owners on new concepts
- Finalize the plan for rollout, communicating updates and any changes to DOA team
- Facilitate the creation of Product Agile Teams, provide additional training as necessary
- ART launch in accordance with finalized rollout plan

In addition to resource planning, enablement and alignment, our SAFe-inspired approach also entails coordinating and finalizing synchronized development across all Product workstreams. SAFe development is timeboxed within a set interval, or Program Increment (PI), in which the ART plans and delivers incremental value by developing, testing, and validating the configuration of service workflows. Given our effort's timeline, Carahsoft recommends a two-month PI (August, October, December). Carahsoft will create a PI Plan that serves as the core guidance for the ART, aligning all teams to a shared mission and vision.

Each PI will contain a solution demo. This is a high-profile event in which executive sponsor(s), key stakeholders, and/or customers can view solution progress made over the last PI.

Lastly, each PI will contain a retrospective to critically review performance, identify opportunities for improvement, and create a plan for improvements to be enacted during the next PI. The goal of the retrospective is continuous improvement, in which Carahsoft and DOA personnel share their honest professional feedback on what is going well, what could be improved, and generate discussion around things that should change - with actionable items and lessons learned documented.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
DOA Business Owner SAFe Orientation	Virtual meeting that provides a high level overview of SAFe terminology and concepts to ensure DOA Business Owners and Carahsoft ART team are "speaking the same language."	Meeting, NTE one (1) hour, and one (1) MS Powerpoint file.
PI Plan	Visual roadmap that illustrates program increments across our program timeline.	One (1) MS Word file.
PI Solution Demos	Live, virtual demos of solution development over the most recent PI.	Native.
PI Retrospective Output	Carahsoft-issued customer surveys to collect feedback on the most recent PI Demo. Collated feedback will be provided to DOA in a summary deliverable, per PI.	One (1) MS Word file.

3.1.3   Program Status Reporting & Meetings

With program activities quickly underway, Carahsoft's Program Manager will immediately schedule and participate in weekly status meetings with DOA stakeholders. These meetings will be virtual and Carahsoft will record meeting minutes.

Carahsoft will also prepare a written Weekly Status Report (WSR). The WSR will be used as the basis of the status meeting and submitted to the DOA Project Manager following each weekly meeting. Should the weekly meeting be cancelled by the DOA Project Manager, the Contractor shall submit the report no later than close of business (5:00 PM AKDT) on Friday. The WSR shall include:

- Measure, track, and evaluate progress against the Program Schedule for all workstreams
- Updated Program Schedule to show progress made on requirements definition, development, deployment, and any other major efforts deemed critical by DOA
- Highlight tasks or milestones that are not on schedule; provide a resolution plan to return to the planned schedule; or re-baseline
- Highlight critical risks or issues, including proposed and actual resolutions
- Identify key decision points that need to be reviewed and evaluated by leadership
- Track and report all action items associated with the workstreams, identify resources, and track/report the status of all open action items.
- Track and report all open action items and maintain history of closed action items across workstreams, including the due date and point of contact responsible for execution
- Anticipated tasks to be completed the next week

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Weekly Status Report (WSR)	Foster communication, maximize transparency, and consistently validate our team is executing in accordance with the Program Schedule, program vision, and requirements. Summarize work accomplished, raise concerns and/or issues and discuss proposed resolutions. Capture new action items and status updates of previously assigned	One (1) MS PowerPoint file, weekly
Weekly Status Meeting		Meeting, NTE one (1) hour, weekly

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	action items.	
Program Schedule Revisions	Updated in accordance with program progress, as applicable.	One (1) MS Project file or one (1) Adobe PDF file

3.2 Platform Governance Training & Core Configuration

3.2.1 Platform Governance

ServiceNow platform governance is a critical, yet often overlooked, component of every client's platform journey. Carahsoft will provide introductory education to DOA on the ServiceNow platform governance model and begin to illustrate how DOA, and more broadly SOA, can and should integrate their ServiceNow journey into the State's wider vision, goals, and roadmap for effective and efficient internal and external customer service delivery. Carahsoft will work with OIT leadership to coordinate this education with existing DOA technology governance efforts.

Carahsoft will provide a series of remote working sessions in which we will meet with program executive sponsors and key stakeholders to:

- Assess existing roles and responsibilities, approval gates, stakeholders, guiding principles and information available to make decisions
- Detail base platform management capabilities and introduce model for SOA Platform Support Team, with emphasis on operational readiness and supportability
- Provide guidance on how to manage customer requests for services and demand, including recommendations on how to assess requests from a business and technical perspective and prioritize based on business value
    - Technical Governance Workflow
- Detail instance best practices around development, data quality, and overall maintenance
- Provide a set of recommendations and identify areas for improvement

Our training objective, in alignment with our technical implementation goals, is to provide an introduction, build a foundation, enable DOA for long-term platform health, and prepare the State to successfully scale ServiceNow service delivery across any Department.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Platform Governance Enablement Session: Platform Support Team	Introduces recommended long-term framework and team concepts to the State in order to support collaboration and information sharing across strategic, delivery and operational functions of the organization, and how these will impact the implementation and goals for the ServiceNow platform	One (1) virtual session, NTE two (2) hours, each. One (1) MS PowerPoint file of presentation materials, each
Platform Governance Enablement Session: Managing Platform Growth		
Platform Governance Enablement Session: Instance Best Practices		

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3.2.2   Core Configuration

We understand that one of the State's many projects currently underway is the transition from an on premise Active Directory (AD) implementation to Azure. ServiceNow core configuration sets up the State as a net new ServiceNow customer by integrating with the State's identity management system to authenticate internal users. Therefore, prior to the initiation of any application-specific development, Carahsoft's Program Team will need to identify and coordinate with appropriate key personnel overseeing this transition so we may best complete our mandatory technical requirements gathering and core system set up in alignment with your intended future state.

Session Name	Session Description

Core Config. with Azure Active Directory, SSO, & Email Integration	• Technical session in which a Carahsoft Technical Architect and DOA walk through development and production instances
	• Discuss and organize email, Azure Cloud Active Directory (AD), and/or Lightweight Directory Access Protocol (LDAP) integration options as required by DOA, including but not limited to:
	   ○ Role-based access controls integrated with AD groups
	   ○ Active Directory Federation Services (ADFS) integration options
	   ○ DOA ability to pick up domain controllers by pointing to domain and not required to be pointed to a single Domain Controller
	   ○ DOA ability to be pointed to a virtual IP address (VIP) with multiple Domain Controllers
	• Stand up and configure SSO for the ServiceNow platform
	• Configure the system to integrate with DOA's email provider

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Platform Core Configuration	Technical requirements gathering and core configuration completed to set up SOA as a net new ServiceNow customer.	Native

3.3 Sustainment

With the onset of Core Configuration activities and in preparation of forthcoming Product development, Carahsoft will onramp platform sustainment services as soon as technical development begins and sustainment support will remain a key program team through the duration of our program.   Support will span operations and maintenance of the entire platform, including portal landing page, service catalogs, and all features in production. This includes the responsibilities and activities below.

3.3.1   Platform Management

Carahsoft shall be responsible for the overall management and operations of the ServiceNow environment as DOA personnel are onramping skills and capabilities. Activities include and are not limited to:
- Conduct all basic administrative functions using ServiceNow capabilities to provision and maintain user accounts, create and maintain operational reports, dashboards, workflows and perform other routine tasks.
- Monitor platform and/or application usage to ensure optimal utilization of ServiceNow applications and services.
- Complete internal system audits and actively monitor ServiceNow license utilization.
- Review/audit ServiceNow setup and debug logs and event monitoring reports for anomalies, unauthorized access, and suspicious activities.
- Monitor and resolve incident and service request tickets in support of the program, working closely with all necessary workstream teams. Log and monitor tickets for issues related to ServiceNow services or capabilities.
- Recommend and implement innovative approaches and process improvements to mature platform operations and services, incorporating industry and ServiceNow best practices as well as SOA guidelines.

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- Enhancement support includes implementation of new and/or changes to existing platform management capabilities and reusable solutions.
- Monitor and manage ServiceNow standard releases/upgrades per ServiceNow release requirements, and maintenance updates, providing support to enable any relevant capabilities needed by SOA. This includes, but is not limited to, review of release notes, identifying enterprise-wide default changes, recommending default changes, and coordinating with the Program Team to test and address gaps in advance of each release. Ensure any changes avoid negative impacts to upgrades.
- Provide communication and gain approval on any ServiceNow maintenance windows or down time.
- Create and maintain Standard Operating Procedures (SOPs) to maintain the platform.
- Coordinate with ServiceNow Customer Success as applicable and as required.

3.3.2 Program Service Desk

Sustainment will also be a support resource for all DOA ART workstreams, serving as a program "Service Desk" across design and build activities. This includes:
- Manage and Maintain Backlog - Intake change requests from stakeholders and Carahsoft workstream teams, categorizing and prioritizing requests, collaborating with DOA and the Program Team to validate prioritizations and maintain the product backlog.
- Application Workstream and DOPLR Factory Maintenance - Provide ongoing bug fixes and minor enhancements, modifying applications and configured DOPLR workflows to correct faults, improve performance and reliability, and improve user experience.
- Corrective Maintenance - Respond to and resolve Program "tickets" to address workstream incidents that prevent Carahsoft resources from completing required tasks or business processes due to an application error. Corrective Maintenance Services may require critical changes (e.g., new configurations) for use in the production environment. Once a remedy is available through configuration, a custom code modification or a provider-supplied patch, Carahsoft will migrate the fix for applications into production.

3.3.3 Sustainment Knowledge Base

Sustainment support shall create and keep up to date to reflect a Platform Management Knowledge Base that reflects the most current information available. For instance, if an SOP changes during the life of the program, Carahsoft is responsible for revising the applicable Knowledge Base article. Sustainment support shall organize and maintain the Knowledge Base as part of the overall Sustainment of the system.

3.3.4 Transition

Carahsoft's period of performance for this program concludes at the end of the calendar year, December 31, 2020. As our program close date approaches, we recommend DOA identify their intended System Administrators, and that those employees complete foundational ServiceNow training courses. This education will begin to equip them with the skills and abilities required to maintain your ServiceNow solution. As part of Go Live activities, detailed below in Section 3.7 of this proposal, Carahsoft will complete detailed Technical Knowledge Transfer to support DOA adoption of their configuration.

Additionally, as DOA resources "onramp" ownership of platform management at the end of the year, DOA and Carahsoft may wish to explore a contract extension in which Carahsoft continues to provide a measure of platform administration support. This extension may be executed through a Change to Scope, based on DOA's anticipated needs and requirements.

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Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Incident Resolution and Minor / Select Enhancement Requests	Platform operations support across Carahsoft program development	Native.
Bug / Platform Issues Fixes	Platform administrative support across Carahsoft program development	Native.
Platform Management Knowledge Base	Repository of up-to-date standard operating procedures and other knowledge artifacts as required in support of system releases, Administrative support, and End User support	Native ServiceNow Knowledgebase.
Technical Knowledge Transfer	Systematic and purposeful sharing of critical platform administrative information, pending issues, backlog, and other details as applicable for DOA to assume platform administrative ownership.	Meeting, NTE four (4) hours.

3.4 DOPLR Factory Pilot

3.4.1 Workflow Qualification

As our Program Team initiates customer-facing activities, e.g. Program Planning, Governance Training, and Core Configuration, they are also working internally to prepare our Agile-inspired DOPLR Factory for the seamless development of a high volume of HRSD services.

Carahsoft's Program Team will expand to include two business analysts for the DOPLR Factory. These analysts will support the translation of previously-detailed DOPLR service workflows, provided by and working with Tandem Motion, into a format suitable for Carahsoft agile development. This process will require the analysis of all current service workflows, development of an Agile Configuration Template (ACT), and the migration of current service workflows to the ACT format. Please note, though our analysts will work in partnership with Tandem Motion to facilitate this migration, additional information and support from DOPLR functional leads and/or key personnel will be required to provide the necessary detail for full and accurate ServiceNow development culminating in DOPLR acceptance.

Additionally, this team will produce a second template, the External Value Assessment Litmus (EVAL), to capture and consolidate potential digitization and automation efficiencies if a proposed service workflow were to be built within the ServiceNow platform. EVALs will help DOPLR and the Carahsoft team understand the potential impact of their development effort on DOPLR operations. ACTs and EVALs are critical Factory tools for our current scope of work, and any potential future effort across follow-on SOA Departments.

ACT and EVAL completion for existing service workflows serves as an opportunity for our team to review and complete quality assurance for each item. Not all service workflows may be a "good fit" for ServiceNow, and/or may require an integration to an outside system that is not presently included in scope. Carahsoft, Tandem Motion, and DOPLR will work together to prioritize development items in alignment with DOPLR needs, intended future state, and available effort in scope. Our review will produce a preliminary Summary Effort that will identify and size the DOPLR Factory's intended and qualified development items.

Please note, Carahsoft has included in scope sufficient effort to qualify and build one-hundred-and- sixty (160) service workflows. Carahsoft's total allocated effort assumes that these service workflows will be dispersed across the scope complexity criteria as defined below:

- Simple - No code, simple approval, simple task assignment, ten (10) or less variables, uses out of box (OOB) notifications.
  - Carahsoft assumes 60% of to be configured service workflows are small
- Moderate - Low code, some dependencies on other tables or data (that already exists), multiple tasks, more than one path, multiple approvals with simple approval logic, more complicated form design with many UI policies, some adjustments to notifications
  - Carahsoft assumes 35% of to be configured workflows are moderate
- Complex - Code intensive, references to other data and tables, utilizes custom tables, complicated fulfillment process, multiple paths, complex approvals, rollbacks, multiple tasks, custom fields, complex form design with client scripts, customized notifications and recipients
  - Carahsoft assumes that 5% of to be configured workflows are complex
- Complicated - Carahsoft has also included in scope sufficient effort to configure NTE five (5) complicated service workflows. Please note, complicated workflows are complex and development must not exceed forty (40) hours development, each.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Agile Configuration Template	Carahsoft-provided service workflow template that captures all required information to successful handoff to development teams for fully accurate configuration.	One (1) MS Excel file.
External Value Assessment Litmus	Captures and consolidates potential time and cost savings across standard criteria to assess potential operational optimization if configured in ServiceNow.	One (1) MS Excel File.
Factory Summary Effort	Preliminary consolidated list of prioritized development items in alignment with DOPLR needs, intended future state, and available effort in scope.	One (1) MS Excel File.

3.4.2   Launch & Execution

With the Summary Effort providing a consolidated, overarching view of the DOPLR Factory development requirements, the Product team is ready to finalize team assignments, groom backlog, and begin development.

Development will be completed within two (2) week sprints. As this Product is more closely aligned to Agile development, it is the responsibility of the DOPLR Factory Product Owner will direct effort to ensure Factory personnel are effectively:
- Estimating and managing their own work
- Determining the technical design in its area of concern, within architectural and user experience guidelines
- Implementing and testing functionality, deploying it to the staging and production environments in collaboration with the Program Team and DOA
- Supporting and/or building the automation necessary for a continuous delivery pipeline
- Continuously improving the delivery process and output deliverables

At the end of each sprint, Carahsoft will provide a Product demo, in which applicable DOPLR participants will receive a demonstration of functionality built in the previous sprint. Across each sprint, Carahsoft documents all work completed within the appropriate story or ACT. After each sprint, Carahsoft facilitates another grooming session where

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stories are added and/or reprioritized in light of feedback. After the final sprint, Carahsoft will facilitate a final Product demo.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Sprint Execution	Execution of sprints to complete prioritized development. During each sprint, the Product team unit tests each piece of functionality.	Native sprints and testing.
Product Sprint Demos	Demonstration of functionality built in the previous sprint. Opportunity to solicit and integrate DOPLR feedback, reprioritizing effort in order to better meet expectations of DOPLR stakeholders	Meeting, NTE two (2) hours.
Requirements and Specification Documents	Updated stories, or ACTs, that capture all respective development work.	Updated MS Excel Files.

3.4.3   Product User Acceptance Testing

As sprints are completed, Carahsoft business analysts will build appropriate test scripts and facilitate "rolling" User Acceptance Testing (UAT) sessions to accommodate DOPLR validation of our high volume delivery. We strongly recommend that UAT participants complete ServiceNow fundamentals training, currently available via ServiceNow on demand and free of charge, to have a baseline understanding of platform terminology and navigation. Carahsoft can additionally facilitate UAT training to introduce participants to testing concepts.

During UAT sessions, Carahsoft personnel will be available to assist by "walking" testers through test scripts. Carahsoft will document identified defect details so that they can be tracked accordingly. The timeline for UAT is discussed and determined when the Carahsoft Program Manager and DOA Project Manager finalize the Program Schedule.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Product Test Scripts	Defined acceptance criteria for requirements that provides step-by-step guidance for testing configuration of the provided solution.	One (1) MS Excel File.
Product UAT Support	Facilitated "rolling" UAT during which DOPLR personnel test the configuration as part of a solution acceptance, annotating any defects.	Virtual sessions, as required.

3.4.4   Product Defect Mitigation

Like UAT, Defect Mitigation will also be "rolling," or ongoing alongside Factory development. The Product team will review identified defects, associate them with their related story, and complete defect mitigation. Any identified defects that do not have an associated requirement as documented in a story or ACT will be classified as an enhancement. Please note, enhancements are considered changes to original scope and are therefore out of scope. Once all in scope defects are mitigated, the solution build is considered complete.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Defect Mitigation	Mitigation of Product defects associated with a user	Native

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	story, or ACT, requirements. Once all defects have been mitigated the Product configuration work is considered complete.	

3.4.5   Product Transition Out

Carahsoft's DOPLR Factory Product Owner and our Program Manager will hold a Product Close meeting specific to this delivery workstream. Gathering DOPLR feedback on successes, challenges, and recommendations will be imperative integrations for the success of potential future work onboarding other Departments across the State onto ServiceNow.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
DOPLR Factory Product Close Meeting	Key Product and DOPLR leadership meeting to discuss delivery successes and suggestions for improvement.	Meeting, NTE one (1) hour.

3.5 Application-Based Product Workstreams

3.5.1   Transition In & Current State / Future State

Application-based workstreams will consist of a set of Carahsoft subject matter experts dedicated to the design and configuration of their respective workstreams, working in close collaboration with and under the direction of the Program Manager and Program Team. These teams will transition into the program as determined by the Program Schedule.

All workstreams will require preliminary data gathering to enable our teams to understand the applicable current state and intended future state of DOA across various functional areas. This will include information gathering to illuminate the nature of applicable operations, business capabilities, and challenges, as required. Requests for information may incorporate the items below for our workstream Advisors and Architects to set the stage for more specific and comprehensive design work in subsequent activities.

- Qualitative and quantitative assessments
- Organizational charts that identify stakeholders, platform owners, process owners
- Current state process and/or policy documentation
- Platform governance documentation
- Architectural diagrams
- Technology reference guides

In addition to the general requirements identified above, specific activities have also been identified that are unique to the initiation of their respective workstreams:

- HRSD Current State / Future State - Carahsoft's HRSD workstream team will collaborate with Tandem Motion to ensure the success of the HRSD application stand-up in alignment with the future state envisioned across Tandem Motion and DOPLR's HR Transformation Project. Specifically, Tandem Motion will provide a high level summary of work completed to date; share all available, previously-identified and built workflows; and work in close coordination with Carahsoft across this effort.
- ITxM Current State / Future State - Carahsoft's ITxM workstream scope will build a foundational Configuration Management Database (CMDB) as part of our effort. CMDBs are complex technical and governance efforts with a federated ownership model. To help ensure the success of this workstream, Carahsoft will facilitate a series of high level education sessions on CMDB best practice; where and how CMDB is incorporated across the platform;

and an introduction to governance, data sources, interdependencies, and lessons learned prior to solution design sessions detailed in Section 4.5.3 below. Recommended session participants will be finalized in collaboration with OIT; however, we generally recommend representatives from the following areas:

- Network
- Infrastructure / Servers
- Security
- Applications

- IT Asset
- Service Desk
- OIT leadership

- ITSM Current State / Future State - Carahsoft's ITSM workstream team will collaborate with OIT to gather specific information on OIT's centralization effort. We understand this has been a long-term process, with significant recent advances produced as a result of OIT's current Alaska Administrative Productivity and Excellence (AAPEX) effort. To ensure our design and build aligns with OIT's envisioned future state, we have included in scope a series of interviews and facilitated small group data gathering sessions through which our ITSM team can adequately capture and analyze OIT's progress and continued growth objectives.
- CSM Current State / Future State - CSM will be the linchpin for pandemic prepared government as the ServiceNow application upon which Departments will "host" their available services, share knowledge, and more. Our CSM workstream is foundational in that it does not include a high volume factory; we anticipate this effort will be reserved for Phase 4. However, we propose this workstream serve as an opportunity to address SOA's CSM future state vision in addition to standing up a "critical mass" of DOA preliminary services. Carahsoft will require DOA direction to identify a small group of stakeholders that have the authority to consider and guide SOA's intended future state in order for this workstream to be completed in alignment with SOA's end goals and objectives.

3.5.2 Workstream Kickoffs

While workstream teams transition in, the Program Manager will work with applicable DOA leadership and stakeholders to confirm and finalize each respective workstream's schedule, locking in the Program Schedule:

- Dates for workstream activities
- Validate and schedule resources for Workstream Kickoff Meeting
- Validate and schedule resources for working sessions

A Workstream Kickoff Meeting will be held in coordination with a scheduled working session for each application-based workstream. Coordinating kickoff with a working session is designed to streamline participant schedules across Carahsoft and DOA. Each workstream Kickoff will review:

- Carahsoft Workstream Team
- Workstream Timeline
- Workstream Scope
- Workstream Deliverables
- Baseline Data / Metrics
- Workstream Definition of Success

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Workstream Kickoff Meeting Materials	Workstream-specific communication between Carahsoft and DOA project teams; introduction of Carahsoft workstream team and applicable DOA team; level set expectations across workstream participants	One (1) MS PowerPoint file, per application-based workstream
Kickoff Meeting		Meeting, NTE one (1) hour, per application-

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		based workstream

3.5.3 Workstream Process Design Working Sessions

Carahsoft will complete a series of virtual working sessions, detailed below, to complete process design and requirements gathering to complete a foundational configuration of DOA's in scope applications. Each workstream's sessions, detailed below, incorporate the following high-level activities:

- Demonstration of out of the box functionality
- Review of best practices as a baseline for process design
- Develop process workflow, identify key activities, handoffs and information exchanges
- Identify roles and responsibilities, including a RACI
- Identify metrics necessary for ongoing performance management of the process
- Service Level Agreements' (SLAs) requirements for in scope processes
- Out-of-box reporting and dashboarding configuration for in scope processes

As detailed in the Executive Summary, workstream efforts will be educational, foundational, and emphasize a "crawl, walk, run" approach.

Also please note, the session duration below refers to the total amount of time anticipated to facilitate requirements gathering for in scope process areas and related integrations' technical requirements gathering. Working sessions may be split into multiple sessions across multiple days to accommodate DOA and Carahsoft resources.

In Scope HRSD Process Design Working Sessions

Session Name	Session Description

Employee Service Center
 	
Duration: One Half (½) Day
	• Technical requirements gathering session to introduce out of box Employee Service Center and provide standard overview of out of box ServiceNow widgets
	• Gather in depth technical requirements across
	  ○ Branding, look and feel in alignment with DOPLR style guide
	  ○ Exposure of Case creation
	  ○ Exposure of Knowledge base(s)
	  ○ Exposure of HR Service Catalog
	• Scope for current effort is limited to English language only
	• Mobile and/or native app optimization is out of scope for this phase

HR Case Management Standards
 	
Duration: Two (2) Days
	• Establish the security model, access model, categorization model, and taxonomy for HR Cases
	• Establish organization-wide case management standard processes
	• Establish KPIs / metrics and measurements for managing workflows and setting employee expectations and for dashboard creation (up to 3 dashboards with up to 5 indicators / reports each)
	• Capture detailed standard requirements with DOPLR for overarching HR case management processes and service-agnostic requirements for HR service delivery for initial implementation, including:
	  ○ Standard intake data requirements escalation from shared services (as applicable) to COE team members
	  ○ Notifications / alerts
	  ○ Tasks
	  ○ Approvals
	• Identify functional and technical requirements for case forms, intake, escalation and resolution
	• Identify technical requirements for email trigger case creation
	• Identify technical requirements for integration with HRIS solution as the HR profile system of record
	• Identify technical requirements for data integration from HR profile system of record (fully detailed in Section 3.5.4 below)
	• Service-specific workflow and data requirements will be provided via existing DOPLR flows, and configured by the DOPLR Factory in alignment with the standards captured and documented through these working session activities

HR Enterprise Onboarding	• Establish the security model, access model, categorization model, and taxonomy for HR Onboarding Cases • Establish metrics and measurements for managing workflows and setting employee expectations

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Duration: Three (3) Days	• Capture detailed processes with HR, IT and Facilities teams for an onboarding workflow that provides a consistent experience and the tasks and activities for employees and managers that are common to all State of Alaska employees. ○ Our working session and design objective is to detail a single, standardized user onboarding experience that meets SOA foundational requirements. Additional onboarding workflows that are specific to specialized and/or seasonal personnel are currently out of scope. • HR Service Catalog items and workflows (tasks, approvals, notifications - up to 15 in total) • Assignments, tasks, notifications and escalations • SLA and escalation workflows • Process KPIs and continuous improvement metric reporting leveraging the standard ServiceNow reporting engine capabilities

HR Knowledge Management
 	
Duration: One (1) Day
	• Ensure a Knowledge taxonomy that is in alignment with HR case process, structure, privacy, security, and categorization
	• Gain consensus on a single, standardized Knowledge Management processes that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential
	• Establish KPIs / metrics and measurements for managing workflows and for dashboard creation (up to 3 dashboards with up to 5 indicators / reports each - role based)
	• Identify process owners, and all key stakeholders in RACI format
	• Requirements gathering covers:
	    ○ Knowledge article forms
	    ○ Stages and life cycle including workflows enabling
	        ■ Submission, Publishing, Review, Retirement
	    ○ Notifications
	    ○ User criteria structure for access
	    ○ Knowledge bases for end-user and internal HR Consumption (policies, procedures, etc.)

Employee Document Management **Duration: Two (2) Days**	• Establish an organizational standard for Electronic Employee Document Management • Determine which cases and processes need to interact with Employee Document Management • Define the metadata tags needed to ensure proper search of documents. • Establish criteria, policies, and procedures to be included in the platform around document retention. • Establish security policies around access, authorization to purge, legal holds. • Discuss strategies and options to digitize and migrate existing employee documents for a consolidated, centralized solution

In Scope ITxM Process Design Working Sessions

Session Name	Session Description

IT Hardware Asset Management (ITAM)
 	
Duration: Two (2) Days
	• Working session that details best practice overview of the ITAM lifecycle, gains consensus on a standardized ITAM process that supports specific cultural and organizational needs, and leverages the out-of-box technology capabilities across:
	    ○ Planning
	    ○ Procurement / Receiving
	    ○ Deployment
	    ○ Maintenance
	    ○ Decommission
	• Identify process owners, and all key stakeholders in RACI format
	• Carahsoft will gather functional requirements to configure ITAM functionality, including:
	    ○ Asset Information Management
	        ■ Define asset classes (e.g., Hardware, Software, and Consumables)
	        ■ Define asset categories (e.g., computers, servers, printers, software)
	        ■ Define asset models (i.e., specific versions or variations of an asset)
	        ■ Identify Fixed vs. Pre-Allocated Assets (if applicable - some IT assets can be classified as fixed)
	    ○ Define Transfer Order functionality (if applicable)
	    ○ Define Stockrooms, Stockroom types, and Stock Rules (up to three (3))
	    ○ Define compliance (e.g., contracts/leasing dates, warranty dates, and respective fields)
	    ○ Relationship between assets and individuals
	    ○ Tracking and recording of asset disposal
	    ○ Data Normalization techniques
	    ○ Review Mobile for IT Asset Management (if applicable)
	        ■ Barcode scanning capabilities

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	○ Workflows / Approvals / Notifications ○ Capture KPIs for reporting and configure up to three (3) role-based dashboards with up to five (5) indicators / reports each (typically role based) • Integrations with Ivanti and SCCM are detailed below in Section 3.5.4 *Other ITAM Constraints / Call outs • Identification of CI (hardware / endpoint) owners prior to workstream kickoff is recommended
Configuration Management Database (CMDB) **Duration: Two (2) Days**	Carahsoft will leverage ITxM current state educational session to prepare OIT for long-term CMDB health and governance with the following: • On site working session that reviews relationship between Configuration Management and Configuration Management Database ("CMDB"), and, CMDB Governance & Decisioning Across the Lifecycle, including: ○ What is, and what is not, a CMDB • CMDB Process Lifecycle ○ Managing manual vs. automated data elements ○ Overall Configuration Management Process ■ Review and revise policies, procedures and Configuration Management Plan (as applicable) ○ CMDB sources of truth (e.g.; SN Discovery, SCCM, etc.) ○ CMDB taxonomy ■ Determine scope of CI classes, required attributes for each class ■ Determine scope of relationships (relationship types and criticality) • CMDB Governance & Decisioning Across the Lifecycle: ○ What data goes in a CMDB and how it relates to ITAM (i.e., Hardware and Software Assets & CI Management) ○ Identify process roles and responsibilities including CMDB & CI data ownership by class including key stakeholders in RACI format ○ Records management, how to avoid duplicate records in CMDB ○ Emphasis on CMDB as a "LIVING beast" ○ Validate whether existing ITSM Processes effectively support CMDB management (e.g., Change Management and CAB processes) • Dashboards, Reporting & Data Certification ○ Define audit frequency, roles & responsibilities, data certification (connects with reporting) ○ Define health measurements and KPIs to specify rules for CMDB health applications and reporting (2 dashboards with up to 5 indicators / reports each - role based) ○ Data certification and reconciliation processes & frequency for changes that cannot be auto-discovered currently (e.g., relationships from Application to Infrastructure)
Discovery for ITAM & CMDB **Duration: Two (2) Days**	Carahsoft's CMDB working session will include an additional one (1) day requirements gathering for the configuration of OIT's Discovery product (ITOM Visibility feature) focused on ITAM and CMDB: • Carahsoft will configure OIT's ServiceNow Agentless Discovery product to populate the CMDB, including: ○ Identify credential needs* ○ Determine scope of CI classes, required attributes for each class ○ Determine scope of relationships (relationship types and criticality) ○ Data normalization rule requirements in alignment with ITAM discovery model requirements and overall ITAM objectives ○ Identify and define scheduled run times ○ Identify in scope data center - up to two (2) ○ Identify and define probe, sensor and / or pattern adjustments - up to five (5) ○ Identify subnets or other targets for discovery parameters - up to ten (10) subnets ○ Work with to determine MID server requirements (where applicable) *Other Discovery Constraints / Call outs • To expedite process design and implementation, gathering any hardware credentials needed for Discovery prior to project kickoff will be very beneficial • Identification of CI (hardware) owners prior to kickoff is also recommended • Includes up to five (5) of OIT's largest hardware vendors

In Scope ITSM Process Design Working Sessions

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Session Name	Session Description

Incident Management
 	
Duration: Two (2) Days
	• Process design and functional/technical requirements gathering working session for the Incident Management process
	• Create a single, standardized Incident Management process that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential
	• Identify process owners, and all key stakeholders in RACI format
	• Requirements gathering covers:
	  ○ Incident forms, stages and life cycle
	  ○ Categorization and prioritization
	  ○ Assignment and escalation
	  ○ SLA and escalation workflows
	  ○ Notifications (IT & Employee-facing)
	  ○ Process KPIs and continuous improvement metric reporting leveraging ServiceNow out of box capabilities
	
	*Carahsoft does not recommend and has not included in scope any data migration of existing information from Solarwinds to ServiceNow.

OIT ITSM Request Fulfillment / Service Catalog **Duration: Three (3) Days**	• Process design and functional/technical requirements gathering working session for the Service Catalog Management process • Gain consensus on a single, standardized Service Catalog Management processes that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential • Design and document a Service Catalog Management process including process owners, and all key stakeholders in RACI format • Identify top priority catalog items to create to provide a 'critical mass' for the implementation, can include IT Hardware Asset request items • Capture workflow information for in scope critical mass - up to ten (10) simple and four (4) moderate catalog items, and one (1) complex catalog items, identifying standardized, scalable and maintainable workflow opportunities In Scope Service Catalog Complexity Definitions: • Simple: No code, simple approval, simple task assignment, 10 or less variables, uses OOB notifications • Moderate: Low code, some dependencies on other tables or data (that already exists), multiple tasks, more than one path, multiple approvals with simple approval logic, more complicated form design with many UI policies, some adjustments to notifications • Complex - Code intensive, references to other data and tables, utilizes custom tables, complicated fulfillment process, multiple paths, complex approvals, rollbacks, multiple tasks, custom fields, complex form design with client scripts, customized notifications and recipients

Change Management
 	
Duration: Three (3) Days
	• Process design and functional/technical requirements gathering working session for the Change Management process
	• Create a single, standardized Change Management processes that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential
	• Identify process owners, and all key stakeholders in RACI format
	• Requirements gathering covers the following for 3 change types (typically Standard, Normal and Emergency/Expedited in most organizations):
	  ○ Change form, stages and life cycle for all change types
	  ○ Categorization, Assignment
	  ○ Risk assessment, conflict detection
	  ○ Notifications
	  ○ Process KPIs and continuous improvement metric reporting leveraging the standard ServiceNow reporting engine capabilities

Session Name	Session Description

OIT Knowledge Management
 	
Duration: One (1) Day
	• Process design and functional/technical requirements gathering working session for the Knowledge Management process
	• Create a single, standardized Knowledge Management process that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential.
	• Identify process owners, and all key stakeholders in RACI format
	• Requirements gathering covers:
	  ○ Knowledge article forms
	  ○ Stages and life cycle including workflows enabling
	    ▪ Submission, Publishing, Review, Retirement
	  ○ Notifications
	  ○ User criteria structure for access

In Scope CSM Process Design Working Sessions

Session Name	Session Description

DOA CSM Case Management Standards
 	
Duration: Two (2) Days
	• Process design and functional/technical requirements gathering working session for CSM Case Management process
	• Gain consensus on preliminary, foundational Case Management process that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential
	• Identify process owners, and all key stakeholders in RACI format
	• Detailed requirements gathering covers the service-agnostic, organization-wide case management standards for:
	  ○ Case form, stages and life cycle
	  ○ Categorization and prioritization
	  ○ Assignment
	  ○ Standardized SLAs
	  ○ Notifications (Customer & CSM Agent-facing)
	  ○ Process KPIs and continuous improvement metric reporting leveraging the standard ServiceNow reporting engine capabilities
	• Service-specific workflow and data requirements will be captured via the DOA CSM Request Fulfillment/Service Catalog working session, in alignment with the standards captured and documented above
	
	*Other CSM Constraints / Call outs
	• To keep our scope foundational for future DOA scalability, we have currently limited requirements gathering to internal case management, e.g. inter-department services, and do not at this time include citizen-facing requirements.

DOA CSM Request Fulfillment / Service Catalog **Duration: Three (3) Days**	• Process design and functional/technical requirements gathering working session for the Service Catalog Management process • Gain consensus on a single, standardized Service Catalog Management processes that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential • Design and document a Service Catalog Management process including process owners, and all key stakeholders in RACI format • Identify top priority catalog items to create to provide a 'critical mass' for implementation • Capture workflow information for those high priority items - up to ten (10) simple, four (4) moderate, and one (1) complex catalog items, identifying standardized, scalable and maintainable workflow opportunities In Scope Service Catalog Complexity Definitions: • Simple: No code, simple approval, simple task assignment, 10 or less variables, uses OOB notifications • Moderate: Low code, some dependencies on other tables or data (that already exists), multiple tasks, more than one path, multiple approvals with simple approval logic, more complicated form design with many UI policies, some adjustments to notifications • Complex - Code intensive, references to other data and tables, utilizes custom tables, complicated fulfillment process, multiple paths, complex approvals, rollbacks, multiple tasks, custom fields, complex form design with client scripts, customized notifications and recipients
DOA CSM Knowledge Management **Duration: One (1) Day**	• Process design and functional/technical requirements gathering working session for the Knowledge Management process • Create a single, standardized Knowledge Management process that supports specific cultural and organizational needs, balanced with leveraging the out-of-box technology capabilities to their fullest potential. • Identify process owners, and all key stakeholders in RACI format • Requirements gathering covers: ○ Knowledge article forms

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	○ Stages and life cycle including workflows enabling ▪ Submission, Publishing, Review, Retirement ○ Notifications ○ User criteria structure for access

SOA Enterprise Service Portal
 	
Duration: One (1) Day
	Carahsoft's scope includes a foundational, enterprise-wide service portal to deliver a shared, unified user experience for all State employees. Our preliminary effort will scale and mature across Phase 4 activities, as required. With this CSM feature, SOA stands up and will continuously expand on a "one-stop-shop," streamlined customer journey for all employees.
	
	Technical requirements working session led by the CSM workstream technical architect to:
	• Review OOB portal configuration capabilities
	• Review standard ServiceNow widgets
	• Determine branding, look and feel aligned with SOA Style Guide leveraging ServiceNow branding editor
	• Please note, requirements and configuration are currently limited to English language (to be expanded in Phase 4)
	• Self-Service Functionality / Content presentation requirements
	    ○ Case (CSM) & Incident (ITSM) Creation
	    ○ Knowledge Base exposure / Search
	    ○ Service Catalog & Request Fulfillment
	    ○ Case & Approval status
	• In alignment with program timeline considerations and given likely portal enhancements across pending Phase 4 activities, mobile optimization is currently out of scope

Following the working sessions, Carahsoft's workstream Advisors will document DOA processes in the form of a process guide that will serve as the baseline definition and requirements for each in-scope process area. Advisory Knowledge Transfer, defined later in this SOW, is provided to identified Process Owners following technical development to ensure DOA is enabled to maintain and modify processes to reflect potential future business requirements.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
HRSD Process Guides • HR Case Management Standards • HR Knowledge Management • HR Enterprise Onboarding **ITxM Process Guides** • IT Hardware Asset Management • Configuration Management **ITSM Process Guides** • Incident Management • Service Catalog Management • Change Management • OIT Knowledge Management **CSM Process Guides** • CSM Case Management Standards • DOA Service Catalog Management • DOA Knowledge Management	Documents each respective process and business requirements including workflows, key activities, roles and responsibilities. Captures respective business requirements in the context of strategic objectives and best practice.	One (1) Word document for each identified process area, for a total of twelve (12)

3.5.4 *Workstream Integrations, Story Development & Sprint Planning*

Workstream Technical Architects will participate in applicable working sessions to capture functional system requirements in the form of user stories. Carahsoft requires DOA stakeholder process design approval, and once secured and all content, features, and business requirements have been captured, the workstream Technical Architect documents each requirement as an individual story. Design and requirements capture includes process-based

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configuration as well as technical integrations. The following table indicates the integrations in scope for our program's application-based workstream and the technical requirement needs.

Integration Requirements

Session Name	Technical Requirements in Scope
Integrations: General Requirements	General Requirements • Determine the nature of each integration; one-way, two-way, link, etc • Determine the technology needed to complete the integration; SOAP, REST API, existing ServiceNow integration / plugin, Integration as a Service (IaaS) provider, other • Data source configuration and any required credentials • Data flow(s), workflow(s) / automation(s) • Data transformation and mapping needs • Validation checks • Table creation / modification • Configurations

HRSD Workstream Integrations:
 	
Duration: Two (2) Days
	• Review systems to be integrated into ServiceNow - Assumes SOAP or REST based web service integration endpoints are available, and credentials for authentication can be provided and stored within ServiceNow or via inbound email flatfile. Web Services preferred.
	  ○ CGI HRIS (IRIS) - Employee Profile Data
	  ○ NeoGov - Employee Profile Data (ATS / New Hire)

ITxM Workstream Integrations:
 	
Duration: One (1) Day
	• Review systems to be integrated into ServiceNow
	  ○ Ivanti Endpoint Manager
	    ▪ Endpoint asset data as data source for asset and/or configuration item records, primarily for laptop and desktop endpoint data
	    ▪ Leverage Ivanti provided ServiceNow Connector
	  ○ SCCM
	    ▪ Endpoint asset data as data source for asset and/or configuration item records, primarily for server data (complement to Discovery)
	    ▪ Leverage ServiceNow provided out-of-box connector

ITSM Workstream Integrations:	• Carahsoft currently does not have any integrations in scope for the ITSM workstream. We see opportunity given DOA's current Solarwinds and Xymon event monitoring tools. However, we understand that Event Management is future-state priority and recommend that DOA refrain from managing events as incidents in accordance with ServiceNow best practice.
CSM Workstream Integrations:	• Carahsoft currently does not have any integrations in scope for the CSM workstream. We see opportunity to leverage ServiceNow password reset capabilities in the future given DOA's current myAlaska solution's ADFS credentialing and authentication architecture. However, we understand a large volume of services will be "onramped" to the platform in Phase 4 and see a strong need for an overall strategic discussion on myAlaska's future state relative to future citizen-facing services, additional integrations, recommended Go Live, and more.

Each workstream Technical Architect will meet with applicable, respective DOA key stakeholders to validate respective stories and define user acceptance criteria around each story in grooming sessions scheduled within one (1) week of working sessions. Once stories are groomed, the workstream Technical Architect sizes each story with a number of points in which one (1) point equals (1) hour of work. Once all stories are groomed and estimated, the applicable DOA stakeholder will approve stories prior to their release from the backlog for development.

Carahsoft then aligns stories to sprints based on resource allocation and story prioritization. If any stories do not fit within the budgeted schedule, Carahsoft will work with applicable workstream stakeholders to re-prioritize stories and identify those that should be considered for a later release.

Carahsoft Deliverables

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Deliverable	Description & Business Value	Format
Solution Design and Requirements • HRSD User Stories • ITxM User Stories • ITSM User Stories • CSM User Stories	Requirements groomed into user stories for the implementation of in-scope ServiceNow applications in support of the processes defined during working sessions. Baseline functional and technical requirements document and technical reference material	One (1) MS Excel file per application workstream, for a total of four (4)
Sprint Plan • HRSD Sprint Plan • ITxM Sprint Plan • ITSM Sprint Plan • CSM Sprint Plan	Sprint Plan based on prioritized work effort. Serves as primary requirements document for application implementation	One (1) MS Excel file per application workstream, for a total of four (4)

3.5.5   Workstream Development

Once requirements are recorded as stories within the ServiceNow Agile application and sprints are planned, Carahsoft's implementation team is ready to build out the application foundation for each in scope process area. Carahsoft executes development sprints that are ten (10) business days (two (2) weeks) in length each.
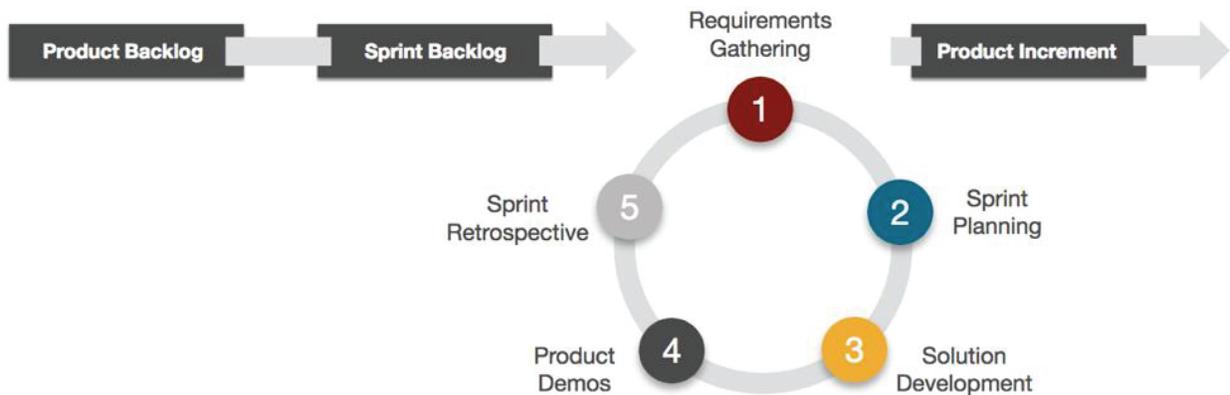
Figure 3: High-level depiction of application-based workstream sprint.

This iterative technical approach helps us better meet your expectations, ensuring that DOA stakeholders receive weekly opportunities to see their respective application(s), provide feedback, and approve revisions.

Carahsoft has included the following sprints to be completed by our workstreams' Engineers to implement foundational application functionality. Development will be completed based on our understanding of DOA's prioritized capabilities, within the workstream schedule, and overall program timeline.

In Scope Application Sprints

Application Implementation	# of Sprints
HRSD Application with CGI IRIS and NeoGov	Eight (8) Sprints
ITxM Application with Discovery, SCCM, and Ivanti	Six (6) Sprints
ITSM Application	Five (5) Sprints
CSM Application	Four (4) Sprints
Total Sprints:	**Twenty-three (23) Sprints**

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3.5.6 Workstream Testing & Functional Demonstrations

The following types of testing will be completed within each sprint, with the exception of User Acceptance Testing (UAT), to be completed by DOA with the support of Carahsoft:

- Unit testing of individual processes and transactions
- System testing of all processes, integration, interfaces, and data conversion / migration
- Methods for verifying the accuracy of information relative to transaction processes, interfaces, data conversion, reports, account history, notes, and ad-hoc reporting

Carahsoft will perform all testing within the test environment following standard Agile methodology. Our functional testing includes all user stories against acceptance criteria prior to DOA UAT of respective workstream functionality. Any and all defects found during Carahsoft testing will be fixed prior to UAT.

Please note, no Performance Testing will be conducted during this implementation. As a SaaS solution, performance and availability levels are guaranteed by the software creator, ServiceNow.

At the end of each sprint, Carahsoft will provide a product demo, in which applicable DOA stakeholders and project workstream participants will receive a demonstration of functionality built in the previous sprint. Across each sprint, Carahsoft documents all work completed within the appropriate story in ServiceNow. After each sprint, Carahsoft facilitates another sprint planning session where stories may be added and reprioritized in light of feedback. Please note, each sprint must continue to be less than or equal to eighty (80) hours of effort. After the final sprint, Carahsoft will then facilitate a final product demo.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Workstream Sprints, Testing, and Functional Demos • HRSD application development • ITxM application development • ITSM application development • CSM application development	Execution of sprints to complete prioritized development. During each sprint, the workstream Technical Architect unit tests each piece of functionality. After each sprint, Carahsoft facilitates a product demo and sprint planning session, in which stories may be added and/or reprioritized.	Native sprints and testing. Demo meetings are NTE one (1) hour.

3.5.7 Workstream User Acceptance Testing

After all sprints have been completed and a product demo has been provided, Carahsoft will work with workstream stakeholders to determine appropriate testing scenarios and finalize our schedule for UAT. Carahsoft workstream teams will write respective test scripts in accordance with the acceptance criteria detailed in applicable approved user stories to facilitate virtual UAT sessions. We assume that DOA UAT participants will have a baseline understanding of ServiceNow platform terminology and navigation, and strongly recommend participants complete ServiceNow fundamentals training, currently available on demand and free of charge, in advance of UAT activities. Carahsoft can also facilitate UAT training to introduce participants to testing concepts.

During the UAT sessions, Carahsoft workstream personnel will be available to assist DOA testers by "walking" them through test scripts. DOA is ultimately responsible for conducting UAT and reporting all defects. DOA-identified defects will be documented by Carahsoft so that they can be tracked accordingly for mitigation. The timeline for UAT is discussed and determined when the Carahsoft Program Manager and DOA Project Manager finalize the program schedule during Program Instantiation and Kickoff activities.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Workstream Test Scripts • HRSD Test Scripts • ITxM Test Scripts • ITSM Test Scripts • CSM Test Scripts	Defined acceptance criteria for requirements that provides step-by-step guidance for testing configuration of the provided solution. Tailored test scripts allow for increased DOA user involvement	One (1) MS Excel file per application workstream.
Workstream UAT Support • HRSD UAT Support • ITxM UAT Support • ITSM UAT Support • CSM UAT Support	Facilitated UAT during which DOA personnel test the configuration as part of a solution acceptance, annotating any defects. Increases DOA participation during the test phase, assuring the "right" solution is being provided	Meetings, as required per application workstream.

3.5.8 Workstream Defect Mitigation

After UAT is complete, our workstream Technical Architect and Platform Engineer(s) will review respective identified defects, associate them with their related story, and begin defect mitigation. Any identified defects that do not have an associated requirement as documented in a story will be classified as an enhancement. Please note, enhancements are considered changes to original scope and are therefore out of scope. Once all in scope defects are mitigated, the solution build is considered complete.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Defect Mitigation	Workstream-specific mitigation of defects that are associated with user stories and requirements. Once all defects have been mitigated the solution configuration work is considered complete.	Native

3.5.9 Workstream Advisory Knowledge Transfer

As application-based workstream design and build activities conclude in advance of Go Live, our workstream teams' focus shifts from platform configuration to DOA operationalization. To support DOA's upcoming platform ownership, Carahsoft workstream teams will facilitate detailed solution enablement sessions to provide Advisory Knowledge Transfer to appropriate DOA personnel once all processes are designed and the solution has been built, tested, and all defects mitigated. Advisory Knowledge Transfer is provided by your workstream Advisor as they have detailed knowledge of the processes in question and their respective roles and responsibilities across applicable DOA stakeholders and workstream participants. However, Advisory Knowledge Transfer is also coordinated in tandem with our program's OCM workstream (detailed in Section 3.6 below) to ensure all DOA knowledge, skills, and abilities activities are facilitated as part of a large enablement initiative.

Advisory Knowledge Transfer sessions help ensure DOA new and/or changed processes are managed effectively across their lifecycle. Process Owner enablement and accountability is critically important to the ongoing success of your platform solution. Many State entities have disparate functional internal organizations that participate in a process - but no single owner to ensure appropriate process performance. As noted above in Section 3.5.3, part of workstream process design working sessions will include the completion of RACI matrices to assign roles and responsibilities as well as identity of key process owners and participants across DOA. These individuals' identification and their acknowledgement of end-to-end operational authority promotes critical accountability.

Advisory Knowledge Transfer sessions for Process Owners details the process in question, owner roles, responsibilities, and feedback mechanisms to ensure changes in business needs are incorporated into the process, and ultimately the solution. Sessions further cover how to leverage process-specific KPIs that were identified in process design sessions to validate and revise processes as required. Carahsoft will facilitate one (1) Advisory Knowledge Transfer session for each of the processes detailed below. Each session will be facilitated one (1) time, and is one (1) hour in duration.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
HRSD Advisory Knowledge Transfer • HR Case Management • HR Knowledge Management • HR Onboarding **ITxM Advisory Knowledge Transfer** • IT Hardware Asset Management • Configuration Management **ITSM Advisory Knowledge Transfer** • Incident Management • Service Catalog Management • Change Management • OIT Knowledge Management **CSM Advisory Knowledge Transfer** • CSM Case Management • DOA Service Catalog Management • DOA Knowledge Management	Walkthrough of each respective process workflows, including key activities, roles and responsibilities, KPIs, and offer best practice recommendations on continuous improvement in the context of strategic objectives.	One (1) meeting, NTE one (1) hour in duration, for each identified process area.

3.6 OCM & Enablement

In addition to the foundational configuration of key ServiceNow platform applications and the DOPLR Factory's HRSD high volume service development, our effort will also support a systematic approach to preparing for, communicating, and enabling change across DOA.   In our experience, holistic transformational programs require tactical strategies and materials to support increased system adoption and engagement - and ROI. Customer-centric messaging seeks to connect emotionally with end users to executives in order to change people's attitudes and behaviors in support of your program objectives and goals.

Carahsoft will collaborate with DOA's Program Acceleration Office to ensure a unified strategy and delivery across the activities and deliverables detailed below.

3.6.1   OCM Strategy & Planning

As part of our program's instantiation and transition in, Carahsoft will provide OCM subject matter experts to advise and guide DOA executive sponsors and stakeholders of the importance of an integrated communication and enablement plan that covers critical aspects of organizational readiness and ongoing project communication. This strategy and planning effort will be completed over a series of working session not to exceed twelve (12) hours total duration, and will include:
  • Education on key aspects of creating change readiness and dealing with resistance
  • Identification the Strengths, Weaknesses, Opportunities and Threats of current communications within the DOA
  • Identification of communications objectives and the key stakeholders
  • Understanding of the needs of each stakeholder
  • Specifications of the key messages that need to be sent to each Stakeholder and target audience

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- Assessment and Identification of delivery channels
- Development of the communications schedule
- Planning for content development

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Change Definition	Clear identification and framework of the change, in alignment with DOA's organization, people, and culture. Includes, change goals by target audience, goal objectives, and observable behaviors associated with each objective	One (1) MS Word file
Stakeholder Engagement and Communication Plan	Detailed strategy to ensure the right people are connected with the right message at the right time. Identifies and details stakeholder needs, engagement responsibilities, key messaging, stakeholder responsibilities, delivery schedule	One (1) MS Word file

3.6.2   OCM Awareness & Alignment

Building on the identified organizational change structure and change definition from strategy and planning, Carahsoft experts will then collaborate with stakeholders to design change "branding," core messaging for target audiences, executive messaging, and various change enablement collateral (e.g. one sheets, email campaigns, briefings) to build awareness about the change and excitement for what the change will mean for DOA and SOA more widely.

Awareness and alignment efforts will be completed over a series of virtual working sessions and may also include customer surveys and virtual focus groups. Carahsoft facilitated sessions with DOA personnel will not exceed eight (8) hours total duration for these activities.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Program Branding	Identification of key messaging to connect to customer needs and emotions, in alignment with DOA's organization, people, and culture.	One (1) MS Powerpoint file format.
Program Awareness Briefing	Executive sponsor level presentation to communicate vision and benefits of our effort's program branding	One (1) MS Powerpoint file.
Supporting Materials	Targeted communications to key stakeholders and target audiences, collateral in support of the execution of the OCM strategy.	To be determined in collaboration with PAO, in alignment with available effort.
Updates to Stakeholder Engagement and Communication Plan	Adds additional detail around final program branding and collateral to be facilitated and/or provided in accordance with delivery schedule	Updates to one (1) MS Word file.

3.6.3   Training & Enablement

In coordination and collaboration with application-based workstream teams, Carahsoft OCM experts will complete a detailed training needs analysis. This analysis will diagnose gaps in knowledge, skills and abilities (KSAs) based on

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the transformation work underway. Our effort's objective is to help ensure DOA has the theoretical knowledge, practical understanding, and proficiencies to use your ServiceNow platform.

Training materials can span a variety of formats and are ideally designed in alignment with DOA's organization, people, and culture. For example, Carahsoft can provide train-the-trainer instruction, role-based training for fulfillers, end user training, and/or "how to" videos. The platform also provides the capability to build guided tours, which provide end users with in- platform, guided step-by-step instructions on how to complete tasks within their browser window. For example, you can create a guided tour on how to create a new incident or view a change request.

Carahsoft has included in scope sufficient effort to provide the following role-based training sessions and related training materials. Please note, our scope can be modified to accommodate alternate delivery, e.g. train the trainer, in accordance with DOA preference. Further, the below session recommendations are high level and will be finalized in collaboration with DOA to ensure training and enablement align with DOA needs per our training analysis.

- ITSM Fulfiller Foundations: This instructor-led session provides an overview of ITSM Fulfiller roles and responsibilities and how to deploy your ITSM configuration to complete day-to-day tasks. It will cover: ServiceNow terminology, ServiceNow navigation, and walk through OIT's ITSM and ITxM configuration. Additional detail is provided on how to respond to an incident and/or request; how to manage an incident and/or request; and, how to close an incident and/or request. It further provides information on how to leverage knowledge in support of day-to-day activities.
- CSM Fulfiller Foundations: This instructor-led session provides an overview of CSM Fulfiller roles and responsibilities and how to deploy your CSM configuration to complete day-to-day tasks. It will cover: ServiceNow terminology, ServiceNow navigation, and walk through DOA's CSM configuration and agent workspace. Additional detail is provided on how to respond to a case; how to manage a case; and how to close a case. It further provides information on how to leverage knowledge in support of day- to-day activities.

ITSM and CSM role-based Fulfiller training sessions will each be three (3) hours in duration, and each session will be facilitated three (3) times. Additionally, Carahsoft will provide the following supporting and materials for ITSM and CSM Fulfiller role-based training:

- One (1) editable PowerPoint of the training presentation, for a total of three (3)
- One (1) video recording (facilitated voiceover recording) of the training presentation, for a total of three (3)
- Five (5) job aids and/or knowledge articles, for a total of fifteen (15)

Carahsoft recommends a more varied training approach for DOPLR given the combined HRSD application and DOPLR Factory solution configured across our program. Specifically, Carahsoft recommends the training sessions and content detailed below. Please note, Carahsoft recommends no more than twenty (20) participants in any of the below sessions; Carahsoft will work with DOPLR to identify appropriate participants across all sessions and finalize the training delivery plan to accommodate recommended session size. Lastly, the recommendations below will be finalized in collaboration with DOPLR prior to the design and facilitation of any HRSD training components:

- HRSD Fulfillers-Case Management: This instructor-led session provides an overview of applicable ServiceNow terminology, ServiceNow navigation, and walks through DOPLR's HRSD Fulfiller view. Additional information is provided specific to HR Agents who will be working HR cases, including: case management (case creation, updating, transferring, pending, and closing); tasks (opening, assigning, completing); leveraging and sending HR Knowledge to promote SOA employee self-service; reporting and dashboards.
  - This session will be approximately four (4) hours in duration
  - DOPLR will receive one (1) editable PowerPoint of the training presentation
  - One (1) video recording (facilitated voiceover recording) of the training presentation
  - Five (5) job aids and/or knowledge articles specific to Case Management
- HRSD Fulfillers-Onboarding: This instructor-led session provides an overview of applicable ServiceNow terminology, ServiceNow navigation, and walks through DOPLR's HRSD Onboarding solution. Information is

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provided specific to HR Agents who will be completing onboarding cases, including: case management (case creation, updating, transferring, pending, and closing); tasks (opening, assigning, completing); reporting and dashboards. This session will include a section specific to employees outside of DOPLR who will be responsible actors in the Onboarding process.

- o This session will be approximately four (4) hours in duration
- o DOPLR will receive one (1) editable PowerPoint of the training presentation
- o One (1) video recording (facilitated voiceover recording) of the training presentation
- o Five (5) job aids and/or knowledge articles specific to Onboarding

- HRSD Operations Manager Training: This instructor-led session provides an overview of applicable ServiceNow terminology, ServiceNow navigation, and walks through DOPLR's HRSD configuration with specific attention to HR Manager reports and dashboards and how to leverage platform capabilities to track and manage teams' work.
    - o This session will be approximately one (1) hour in duration
    - o DOPLR will receive one (1) editable PowerPoint of the training presentation
    - o Three (3) job aids and/or knowledge articles specific to Operations Management
- HRSD Knowledge Manager and Content Author Training: This deep dive session will explore HR knowledge features including: search; feedback and ratings; article submission and retirement processes; meta-tags and access criteria; and, knowledge reporting
    - o This session will be approximately one and a half (1 ½) hours in duration
    - o DOPLR will receive one (1) editable PowerPoint of the training presentation
    - o Three (3) job aids and/or knowledge articles specific to Knowledge Management

End users, i.e. those requesting services or viewing knowledge, will receive messaging across our program's OCM campaign. In addition to awareness raising, Carahsoft will provide collateral in the form of brief "how to" videos, knowledge articles, and guided tours to enable their adoption of the platform. Carahsoft workstream Advisors and Technical Architects will work with their respective key stakeholders to identify topics for instruction. Carahsoft has included sufficient effort to provide the following deliverables:

- Twelve (12), brief (less than five minutes) "how to" demonstration videos
- Total of twenty (20) end user job aids and/or knowledge articles across the platform
- Five (5) guided tours for each of the following applications: ITSM, CSM, HRSD; for a total of fifteen (15) guided tours

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Training Needs Analysis	Assessment and analysis of KSAs gap that identifies what proficiencies and understandings are needed to support the new solution.	One (1) Adobe PDF file
ITSM Fulfiller Foundations • Facilitated training • Presentation material • Video recording • Job aids / knowledge articles	Facilitated, role-based training for ITSM Fulfillers. Provides instruction and step by step guidance on configured ITSM Fulfiller capabilities in support of OIT daily tasks.	• Three (3) hour training session, facilitated three (3) times • One (1) MS PowerPoint file • One (1) video file • Total of five (5) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native
CSM Fulfiller Foundations • Facilitated training • Presentation material • Video recording	Facilitated, role-based training for CSM Fulfillers. Provides instruction and step by step guidance on configured CSM Fulfiller capabilities in support of DOA daily tasks.	• Three (3) hour training session, facilitated three (3) times • One (1) MS Powerpoint file • One (1) video file

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• Job aids / knowledge articles		• Total of five (5) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native
HRSD Fulfiller - Case Management • Facilitated training • Presentation material • Video recording • Job aids / knowledge articles	Facilitated, role-based training for HRSD Fulfillers. Provides instruction and step by step guidance on configured case management capabilities in support of DOPLR daily tasks.	• Four (4) hour training session • One (1) MS Powerpoint file • One (1) video file • Total of five (5) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native
HRSD Fulfillers - Onboarding • Facilitated training • Presentation material • Video recording • Job aids / knowledge articles	Facilitated, role-based training for DOPLR Onboarding agents and actors external to HR . Provides instruction and step by step guidance on configured onboarding workflow capabilities and related tasks.	• Four (4) hour training session • One (1) MS Powerpoint file • One (1) video file • Total of five (5) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native
HRSD Operations Manager Training • Facilitated training • Presentation material • Job aids / knowledge articles	Facilitated, role-based training for HR Managers. Provides instruction and step by step guidance on configured capabilities in support of reporting, tracking, and managing Agents' work.	• One (1) hour training session • One (1) MS Powerpoint file • Total of three (3) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native
HRSD Knowledge Manager and Content Author Training • Facilitated training • Presentation material • Job aids / knowledge articles	Facilitated, role-based training for HR Knowledge Manager(s) and Content Authors. Provides instruction and step by step guidance on configured capabilities in support of creating, maintaining, and reporting on HR Knowledge.	• One and one half (1 ½) hour training session • One (1) MS Powerpoint file • Total of three (3) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native
End User Enablement • How to videos • Job aids / knowledge articles • Guided Tours	Training videos and other embedded collateral to support SOA end users navigation and use of the configured ServiceNow platform.	• Twelve (12) "how to" video files • Total of twenty (20) job aids and/or Knowledge Articles. Job aids will be provided as Adobe PDF files, Knowledge Articles will be native • Total of fifteen (15) Guided Tours. Native

3.6.4   OCM Reinforcement

Carahsoft's OCM & Enablement effort concludes with additional messaging and materials to help combat potential organizational inertia as well as solidify and embed adopted changes. To celebrate our team's accomplishments as well as showcase how this effort has benefitted DOA and our target audiences we will facilitate and deliver the following key elements:
- Review program outcomes and identify success stories
- Assess gaps in adoption and recommend adjustments in ongoing training and messaging
- Identify pockets of resistance and suggest reinforcement strategies through communication and direct engagement
- Facilitate a one (1) hour Executive Presentation that highlights program successes and suggests future key messaging to continuously reinforce desired behaviors

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Success Story	Visual communications that summarizes program outcomes, such as performance improvement, new capabilities, and/or technology improvements	One (1) Adobe PDF file
Executive Presentation	Virtual session that highlights program success, provides key messaging and other strategies to address identified and/or potential pockets of resistance	Meeting, NTE two (2) hours, and one (1) MS Powerpoint file

3.7 Go Live & FedRAMP Migration

Program Instantiation and Kickoff activities will incorporate high level discussion of DOA's desired Go Live strategy. These preferences will be built into the Program Schedule. Across the application-based workstreams and DOPLR Factory, Carahsoft's Program Team will confirm DOA's desired Go Live strategy. The effort below assumes one (1) program-wide Go Live. However, alternate approaches may be evaluated that take into consideration our scoped effort and DOA's FedRAMP requirements.

As we approach program close when application-based development and DOPLR Factory workflow development activities conclude, Carahsoft's Program Team, workstream teams, and sustainment support will build a Go Live Playbook, or Transition Plan, that identifies key activities and checkpoints necessary to track DOA progress against Go Live readiness. This entails all cutover activities including process, governance, system, and organizational dimensions of readiness. All program resources will be available, as applicable, to support DOA completion of the prerequisite activities to help ensure a successful Go Live.

As part of this effort, Carahsoft will recommend a technology rollout to manage update sets. Due to security requirements, DOA's Go Live Playbook and support activities will also include a migration to a FedRAMP environment. This entails: prerequisite activities with HIWAVE, ServiceNow's FedRAMP environment support team; an update set schedule; and Go / No Go decisioning. Carahsoft will continuously migrate update sets to the FedRAMP environment across workstreams and fully complete this effort over the course of Go Live.

Please note, our scope of work is limited to the features and functionality detailed in this proposal to be migrated to the State's provided FedRAMP environment by the end of our period of performance, December 31, 2020. Any additional DOA security requirements to comply with and/or support ServiceNow's FedRAMP environment are the responsibility of the State of Alaska and out of scope.

Carahsoft's Program Team and sustainment support services will work with DOA System Administrators, as available, to push the system to production, ensuring that the system is live before user access is granted.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format

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Go Live Playbook	Checklist that details preparation activities to support successful Go Live. Supported completion ensures all dimensions of Go Live are achieved for a smooth transition to an operational state.	One (1) Adobe PDF file
Go Live Support	Program Team and sustainment services guiding migration of update sets to production and supporting resolution of break/fix issues.	Native

3.8 Program Close & Transition Out

Following Go Live, Carahsoft's team begins the transition process in which we finalize any outstanding deliverables, capture our effort's successes and lessons learned, and hand off platform management to DOA System Administrators. Sustainment resources will continue to support the platform, manage backlog, and address incidents and requests until our period of performance concludes, December 31, 2020. Please note, DOA may execute a Change to Scope in order to extend Carahsoft sustainment support services or use some combination of Carahsoft sustainment support in tandem with internal personnel. Ongoing support needs will be determined as part of Go Live preparation activities.

A program closeout meeting will be facilitated to share captured lessons learned, confirm deliverables, and ensure the transfer of any outstanding information from Carahsoft to DOA. The Program Team will also review any pertinent KPIs and capture action items for DOA to successfully operate and maintain your solution.

Carahsoft Deliverables

Deliverable	Description & Business Value	Format
Program Closeout Meeting & Report	Details lessons learned and program successes; confirms delivery and acceptance of any outstanding deliverables; reviews KPIs and any pending action items.	One (1) meeting, NTE two (2) hours, and one (1) MS PowerPoint file

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4. Deliverable Index & Acceptance Criteria

To support adherence to the to-be finalized Program Schedule, DOA will provide timely review, within five (5) business days, of any interim deliverables and/or work product (e.g. Process Guides, user stories, training materials). Any delay in this review due to DOA availability and/or participation that significantly impacts project progress and resource utilization may prompt Carahsoft to stop work.

DOA will provide timely acceptance, within ten (10) business days, for any formal deliverables described in the Statement of Work. If there is no formal acceptance within this timeframe after two (2) documented attempts the deliverable will be deemed accepted.

Project Element	Deliverable	Acceptance Criteria / Deliverable Requirements
Program Instantiation & Reporting		
Program Planning & Kickoff	Program Soft Kickoff Meeting Materials	Presentation of preliminary program goals, scope, activities, and expected outcomes. One (1) MS PowerPoint file.
Program Planning & Kickoff	Program Soft Kickoff Meeting	Initial communication between Carahsoft and DOA. Discussion of Program Schedule and program hard kickoff. Meeting, not to exceed two (2) hours.
Program Planning & Kickoff	Program Schedule	Integrated master program plan that includes PI planning, sprint demo dates, and applicable dates across all workstreams. Revised and updated in accordance with progress, risks, issues, and resolutions across all program workstreams. One (1) MS Project file or Adobe PDF file.
Program Planning & Kickoff	Program Hard Kickoff Meeting Materials	Presentation of Carahsoft Program Team, executive sponsors, stakeholders, and SOA program team members; details program vision, goals and scope; reviews Program Schedule's activities, timeline, and expected outcomes. One (1) MS PowerPoint file.
Program Planning & Kickoff	Program Hard Kickoff Meeting	Formal kickoff between Carahsoft and DOA. Discussion of Program Schedule, level sets expectations, and establishes definitions of success. Meeting, not to exceed two (2) hours.
DOA ART Instantiation & Launch	DOA Business Owner SAFe Orientation	Virtual meeting that provides a high level overview of SAFe terminology and concepts. Meeting, NTE one (1) hour, and one (1) MS Powerpoint file.
DOA ART Instantiation & Launch	PI Plan	Visual roadmap that illustrates program increments across our program timeline. One (1) MS Word file.
DOA ART Instantiation & Launch	PI Solution Demos	Live, virtual demos of solution development over the most recent PI. Native.
DOA ART Instantiation & Launch	PI Retrospective Output	Carahsoft-issued customer surveys to collect feedback on the most recent PI Demo. Collated feedback will be provided to DOA in a summary deliverable. One (1) MS Word file.
Program Status Reporting & Meetings	Weekly Status Report (WSR)	Summarizes work accomplished, raises concerns and/or issues, captures proposed resolutions, tracks new action items and status updates of previously assigned action items. One (1) MS PowerPoint file, weekly.
Program Status Reporting & Meetings	Weekly Status Meeting	Weekly touchpoints to foster communication, maximize transparency, and consistently validate team progress in

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		accordance with the Program Schedule, program vision, and requirements. Meeting, NTE one (1) hour, weekly.
Program Status Reporting & Meetings	Monthly Summary Report	Summary of activities, issues, action items, deliverables, and upcoming work for each calendar month across Period of Performance (August, September, October, November, and December). One (1) MS PowerPoint file, monthly.

Platform Governance Training & Core Configuration		
Platform Governance	Platform Support Team	Enablement session and related presentation material that introduces Platform Support Team governance model and details recommended roles and responsibilities with emphasis on platform operational readiness and supportability. One (1) virtual session, NTE two (2) hours; and one (1) MS PowerPoint file of presentation materials.
Platform Governance	Managing Platform Growth	Enablement session and related presentation material that provides guidance on how to manage customer requests for services and demand, including recommendations on how to assess requests from a business and technical perspective and prioritize based on business value. One (1) virtual session, NTE two (2) hours; and one (1) MS PowerPoint file of presentation materials.
Platform Governance	Instance Best Practices	Enablement session and related presentation material that detail instance best practices around development, data quality, and overall maintenance in accordance with Platform Support Team roles and responsibilities. One (1) virtual session, NTE two (2) hours; and one (1) MS PowerPoint file of presentation materials.
Core Configuration	Platform Core Configuration	Technical requirements gathering and core configuration completed to set up SOA as a net new ServiceNow customer. Native development in the ServiceNow platform.

Sustainment		
Program Service Desk	Incident Resolution and Select Minor Enhancement	Platform operations support across Carahsoft program development. Native.
Platform Management	Bug / Platform Issues Fixes	Platform administrative support across Carahsoft program development. Native.
Sustainment Knowledge Base	Platform Management Knowledge Base	Repository of up-to-date standard operating procedures and other knowledge artifacts as required in support of system releases, Administrative support, and End User support. Native ServiceNow Knowledgebase.
Transition	Technical Knowledge Transfer	Systematic and purposeful sharing of critical platform administrative information, pending issues, backlog, and other details as applicable for DOA to assume platform administrative ownership. Meeting, NTE four (4) hours.

DOPLR Factory Pilot		
Workflow Qualification	Agile Configuration Template (ACT)	Carahsoft-provided service workflow template that captures all required information to successful handoff to development teams for fully accurate configuration. One (1) MS Excel file.
Workflow Qualification	External Value Assessment Litmus (EVAL)	Captures and consolidates potential time and cost savings across standard criteria to assess potential operational

		optimization if configured in ServiceNow. One (1) MS Excel File.
Workflow Qualification	Factory Summary Effort	Preliminary, consolidated list of prioritized development items in alignment with DOPLR needs, intended future state, and available effort in scope. One (1) MS Excel File.
Launch & Execution	Sprint Execution	Execution of sprints to complete prioritized development. During each sprint, the Product team unit tests each piece of functionality. Native.
Launch & Execution	Product Sprint Demos	Demonstration of functionality built in the previous sprint. Opportunity to solicit and integrate DOPLR feedback, reprioritizing effort in order to better meet expectations of DOPLR stakeholders. Meeting, NTE two (2) hours.
Launch & Execution	Requirements and Specification Documents	Updated stories, or ACTs, that capture all respective development work. Updated MS Excel Files.
Product User Acceptance Testing	Product Test Scripts	Defined acceptance criteria for requirements that provides step-by-step guidance for testing configuration of the provided solution. One (1) MS Excel File.
Product User Acceptance Testing	Product UAT Support	Facilitated "rolling" UAT during which DOPLR personnel test the configuration as part of a solution acceptance, annotating any defects. Virtual sessions, as required.
Product Defect Mitigation	Defect Mitigation	Mitigation of Product defects associated with a user story, or ACT, requirements. Once all defects have been mitigated the Product configuration work is considered complete. Native.
Product Transition Out	DOPLR Factory Product Close Meeting	Key Product and DOPLR leadership meeting to discuss delivery and suggestions for improvement. Meeting, NTE one (1) hour.
Application-Based Product Workstreams		
Workstream Kickoffs	Workstream Kickoff Meeting Materials	Captures Carahsoft workstream team; workstream goals, activities; and scope in alignment with program vision and Program Schedule. One (1) MS PowerPoint file each per ITxM, ITSM, CSM, and HRSD.
Workstream Kickoffs	Kickoff Meeting	Introduction of Carahsoft workstream team and applicable DOA team to level set expectations and define workstream definition of success across applicable participants. Meeting, NTE one (1) hour each per ITxM, ITSM, CSM, and HRSD.
Workstream Process Design Working Sessions	Process Design Workshops	Remote process design and requirements gathering working sessions for application-based workstreams' functional areas and related integrations and/or data migrations, as defined by Statement of Work.
Workstream Process Design Working Sessions	Process Guides	Process and business requirements including workflows, key activities w/narratives and roles and responsibilities documented in MS Word Document, as defined by the Statement of Work.
Workstream Integrations, Story Development & Sprint Planning	Solution Design and Requirements	Solution design and detailed requirements groomed into user stories for the implementation of in scope ServiceNow applications. One (1) MS Excel file each per ITxM, ITSM, CSM, and HRSD.

Workstream Integrations, Story Development & Sprint Planning	Sprint Plan	Sprint Plan based on prioritized work effort. Updated in accordance with weekly demos and any reprioritized effort. One (1) MS Excel file each per ITxM, ITSM, CSM, and HRSD.
Workstream Development	Workstream Sprints, Testing, and Functional Demos	Execution of sprints to complete prioritized development, with integrated unit testing completed as a part of development. Weekly product demo meetings facilitate feedback gathering and development reprioritization, as applicable and available per in scope effort. Sprint execution and testing is native. Sprint demos are NTE one (1) hour each, per sprint and per workstream, for the duration of in scope workstream development.
Workstream User Acceptance Testing	Workstream Test Scripts	Defined acceptance criteria for requirements that provides step-by-step guidance for testing configuration of the provided solution. One (1) MS Excel file per application workstream.
Workstream User Acceptance Testing	Workstream UAT Support	Facilitated UAT during which DOA personnel test the configuration as part of a solution acceptance, annotating any defects. Meetings, as required per application workstream.
Workstream Defect Mitigation	Defect Mitigation	Workstream-specific mitigation of identified defects that are associated with user stories and requirements. Native.
Workstream Advisory Knowledge Transfer	Advisory Knowledge Transfer	Knowledge Transfer working sessions for identified DOA Process Owners for in scope processes as identified in the Statement of Work. Meeting, NTE one (1) hour each per each identified process area.
OCM & Enablement		
OCM Strategy & Planning	Change Definition	Identifies change goals by target audience, goal objectives, and observable behaviors associated with each objective in alignment with DOA's organization, people, and culture. One (1) MS Word file.
OCM Strategy & Planning	Stakeholder Engagement and Communication Plan	Strategic plan document that identifies and details stakeholder needs, engagement responsibilities, key messaging, stakeholder responsibilities, and delivery schedule. Updated in alignment with OCM Awareness & Alignment activities and deliverables. One (1) MS Word file.
OCM Awareness & Alignment	Program Branding	Key messaging created as the result of virtual working sessions, customer surveys, and/or virtual focus groups. One (1) MS PowerPoint file.
OCM Awareness & Alignment	Program Awareness Briefing	Presentation and presentation materials to communicate program branding and key messaging to applicable executive sponsors. Meeting, NTE one (1) hours, and one (1) MS PowerPoint file.
OCM Awareness & Alignment	Supporting Materials	To be determined in collaboration with DOA, in alignment with available effort.
Training & Enablement	Training Needs Analysis	Detailed recommendations for end user and fulfiller role-based training based on analysis of DOA needs. One (1) Adobe PDF file.
Training & Enablement	ITSM and CSM Fulfiller Foundations Role-Based Training	Role-based remote training sessions for Fulfillers, e.g. those DOA personnel completing work within the platform. Sessions will span ITSM and CSM configuration and operation to complete day-to-day tasks. Each ITSM and CSM session will

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		be three (3) hours in duration, and each application-based session will be facilitated three (3) times.
Training & Enablement	ITSM and CSM Fulfiller Foundations Training Materials	Training includes the following materials as deliverables per ITSM and CSM application-based Fulfiller roles: one (1) MS PowerPoint file of the training material, one (1) recorded voiceover training video file, five (5) job aids (Adobe PDF) and/or knowledge articles (native).
Training & Enablement	HRSD Role-Based Training	HRSD training for case management, onboarding, operations management, and knowledge as defined by the scope of work. The case management training will be four (4) hours in duration; onboarding training will be four (4) hours in duration, operations management training will be one (1) hour in duration, and knowledge management training will be one and a half (1 ½) hours in duration.
Training & Enablement	HRSD Role-Based Training Materials	Training includes the following materials as deliverables per HRSD training program defined by the scope of work: one (1) editable PowerPoint presentation for each HRSD training session, for a total of four (4); one (1) recorded voiceover training video files for case management and onboarding, for a total of two (2); a total of sixteen (16) HRSD specific job aids and/or knowledge articles as defined by the scope of work.
Training & Enablement	End User Enablement Materials	Brief training videos and in-platform collateral to support SOA navigation and use of the configured ServiceNow platform. NTE twelve (12) "how to" videos as defined by the SOW, total twenty (20) job aids and/or knowledge articles, and fifteen (15) configured in-platform Guided Tours.
OCM Reinforcement	Success Story	Highly visual communications brief that summarizes program work completed and benefits achieved by SOA. One (1) Adobe PDF file.
OCM Reinforcement	Executive Presentation	Virtual meeting with executive sponsors and key stakeholders that presents the Success Story and provides updated key messaging to promote and reinforce adoption of ServiceNow solution. Meeting, NTE two (2) hours, and one (1) MS Powerpoint file
Go Live		
Go Live	Go Live Playbook	Go Live playbook/checklist to prepare for Go Live, verifying all dimensions of DOA Go Live readiness for smooth transition to production and operations. One (1) Adobe PDF file.
Go Live	Go Live Support	Program Team and sustainment services support of push to production, assisting with troubleshooting, questions, and other configuration-specific support. Native.
Program Close & Transition Out		
Program Close & Transition Out	Program Closeout Meeting & Report	Lessons learned, confirmed deliverables, and KPI checkpoint for the program. Delivered via remote meeting NTE two (2) hours with one (1) MS PowerPoint file of meeting materials.

# 5.	Assumptions

In addition to those scope assumptions incorporated into our detailed effort above, Carahsoft makes the following assumptions for this Statement of Work:

5.1 Program Management

- DOA will provide a Project Manager who will have overall responsibility for managing and coordinating the performance of the party it represents in a prompt and professional manner.
  - The Project Manager will meet no less than weekly with the Carahsoft Program Manager at regular intervals to review progress and resolve any issues relating to the Engagement.
  - The Carahsoft Program Manager will facilitate a weekly status or update call to ensure the project is progressing appropriately.
- The Carahsoft Program Manager, in coordination and collaboration DOA Project Manager and Staff, will develop a comprehensive Program Schedule to be used as a program-wide implementation plan.
  - Once a Program Schedule has been agreed to by DOA, the dates associated with the plan are considered final.
  - DOA must be available based on the agreed Program Schedule and tight turnaround time for approvals based on the aggressive timeline for this program. Any delays on meetings, approvals, etc. would delay the project timeline.

5.2 DOA Project Team Availability & Participation

- DOA will provide a stakeholder list and system administrators, if applicable, with contact information (name, title, email and phone number).
- DOA will provide organizational charts, current state process documentation, and resources to collaborate with the Carahsoft Team in advance of appropriate product kickoff.
- DOA will provide access to necessary resources, including designated decision makers, to participate in any process and requirement (user story) sessions.
- DOA will provide Carahsoft with the ability to have scheduled working sessions with groups of key stakeholders to develop processes and gather requirements (user stories).
- DOA will provide access to appropriate personnel as applicable to the project.

5.3 DOA Roles & Responsibilities

- DOA will provide Carahsoft full access to the ServiceNow environment from Day 1.
- DOA will provide Carahsoft full access to the IRIS, NeoGov, Ivanti, SCCM integration capability documentation, architecture diagrams and associated credentials.
- DOA will provide access to internal IRIS, NeoGov, Ivanti and SCCM application owners to provide integration support.
- DOA will be responsible for any IRIS, NeoGov, Ivanti or SCCM configuration required in order to successfully integrate those applications with ServiceNow.
- DOA will provide documentation from staff and any applicable outsourced provider prior to engagement commencement.
- DOA is responsible to have the required software and licenses needed to complete the effort and outcomes in this SOW.
- DOA will perform all facets of user acceptance testing leveraging the test planning, testing artifacts, and testing support provided by Carahsoft.
- Carahsoft assumes all work will be completed remotely.

5.4 DOA Instance Architecture & Security

- DOA will complete ServiceNow FedRAMP documentation and FedRAMP instances will be purchased and provisioned within the month of October, 2020.
- DOA will utilize a single production instance for all internal and future planned external interactions that is accessible both from within the SOA Network and over the internet via credentials stored and managed in the LDAP based credential stores defined as in scope.
- DOA will utilize the standard ServiceNow role and object based access control model for securing individual data elements, records and tables to the appropriate logged in user.
- IP-based access controls are assumed out of scope, and any requirements for such controls could require the following:
  - Additional production instance(s)
  - Re-architecture of the instance configuration, and integration between instances

5.5 Work Hours & Days

- All work will be performed during normal business hours defined as Monday through Friday 8AM – 5PM (based on the DOA's primary office time zone) and excluding company holidays.
- Any work requested outside of normal business hours must be previously arranged and mutually agreed upon at least 2 business days in advance.

5.6 Carahsoft Approach & Deliverables

- Carahsoft's scope of work, delivery approach, notional timeline, and provided pricing proposed in this Statement of Work assumes the State of Alaska approves Carahsoft utilization of offshore technical development resources.
- While creative vision may be more inclusive, Carahsoft will determine the final development scope in collaboration with DOA to ensure it can be accomplished within the sprint development scope as outlined.
- Based on business requirements and end user needs defined during the workshops and in scope analyses, the scope may fluctuate as there are still many unknowns.
- Any requests for information or effort not specifically identified as a deliverable above will be considered out of scope for this proposal.

- Please note we have discounted this total to facilitate your budget, however in return appreciate the following:
  - Ability to use your logo on our website
  - Ability to leverage the metrics and success of the service portal into a case study
  - Be a positive reference for Carahsoft

6.   Notional Project Timeline

The program timeline below is representative and will be finalized in the form of the Program Schedule deliverable, developed in collaboration with DOA through Program Instantiation and Kickoff activities.

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Project Timeline / Gantt Chart

Task	Notes / Assumptions	August	September	October	November	December
		17-Aug / 24-Aug / 31-Aug	7-Sep / 14-Sep / 21-Sep / 28-Sep	5-Oct / 12-Oct / 19-Oct / 26-Oct	2-Nov / 9-Nov / 16-Nov / 23-Nov / 30-Nov	7-Dec / 14-Dec / 21-Dec / 28-Dec
Program Management / Core Team	Core Program Team					
Kickoff / Platform Foundation						
Platform Governance Education / Platform RACI	Core Program Team					
Core Configuration						
Active Directory / SSO / Multiple? — this will be in transition, Azure (PPP)	Core Program Team					
OIT Asset & CMDB						
CMDB & Asset education / design	Core / ITxM Workstream					
Discovery, SCCM, Ivanti	ITxM Workstream					
ITxM UAT						
OIT ITSM						
Incident, Change, Request, OIT KB centralize design	ITSM Workstream					
ITSM Foundation Application Build	ITSM Workstream					
ITSM UAT						
DOA CSM Suite Foundation						
Core CSM Process Design (Case, KBs, Portal)	CSM Workstream					
CSM Application Build	CSM Workstream					
CSM UAT						
DOPLR HRSD Suite (e.g. Onboarding)						
HRSD Team reviews DOPLR flows	HRSD Workstream					
HRSD Process Design (Case, On., KB, ESC, EDM)	HRSD Workstream					
HRSD Build + IRIS HRM Integration + NeoGov Integration	HRSD Workstream					
HRSD UAT						
DOPLR Pilot Factory — Essential SAFe						
Cask Workflow and BVA Template Finalization	Core Program Team					
Cask QA DOPLR Existing Flows (qty 160)	DOPLR Factory Pilot Analyst ramp up					
Cask BVA DOPLR Existing Flows (qty 160)	DOPLR Factory Pilot Analyst ramp up					
DOPLR Qualified Services Approval for SMS (qty 160)	Core Team supports prioritization & final groom					
DOPLR Pilot Factory	Factory Product Lines / Agile Teams					
Cask UAT Support	DOPLR Analysts roll on					
Rolling UAT - Defect Mitigation - Go / No Go	DOPLR w Cask Defect Mitigation					
Release on Demand	Continuous					
OCM & Enablement						
Strategic Communications & Training Planning	OCM Workstream					
Communications and Training Execution	OCM Workstream					
Fulfiller and End User Training	OCM Workstream					
Platform Sustainment						
Break Fix / DOPLR enhancements / program service desk	2 Admins					

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7. Pricing

As captured in the Assumptions, Carahsoft assumes all work will be completed remote and has not incorporated travel costs into the below. Therefore, project pricing below is firm, fixed and inclusive of all tasks, activities, and deliverables described in this Statement of Work. Payment terms are Net 30 and per completion and acceptance of the milestones below. Deliverables are based on the weekly/monthly status reports and reviews to be documented throughout the project. A milestone sign off sheet will be sent to the customer for approval at the end of each deliverable period.

Milestone	Firm Fixed Price
August Deliverables	$359,844.80
September Deliverables	$719,689.60
October Deliverables	$719,689.60
November Deliverables	$719,689.60
December Deliverables	$719,689.60
Program Total:	$3,238,603.20

This Agreement, dated as of August 11, 2020 (the "Effective Date"), is between State of Alaska and Carahsoft Technology Corporation, pursuant to the terms and conditions of the State of Alaska Participating Addendum to Carahsoft Technology Corporation NASPO Cloud Solutions Master Agreement #AR2472. This Agreement consists of this signature page and all of the sections of the proposal.

IN WITNESS WHEREOF THE PARTIES HERETO HAVE EXECUTED THIS CONTRACT AGREEMENTS OF THE DATES SET FORTH BELOW:

Carahsoft Technology Corporation

By: _Elaine Shadid_

Signature: _Elaine Shadid_

Date: _08/20/2020_

Printed Name: _Elaine Shadid_

Title: _Customer Operations Specialist_

State of Alaska

By: _bill.smith@alaska.gov_

Signature: _[DocuSigned by: DFC79A53C0734CD...]_

Date: _8/18/2020_

Printed Name: _Bill Smith_

Title: _CIO_

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Certificate Of Completion

Envelope Id: 45A1BCA98DCC4B1EB2BA45864D0B88A4		Status: Completed
Subject: Please DocuSign: Alaska to Carahsoft DOA Pilot Prop1 (002).pdf		
Source Envelope:		
Document Pages: 47	Signatures: 1	Envelope Originator:
Certificate Pages: 4	Initials: 0	Bill Smith
AutoNav: Disabled		PO Box 110206
EnvelopeId Stamping: Disabled		Juneau, AK 99811
Time Zone: (UTC-09:00) Alaska		bill.smith@alaska.gov
		IP Address: 216.137.209.38

Record Tracking

Status: Original
        8/18/2020 12:39:29 PM
	Holder: Bill Smith
	        bill.smith@alaska.gov
		Location: DocuSign

Security Appliance Status: Connected	Pool: StateLocal	
Storage Appliance Status: Connected	Pool: State of Alaska	Location: DocuSign

Signer Events	Signature	Timestamp
Bill Smith bill.smith@alaska.gov CIO State of Alaska Office of Information Technology Security Level: Email, Account Authentication (None)	DocuSigned by: DFC79A53C0734CD... Signature Adoption: Uploaded Signature Image Using IP Address: 216.137.209.38	Sent: 8/18/2020 12:41:08 PM Viewed: 8/18/2020 12:41:24 PM Signed: 8/18/2020 12:44:32 PM Freeform Signing

Electronic Record and Signature Disclosure:
    Accepted: 8/10/2020 1:23:23 PM
    ID: d120b65f-e3fd-459e-bf1d-634f81c58101
    Company Name: State of Alaska		

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp
Jason Grove jason.grove@alaska.gov Contracting Officer State of Alaska - Statewide Contracting Security Level: Email, Account Authentication (None)	COPIED	Sent: 8/18/2020 12:44:38 PM Viewed: 8/18/2020 12:54:52 PM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		
Jennifer Lesh jennifer.lesh@alaska.gov Security Level: Email, Account Authentication (None)	COPIED	Sent: 8/18/2020 12:44:38 PM
Electronic Record and Signature Disclosure: Not Offered via DocuSign		

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	8/18/2020 12:44:38 PM
Certified Delivered	Security Checked	8/18/2020 12:41:24 PM
Signing Complete	Security Checked	8/18/2020 12:44:38 PM
Completed	Security Checked	8/18/2020 12:44:38 PM

Payment Events	Status	Timestamps

Electronic Record and Signature Disclosure

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

Please read this Electronic Records and Signature Disclosure (ERSD). It concerns your rights regarding electronically undertaking, and the conditions under which you and the State of Alaska agree to electronically undertake, the transaction to which it relates (the "TRANSACTION").

Consent to Electronically Undertake the TRANSACTION

You can electronically undertake the TRANSACTION only if you confirm that you meet the following requirements by selecting the box next to "I agree to use electronic records and signature" (the "AGREE BOX"):

1. you can fully access and have read this ERSD;
2. you can fully access all of the information in the other TRANSACTION records;
3. you can retain all of the TRANSACTION records in a form that you will be able to fully access for later reference;
4. you consent to undertake the TRANSACTION electronically; and
5. you are authorized to undertake the TRANSACTION. (Please note that falsely undertaking the TRANSACTION may subject you to civil liabilities and penalties and/or to criminal penalties.)

If you cannot or are not willing to confirm each of these five things, do not select the AGREE BOX.

Withdrawing Consent

If you select the AGREE BOX, you can withdraw your consent to electronically undertake the TRANSACTION at any time before you complete the TRANSACTION: simply do not finalize it. The only consequence of withdrawing your consent is that you will not finalize the TRANSACTION.

If you select the AGREE BOX, your consent will apply only to this TRANSACTION. You must separately consent to electronically undertake any other transaction with the State of Alaska.

Paper Option for Undertaking the TRANSACTION

You may undertake the TRANSACTION with the State of Alaska using paper records. (State of Alaska employees who want to undertake the TRANSACTION in paper should contact the agency responsible for the TRANSACTION.) Print the paper records on the website of the State of Alaska agency responsible for the TRANSACTION, or request them from the agency. The State of Alaska homepage is at http://alaska.gov/.

Copies of TRANSACTION Records

After completing the TRANSACTION but before closing your web browser, you should download the TRANSACTION records. Or you can download the records within 30 days after

completing the TRANSACTION using the link in the DocuSign email sent to the email address you used to complete the TRANSACTION. The State of Alaska will not provide a paper copy of the TRANSACTION records as part of the TRANSACTION. Under the Alaska Public Records Act (APRA), AS 40.25.100–.295, you can request a copy from the agency responsible for the TRANSACTION, but if too much time has passed, the agency may no longer have the records when you make your request. If required under the APRA, the agency will charge a fee.

Required Hardware and Software

For the minimum system requirements to electronically undertake the TRANSACTION, including accessing and thereby retaining the TRANSACTION records, visit https://support.docusign.com/guides/signer-guide-signing-system-requirements. These requirements may change. In addition, you need access to an email account.

How to Contact the State of Alaska

To ask a question on this ERSD or the DocuSign document generated after you complete the TRANSACTION or on using DocuSign to electronically undertake the TRANSACTION, contact the Alaska Department of Administration at either of the following addresses:

State of Alaska
Department of Administration
550 West 7th Avenue
Suite 1970
Anchorage, AK 99501
Reference: DocuSign

doa.commissioner@alaska.gov
Subject: DocuSign

To ask any other question on the TRANSACTION records or to update the information for contacting you electronically, contact the State of Alaska agency responsible for the TRANSACTION using the contact information in the TRANSACTION records or, if those records contain no contact information, using the contact information on the agency's website. Again, the State of Alaska homepage is at http://alaska.gov/.