State of Alaska

Pandemic Preparedness Plan

Phases 2 and 3

Final QAPM Report

January 15, 2020

Prepared by:

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Executive Summary

In April 2020, Governor Dunleavy requested the Department of Administration (DOA) develop a plan to ensure executive branch worker safety and health, and to maintain maximum continuity of government operations during the coronavirus (COVID-19) pandemic. To achieve both objectives, the DOA developed a plan for improving telework capabilities for public employees to enable compliance with COVID-19 health precautions—the Pandemic Preparedness Plan (PPP). This is an explicitly authorized use of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) Coronavirus Relief Fund (CRF).[1]

The PPP involves a series of multiple projects categorized in phases. Phase 1, core services evaluation, was completed in July 2020 and informed the State of the projects that were feasible to be accomplished through CARES Act funding which per federal guidelines, was initially required to be spent by December 30, 2020. These projects were referred to as phase 2 and 3, with additional phases 4-6 planned for future efforts.

DOA engaged Wostmann & Associates to provide Quality Assurance, Project Management and Portfolio Oversight for the projects performed under Phase 2 and 3, including:

- **Phase 2 Pathway:** focused on equipping State employees, supervisors, and executives with customized performance management and learning and development tools and curricula.
- **Phase 2 AspireAlaska:** implementation of Cornerstone OnDemand Learning and Performance Management system.
- **Phase 3 AlaskaNow:** implementation of ServiceNow IT Service Management, Human Resource Service Delivery, Customer Service Management, Configuration Management Database, and Knowledge Management system(s).
- **Phase 3 Teams Voice:** deployment of Microsoft Teams Phones to 500 users with supporting infrastructure and architecture and design work that will expedite large scale deployment.
- **Other Phase 3 Projects:** Firewall upgrades, myAlaska helpdesk, endpoint management, deployment of 3,600 laptops, acceleration of cloud migration, and Microsoft Security Suite pilot.

All projects were completed on time, of high quality, and were successful in ensuring contractual objectives were met. Projects were completed in a much shorter time frame than is typical for these types of projects. This would not have been possible without the close collaboration and unusual amount of cooperation between all parties involved.

This report first describes the services and artifacts delivered by Wostmann & Associates for PPP phases 2 and 3, the background, final project status and assessment of each of the PPP projects, assessment of updated capabilities for the State of Alaska resulting from these projects, recommended roadmap activities and an overview of the benefits of PPP Phases 2 and 3.

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[1] U.S. Treasury Guidance for State, Territorial, Local, and Tribal Governments Issued on April 22, 2020, authorizes, "Expenses of actions to facilitate compliance with COVID-19-related public health measures, such as: [e]xpenses to improve telework capabilities for public employees to enable compliance with COVID-19 health precautions."

Introduction and Purpose

Wostmann and Associates was engaged by the State of Alaska to serve as an independent vendor to ensure Phases 2 and 3 of the Pandemic Preparedness Plan were performed on time, within scope and budget, and with the best value for the State of Alaska. As the Quality Assurance and Portfolio Management (QA/PM) vendor, we supported the following stated objectives of RFP 2021-0200-4610:

1. Ensure the State gets best value for the services and technology related to PPP and maximize the value of the portfolio by securing the largest return on investment for the State of Alaska
2. Monitor status and report to the State Project Governance Team
3. Hold monthly check-in meetings with State project governance team
4. Ensure projects and contracts are performed in the best interests of the State of Alaska
5. Resolve disputes and differences of opinion among vendors in order to ensure the projects are completed on time, within scope and budget, and at an acceptable level of quality
6. Provide additional but similar project management resources upon request, if needed
7. Evaluate portfolio of projects to identify resource conflicts, constraints or gaps and provide mitigation strategies to State of Alaska leadership
8. Assist in development of contracts for services for PPP Phases 3, if applicable
9. Interim and Final Reporting
10. Establish and maintain Key Performance Indicator (KPI) reporting for portfolio and component projects throughout project implementation

The following deliverables were provided in support of the above objectives:

Weekly Portfolio and Project Status Reports

The Wostmann QA team developed and submitted weekly QAPM status reports to State leadership that provided combined status updates, portfolio view Key Performance Indicators KPIs, deliverable completion tracking, wins, key decisions/action made or needed, and items/risks/issues for leadership radar for all in-scope Phase 2 and Phase 3 projects.   Samples of these reports are included as Appendix A.

The table below shows the weekly Schedule Performance Index (SPI) during the course of the projects where an MS Project Schedule was maintained consistently (Pathway and AlaskaNow). SPI is a measure of the conformance of actual progress to the planned progress. When SPI is greater than 1.0, this indicates better-than-planned project performance, while an SPI less than 1.0 indicates less-than-planned project performance. NA = Not available for that reporting period.

Month	Sept			Oct					Nov			Dec			
Project	11	18	25	2	9	16	23	30	6	13	20	4	11	18	28
Pathway	1.0	1.0	1.0	1.0	.97	.96	.95	.99	.99	.99	1.0	1.0	1.0	1.0	1.0
AlaskaNow	NA	NA	NA	NA	NA	1.0	1.0	1.0	.97	.97	.93	.94	.89	.92	.97

Other projects provided schedules that did not lend themselves to SPI measurements. For example, the AspireAlaska team used a tool called Smart Sheets that outlined project tasks and progress

against those tasks. In those cases, the Wostmann team verified project status through review of the weekly updates.

Deliverable Tracking Worksheets

Each project, where applicable, developed and maintained a detailed deliverable tracking worksheet that included the list of deliverables, planned due dates, acceptance dates, accepted by and other pertinent information.

MS Project Template

The Wostmann Portfolio Manager provided a Checklist, MS Project template, scheduling notes and guidance on all the projects during planning and worked closely with the project managers from the various projects to baseline and update project schedules, as well as provided guidance as needed to ensure consistent reporting/use.

MS Project Portfolio View

It was envisioned that the Wostmann team would create a portfolio view across all projects on a weekly basis. Given the short timeframe, concurrency, and the lack of use of MS Project by all teams, it was determined that weekly reviews by the entire project team was sufficient. This could have been better had all the projects assigned resources to their activities as well as SOA activities and had everyone used Unique Resource IDs. Fortunately, there were not as many shared resources across projects as first thought, so the resource histograms that we had were useful. Everyone did a great job considering the concurrency and lack of total float.

Monthly QA Reports

In addition to the combined weekly QAPM Status Report, the Wostmann QA team developed and submitted separate monthly QA reports for Phase 2 – Pathway project that included implementation of AspireAlaska, the Learning Management/Performance Management system (LMS/PMS) from Cornerstone, Phase 3 – AlaskaNow project, and Phase 3 – Other OIT projects (focused on Teams Phone Deployment). These reports included an Executive Summary that provided a status overview, significant changes since last report, project timeline status, project health and trends and QA assessment scores. Other sections reported on KPIs and project roadblocks, significant issues, and risks. See Appendix B for report samples.

The QA assessment scores were supported by an Excel workbook that scored each project using 10 factors for each of these project areas: risk management; scope management; deliverable management; and project management. The factors were scored on a basis of 1-5. The scores were then summarized and divided by the number of factors to arrive at a score for a particular area, with 4-5 being a positive assessment (green), 2.5-3.9 being a cautious assessment (yellow) and 1-2.4 being a negative assessment (red).

The tables below provide a summary of the monthly QA Assessment Scores that were reported over the course of the projects. The scores show that as the projects progressed the overall assessment of quality increased.

QA Assessment Scores - Pathway

Score Type	Aug	Sept	Oct	Nov
Overall	3.7	3.9	4.2	4.2
Risk Management	3.4	3.9	4.0	4.2
Scope Management	3.4	3.8	4.4	4.4
Project Management	3.6	3.8	3.8	3.8
Deliverable Management	4.2	4.0	4.4	4.4

QA Assessment Scores - AlaskaNow

Score Type	Sept	Oct	Nov
Overall	4.3	4.6	4.8
Risk Management	4.4	5.0	5.0
Scope Management	3.6	4.6	4.6
Project Management	4.2	4.6	4.6
Deliverable Management	4.8	4.4	5.0

QA Assessment Scores – MS Teams Phone

Score Type	Sept	Oct	Nov
Overall	4.0	4.2	4.2
Risk Management	4.1	4.1	4.1
Scope Management	3.5	3.8	3.8
Project Management	4.2	4.2	4.2
Deliverable Management	4.3	4.6	4.6

Weekly Leadership Status Meetings

For the Phase 2 – Pathway (Personnel Management) project, including AspireAlaska (LMS/PMS status updates), and Phase 3 – AlaskaNow (Service Management) project, a weekly checkpoint meeting was held with State leadership. A weekly status meeting was held with the DOA State Chief Information Officer for all Phase 3 projects.

Interim and Final Report

This final report deliverable is directly related to Objective 9 – Interim and Final Reporting. Interim reporting was provided in weekly and monthly QA reports described above and included updates on project status and evaluation. The final report provides a final project status and assessment and includes an updated capability assessment and recommended roadmap activities to continue State of Alaska telecommuting and service delivery improvement.

Background

The COVID-19 pandemic caught every person and organization off guard. The State of Alaska reacted as best they could to protect their employees while continuing to provide services to the constituents of the State of Alaska. This presented unique challenges for both employees providing services and constituents consuming those outward-facing services, as well as for internal processes that had to be modified to accommodate a suddenly remote workforce.

Employees and their supervisors had to quickly adjust to working outside of their state offices. This presented challenges including lack of adequate technology (no or poor internet connectivity, no laptop available, inability to print, inadequate home bandwidth), security of state assets, poor ergonomics associated with working from home, new communication channels between employees and their supervisors, and inadequate performance measurements for working remotely. As a result, some employees were required to come to the office at times.

The pandemic also proved a challenge to constituents who were not only used to paper forms but were required in many cases to conduct business in state offices while talking to a state employee in person. In some cases, constituents did not have access to the internet or a computer that would provide an alternate method of performing their business. In others, regulations or standard operating procedures required in person transactions.

With the rapid rise of COVID-19, the State of Alaska, along with most governments across the globe, realized there was no contingency plan for continuing government operations in the event of a pandemic like this. This scenario left the State, its workforce, and, maybe most importantly, the public whom it serves, vulnerable to disruptions in essential government services. This was simply not acceptable to the State and, consequently, the Administration began a review of government operations and functions. It was quickly determined changes would need to be made to make the State resilient in the face of COVID-19.

In April 2020, Governor Dunleavy requested the Department of Administration (DOA) develop a plan to ensure worker safety and mitigate health risks during the COVID-19 pandemic, and to ensure that Alaska is prepared to maintain maximum continuity of government operations in the event pandemic conditions continue into the near future.

In response, DOA developed a Pandemic Preparedness Plan (PPP) to achieve those objectives and improve the ongoing telework capabilities of its public employees while complying with COVID-19 health precautions and protocols. The PPP has the following six phases:

Phase 1: Completed	Core Services Evaluation
Phase 2: In Progress	Pathway Project: Personnel Management Tools
Phase 3: In Progress	Enabling Technology within DOA
Phase 4: On Hold	Short-term Enabling Technology within Other Departments
Phase 5: On Hold	Mid-term Enabling Technology within Other Departments
Phase 6: On Hold	Long-term Enabling Technology within Other Departments

Phase 1 assessed what challenges occurred when both employees and constituents had to remain at home during the pandemic, and to determine which and how tasks, services and business processes could be modified to better equip the State of Alaska for responding to similar situations in the future. Phase 2 prepared personnel, supervisors and leadership for managing performance, improving outcomes, and recruiting and retaining high performers in a telecommuting workplace environment. This is essential to ensuring the workers of the State of Alaska can operate effectively during a pandemic and be able to comply with public health precautions. Phase 3 focused on implementing enabling technology, all within DOA divisions or within the direct domain of the DOA (e.g., telecommunications), that will significantly advance efforts to enable greater remote connectivity, collaboration, and workforce productivity. Phases 2 and 3 were both completed on December 30, 2020.

This initiative is being funded through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) Coronavirus Relief Fund (CRF) and is an explicitly authorized use under U.S. Department of Treasury guidance. It should be noted the CARES Act funding, per federal guidelines, was initially required to be spent by December 30, 2020, so there was a very tight timeline for the State. Against the backdrop of this pandemic, the DOA was already engaged in a number of projects supportive of increased telework. Two major related DOA initiatives funded separately from PPP are the consolidation of human resource services (HR Transformation under Administrative Order 304), and the consolidation and improvement of Shared Services including procurement (AO305), general accounting processes, and information technology (a.k.a., AAPEX under Administrative Order 284).

Keeping workers safe while also continuing government functions is of paramount importance to the State. The purpose of the PPP is to ensure worker health and safety and continuity of services to the State of Alaska by developing an efficient telework infrastructure. Prior to the COVID-19 pandemic, the State had less than 1% of its workforce teleworking. Telework was a rare exception; a robust telework infrastructure was not needed. With the pandemic, however, the State pivoted to having 40% of its workforce teleworking in just a couple weeks.

The PPP is designed to enable sustainable teleworking long-term, as needed. In addition to digitizing and automating services and functions, the State required a personnel system that supported teleworking supervisors and employees. Once departments realized the pandemic was going to last beyond a couple of months, they began expressing concern to the DOA about their ability to manage telework effectively over a longer time period. For example, in July, several departments spoke with DOA leadership about their supervisors needing more assistance, support, and visibility into employees' job duties if telework was going to continue long-term.

Many departments and stakeholders were struggling to carry on their government operations with the existing infrastructure, policies and processes, which were not suited for long-term teleworking. During the cross-department assessment that occurred in PPP Phase 1, the State found that departments needed revised performance management policies, practices and systems for managing remote employees if mass telework was going to continue.

Based on feedback DOA received from supervisors through other department leadership, without a performance system infrastructure that supports teleworking long-term, State employees would have to start coming back into the workplaces. This was not just for CEA, but for many employees across all bargaining units currently enjoying the privilege of teleworking. That is why DOA

invested in the PPP—to ensure worker health and safety by developing a telework infrastructure for the State that would also support continuity of government services.

The State wishes for as many people to telework as possible; however, if the infrastructure does not support long-term telework, and supervisors do not have the visibility, assistance and support they need to manage their employees working remotely, then the State will have no choice but to have employees come back to the office to work. The PPP projects further the State's and unions' expressed goals of supporting teleworking and ensuring continuity of government services while complying with public health precautions for worker and public health safety. Efforts are summarized on the following websites:

- Pandemic Preparedness Plan: https://doa.alaska.gov/ppp.html

- Program Acceleration Office: https://pao.doa.alaska.gov

Final Project Status and Assessment

PHASE 2-Pathway and AspireAlaska (Cornerstone OnDemand)

In Phase 2 (branded as "Pathway"), the State was focusing on equipping State employees, supervisors, and executives with customized performance management and learning and development tools and curricula in an effort to increase job clarity and provide structure and support to people working in a teleworking environment. The Pathway project, led by Tandem Motion, ensures worker health and safety, and continuity of services to the State of Alaska, by equipping State of Alaska employees with the clarity, structure, training, and ongoing support they need to be successful and adaptable while teleworking. The Pathway team also recommended modifications to recruitment and onboarding programs. This Pathway platform was implemented by December 30, 2020, ensuring access by all employees regardless of their work location.

Teleworking, while essential for employee safety during this pandemic, naturally limits visibility between supervisors and employees. Materials and videos developed through the Pathway project demonstrate best practices for working in a remote environment and enhance the employment experience for both employee and supervisors. The development of performance goals and expectations creates clarity so that employees know exactly what they need to be working on and why and enhances job satisfaction. Performance goals and expectations also help align employees to the most important work (i.e., the strategic priorities of the organization).

Not only will the Pathway program help ensure continuity of government services, but it will also help keep State of Alaska employees safe and protected during the COVID-19 pandemic. Additionally, we are confident these tools will enable human resources staff to be more effective, especially in a teleworking environment, freeing up time previously spent on the minutia for other critical workforce-related activities.

Working simultaneously with the Pathway project, the Division of Personnel and Labor Relations (DOPLR) also implemented AspireAlaska to automate some of the work provided by Tandem Motion and provide enhanced capabilities for employees to work remotely utilizing these automated tools. Tandem Motion provided the requirements for the system in early September. AspireAlaska, provided by Cornerstone OnDemand, was implemented with the help of the Marick Group and the system went live on December 30, 2020.

Project Name	Phase 2 – Personnel Management (Pathway Project)
Project Contractor	Tandem Motion
Project Timing	Original 8/17/2020 – 2/28/2021 Amended 8/17/2020 – 12/30/2020 The original contract term was to run through the end of February 2021. In late November, Tandem Motion (TM) and the State worked together to amend the TM contract to bring it in alignment with the requirements of the CARES Act which required all work to be complete by December 30, and Amendment 3 was signed formalizing these changes. The result of the amendment called for a few deliverables planned for completion in early 2021 to be moved into 2020. Additionally, a few of the 2020 task and deliverable due dates were moved forward to accommodate the additional work associated with moving

Project Name	Phase 2 – Personnel Management (Pathway Project)
	the 2021 work forward. The project plan was updated to reflect these changes.
Project Scope	Project Purpose: Pathway ensures worker health and safety, and continuity of services to the State of Alaska, by equipping State of Alaska employees with the clarity, structure, training, and ongoing support they need to be successful and adaptable while teleworking during COVID-19. The key objectives of the project as identified on the Pathway website include: • Telework: Create a telework infrastructure where people are empowered to perform at their best • Dynamic: Ensure continuity of government services by modernizing business processes to be nimbler and more dynamic • Strategic Objectives: Establish clear department-wide objectives that set direction and are achievable. • SMART Goals (Specific Measurable Achievable Relevant Time-bound): Bolster organizational objectives with individual SMART goals for every employee • Measurable Outcomes: Tie individual SMART goals to trackable, measurable outcomes • Value: Help employees identify those activities that provide the most value • Job Clarity: Bring clarity and simplicity to job-specific performance metrics and expectations. • Performance Management System: Digitize the performance management process to make performance reviews more accessible and encourage continuous improvement. • Learning Management System: Develop an approachable learning management system to encourage skill-based learning and ongoing professional development. • Recruitment and Onboarding: Design a custom recruitment and employee training program to simplify processing and streamline the onboarding process. • Shared Purpose: Increase confidence and job satisfaction by engaging employees through a sense of shared purpose and thoughtful workforce alignment. • Employee Empowerment: Empower employees to make the most of their workday, especially in a remote environment.
Project Deliverables	The Pathway Deliverable tracking spreadsheet developed by the QA/PM team contains a list of the 25 primary deliverables required by the contract with Tandem Motion and referenced in Section 18.8 Accountability matrix. The spreadsheet breaks these deliverables down into a number of more manageable components that comprise each of the primary contract deliverables. Email approvals were required for each of the deliverable components and once each of the components of the deliverable obtained email approval, a formal Deliverable Acceptance form was submitted for SOA

Project Name	Phase 2 – Personnel Management (Pathway Project)
	approval. These Acceptance Forms and all deliverables can be found on the OIT Teams/SharePoint site.
Project Status	As mentioned in the Project Timing section above, given CARES Act funding constraints, several tasks previously planned for completion in 2021 were rescheduled for completion in 2020. While meeting these revised timelines was challenging, the team completed the required activities by the end of the calendar year. Despite this, all deliverables listed in the Contract Accountability Matrix 18.8 were completed on time, of high quality, and were successful in ensuring project objectives (referenced above) were met.
	Included in the deliverables were four (4) broad sets of curricula, including video series for Supervisor Skills, Performance Expectations, Performance Management, and Hiring Manager Guide. All have been delivered and loaded in the new Learning Management system (AspireAlaska).
	Upon completion of the Pathway initiative (PPP Phase 2), State of Alaska employees have access to improved performance management, learning management, human resources, and information technology systems in support of teleworking.
	SOA personnel from all 14 departments have begun defining performance metrics, including expectations, rating scales, and SMART goals, which are directly tied to the organizational objectives and key performance indicators.
	The State's project leadership, learning and development team, and functional-area leads will continue to identify training topics relevant to the needs of the workforce to increase competencies. Customized training programs, including recruitment and onboarding, have been developed to support personnel. Performance management and learning management systems were established and deployed to support personnel in a telecommuting workplace environment.
	The State and Tandem Motion have developed a series of Roadmaps (described in section "Recommended Project Roadmap Activities" below) designed to ensure the work products developed are fully implemented and adopted in 2021. To realize the purpose and vision of this initiative, executive level sponsorship, as well as adequate staffing, will be important in ensuring its adoption throughout all State agencies.

Project Name	Phase 2 – AspireAlaska (Cornerstone OnDemand)
Project Contractor	Cornerstone OnDemand and Marick Group
Project Timing	10/26/2020 – 12/30/2020 pilot in production with a one-year software support contract ending 10/25/2021
Project Scope	Project Purpose: To implement AspireAlaska (Cornerstone OnDemand software for Learning Management, Personnel Management and Cornerstone Content Library) to enable Alaska executive branch remote workers to better manage their performance and learning objectives.

Project Name	Phase 2 – AspireAlaska (Cornerstone OnDemand)
	The key objectives of the system implementation include: • Load all Executive Branch employees into the system and configure Single Sign On so employees are capable of accessing the system when logging in to the State of Alaska employee environment. • Load identification features for each employee that include their organizational unit and supervisory relationships. • Load historical records from the TrainAlaska system, including curriculum and transcripts. • Load courses and curriculum provided through the Pathway project. • Configure the Performance Management module to be consistent with the Pathway project, including instructions, email and document routing, and SOA required approval steps for document processing. • Configure the Learning Management system to allow easy access to course content and enable Virtual Instructor Lead Training (VILT) so that courses can be taught in a virtual environment. • Load Cornerstone course content for Public employees.
Project Deliverables	The primary deliverables of this project included the following: • Setting the foundation (included start up activities). • Establishing Project Governance (included drafting and finalizing the project plan). • Discovery of common elements (included understanding of the SOA employees and organizational units, and the technical environment at the SOA). • Discovery of Learning Management (including existing learning environment and specifications and requirements). • Discovery of Performance Management (including existing manual processes, processes provided by Pathway, and any additional specifications and requirements). • Learning Management Prototype workshop (including a prototype configured in the system based on the information learned during Discovery). • Performance Management Prototype workshop (including a prototype configured in the system based on the information learned during Discovery). • Finalize Learning Management configuration decisions. • Finalize Performance Management configuration decisions. • Configure inbound data feeds for organizational units and employees. • Configure Single Sign On for employees. • Provide Master Data Load for existing information. • Provide Historical Data Load for all historical information to be loaded. • Prepare for common elements associated with User Acceptance Testing (UAT). • Prepare for UAT elements for Learning Management. • Prepare for UAT elements for Performance Management. • Validate the system by performing UAT for both Learning Management and Performance Management.

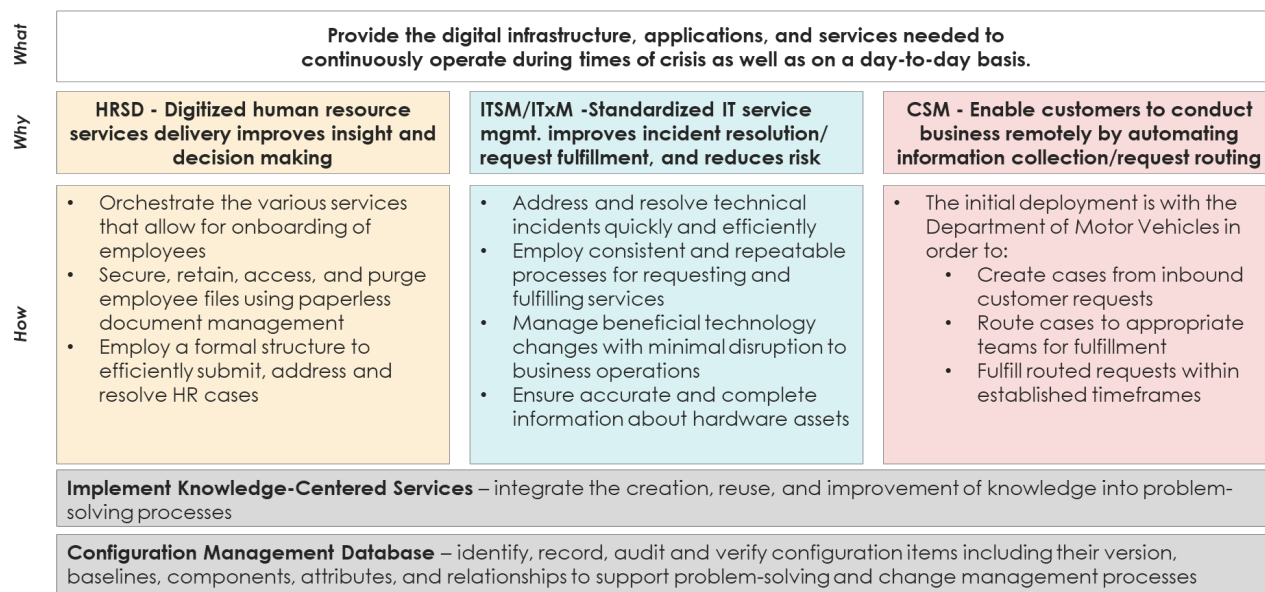| Project Name	Phase 2 – AspireAlaska (Cornerstone OnDemand)
	• Launch the system
Project Status	The system was fully implemented in pilot status on December 30, 2020.

PPP Phase 3 covers "Enabling Technology: Ensure departments have the IT to support a large telework infrastructure" and includes a Service Management System, ServiceNow (branded AlaskaNow).

PHASE 3-AlaskaNow

AlaskaNow is a new service management system which will provide a single, unified portal through which staff can get the information, services, and help they need, whether they are working remotely or in government offices. AlaskaNow will play a key role in achieving the Governor's directive to deliver government services in a way that is safer for State employees and the citizens of Alaska during the COVID-19 pandemic.

Details about the AlaskaNow project follow these illustrative overviews of the AlaskaNow components. The diagrams show the main modules that were implemented including the HR Service Delivery (HRSD) in a pilot for DOPLR, IT Service Management for OIT (ITSM), and Customer Service Management (CSM) implemented in a pilot for the DMV. Additionally, the State acquired and implemented functionality for Knowledge Management as part of a Knowledge Base (KB), and a Configuration Management Database (CMDB).
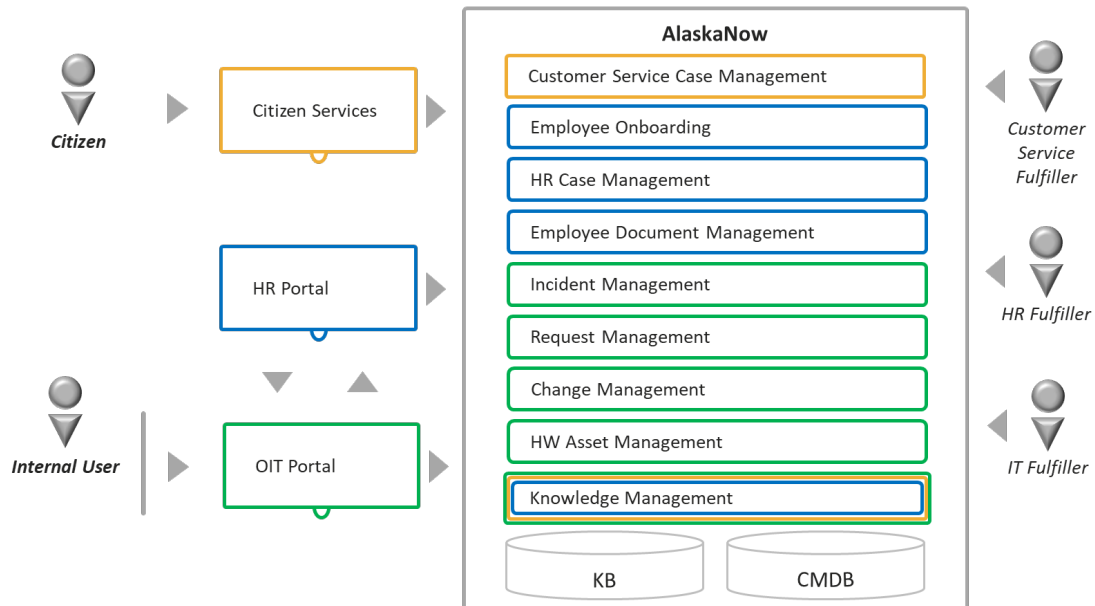
AlaskaNow

What	Provide the digital infrastructure, applications, and services needed to continuously operate during times of crisis as well as on a day-to-day basis.		
Why	HRSD - Digitized human resource services delivery improves insight and decision making	ITSM/ITxM -Standardized IT service mgmt. improves incident resolution/ request fulfillment, and reduces risk	CSM - Enable customers to conduct business remotely by automating information collection/request routing

How	• Orchestrate the various services that allow for onboarding of employees
	• Secure, retain, access, and purge employee files using paperless document management
	• Employ a formal structure to efficiently submit, address and resolve HR cases
		• Address and resolve technical incidents quickly and efficiently
		• Employ consistent and repeatable processes for requesting and fulfilling services
		• Manage beneficial technology changes with minimal disruption to business operations
		• Ensure accurate and complete information about hardware assets
			• The initial deployment is with the Department of Motor Vehicles in order to:
			  • Create cases from inbound customer requests
			  • Route cases to appropriate teams for fulfillment
			  • Fulfill routed requests within established timeframes

Implement Knowledge-Centered Services – integrate the creation, reuse, and improvement of knowledge into problem-solving processes

Configuration Management Database – identify, record, audit and verify configuration items including their version, baselines, components, attributes, and relationships to support problem-solving and change management processes

AlaskaNow

AlaskaNow's components serve Citizen's, internal HR users, and internal IT users on a single, unified platform

AlaskaNow

- Citizen → Citizen Services → AlaskaNow
- HR Portal
- Internal User → OIT Portal

AlaskaNow components:
- Customer Service Case Management
- Employee Onboarding
- HR Case Management
- Employee Document Management
- Incident Management
- Request Management
- Change Management
- HW Asset Management
- Knowledge Management

KB   CMDB

- Customer Service Fulfiller
- HR Fulfiller
- IT Fulfiller

Project Name	Phase 3 – Service Management (AlaskaNow Project)
Project Contractor	Cask LLC
Project Timing	August 11, 2020 – December 31, 2020
Project Scope	ServiceNow is a foundation platform with flexible modules/components. The configured SOA ServiceNow implementation, named AlaskaNow, includes an enterprise service management system and expansion capability.

Due to the short timeframe available for this initial project, the project scope was limited to certain ServiceNow modules/components and certain divisions within DOA. The DOA worked with the ServiceNow delivery contractor, Cask, to configure and implement the AlaskaNow customized ServiceNow system. The implementation provided immediate benefits by the time of implementation in December 2020 and makes a foundation available for expansion in the future.

As shown in the graphics above, the ServiceNow components included in the initial implementation of AlaskaNow were Customer Service Case Management (CSM), Human Resources Service Delivery (HSRD), and IT Service Management and related components (ITSM/ITxM). Each is described in more detail below.

Customer Service Case Management (DMV pilot):

AlaskaNow created a citizen service portal accessible via the myAlaska website. This is currently a pilot project for the Division of Motor Vehicles |

Project Name	Phase 3 – Service Management (AlaskaNow Project)
	giving citizens access to the division's Customer Service Case Management and Knowledge Management online services. The initial deployment allows the DMV to: • Create cases from inbound customer requests • Route cases to appropriate teams for fulfillment • Fulfill routed requests within established timeframes • Citizens submit DMV requests such as Dealer License Renewal electronically instead of being required to show up in person to apply at a DMV office **Human Resources Service Delivery (DOA Pilot):** AlaskaNow automated and consolidated several HR functions to reduce the need for in person engagement and paper handling, while improving communication and the ability to telework: • ***Employee Onboarding:*** AlaskaNow created automated workflows to facilitate the onboarding process for both hiring managers and new employees, taking into account all the tasks associated with hiring and onboarding and tracking them to completion. New employees are able to access online support and resources, and current employees are automatically updated with information about who has joined, their role, and how they can be contacted. This onboarding system fully supports teleworking since it is virtual and does not require in person onboarding as the previous paper system required. • ***HR Case Management:*** Initially approximately two dozen separate HR processes were implemented in AlaskaNow. The system provides one point of contact for this range of services, and the system tracks and provides feedback on the progress of inquiries. AlaskaNow provides an online, one-stop-shop for employees to find HR information, answers via self-service, and submit requests for a variety of digitized services through a virtual venue. • ***Employee Document Management:*** A paperless document management component that further supports teleworking was implemented in AlaskaNow to help secure, retain, access, and purge employee files. **Information Technology Service Management (OIT)** AlaskaNow implemented consolidated service management functionality that improves OIT's ability to respond to and track incidents, requests, changes using ITSM components. ITxM refers to other, related components such as hardware asset management and configuration database management. • ***Incident Management:*** Provides the ability to report technology issues and enable restoration of normal service operation quickly and effectively.

Project Name	Phase 3 – Service Management (AlaskaNow Project)

	- **Request Management:** Allows needed items for employees, such as equipment refreshes, to be requested via an easy-to-use enterprise storefront and fulfilled based on defined flows.
	
	 - **Change Management:** Provides a systematic approach to make changes to IT services while minimizing disruption to those services.
	
	 - **Hardware Asset Management:** Enables management of assets by automating the tracking of financial, contractual and inventory details of hardware and devices.
	
	 Configuration Management Database (CMDB): Configuration Management Database is a cloud-based single system of record for infrastructure and service data used across the entire IT value-stream. The initial implementation of CMDB was limited to specific IT systems due to security restraints. The scope and use of CMDB will expand in the future.
	
	 Knowledge Management (KM): Knowledge Management is available at the platform level, so it spans ITSM, HRSD and CSM. This gives both State employees and citizens easy access to Knowledge Bases (KB) that provide articles in self-help, troubleshooting, and task resolution. Resources also include videos, step-by-step guides, and other external references.
	
	 CSM and HRSD are administratively separate from ITSM/ITxM but share elements and integrations by using the same underlying foundation. The system operates in ServiceNow's FedRamp environment.
	
	 <u>Integrations</u>
	
	 This initial phase of AlaskaNow includes integration with these SOA systems:
	
	 - IRIS HRM
	 - myAlaska
	 - SOA Active Directory (AD)
	 - SOA Azure Active Directory (AAD)
	 - SOA Microsoft Azure Commercial (DOA Subscription)
	 - OIT's implementation of SCCM / Microsoft Endpoint Configuration Manager
	 - OIT's implementation of Ivanti Endpoint Manager / LANDesk
	
	 The integrations include metadata information from these systems about OIT and department IT assets. Below is a summary of the relationship to existing OIT systems, or if a system is new:
	
	 - Incident Management for End Users (migration from UTS)
	 - Incident Management for IT Services (migration from SDM)
	 - Change Management / Change Advisory Board (CAB) / Tuesday CAB (migration from SDM)
	 - IT Service Catalog & Request Management (new)
	    - Service Catalog items include the delivery workflow
	    - Initial catalog items being developed and tested

Project Name	Phase 3 – Service Management (AlaskaNow Project)
	- The IT Service Catalog may begin with basic "catch-all" items and common requests such as end-user services, telephones, servers. • Knowledge Management (new, spans all AlaskaNow modules) • Configuration Management Database - CMDB (new) - Initially limited implementation with primarily pilot data - Potential repository for phone billing information migrated from SDM • Hardware Asset Management - HAM (new) - Initially limited implementation with primarily pilot data - Expected migration path from FasGov • A migration of phone billing information from SDM to AlaskaNow.
Project Deliverables	A total of 117 individual deliverables were completed and accepted by the SOA for the AlaskaNow project and were tracked in an Excel workbook AlaskaNow Deliverable Tracking.xlsx This workbook contains the latest deliverable status and the Teams path where the deliverable can be found. Copies of deliverable files can be found at: DOA OIT ServiceNow Team > Program Management > Deliverable Acceptance > Copies of Accepted Deliverables. Acceptance documentation is located at: DOA OIT ServiceNow Team > Program Management > Deliverable Acceptance > Forms and Emails for Accepted Deliverables.
Project Status	Per the MS Project Schedule, the project was 100% complete as of 12/31/2020. A "go" decision was made on 12/22/2020. The AlaskaNow modules/functionality in project scope was rolled out into production as follows: • OIT ITSM was live on 12/23/2020 • HRSD was live on 12/28/2020 • CSM/DMV was live on 12/30/20

PHASE 3-OIT Projects

Project Name	Phase 3 – MS Teams Voice
Project Contractor	Alaska Communication Services / Enabling Technologies (ACS/ET)
Project Timing	September 1, 2020 – December 30, 2020
Project Scope	The scope of this pilot phase of the Microsoft Teams Voice program was to build the central infrastructure to support activating Teams Voice functionality for up to 500 state employees across as many as 9 different locations. Teams phone capabilities include Teams-capable hardware desk phones and the Teams soft-phone application running on PCs and mobile phones. Anticipated key Teams Voice benefits are improved collaboration capabilities for employees working remotely or in the office, as well as the ability to leverage Teams Voice to communicate within state government and with partners and constituents without the requirement of new desk phones. The Teams Voice solution is also expected to have a lower

Project Name	Phase 3 – MS Teams Voice
	operating cost than the CISCO Voice Over Internet Protocol (VoIP) system currently used by most of the state.
	Costs of the current CISCO solution include licensing for CISCO hardware and software, a contract with CGI to manage the system, local network and Public Switched Telephone Network (PSTN) leased lines, various per call charges for non-local calls and the state's effort to manage all these components. Costs of the Teams Phone solution include Microsoft G5 licensing, handset or headset hardware where required, Session Border Controller devices and leased SIP lines to connect State data centers to the PSTN, per call charges for a limited number of long-distance calls and the state's effort to manage all these components.
	Improvements in collaboration capabilities is a major Teams Voice benefit. This capability takes the Teams Conferencing interface that State users have become familiar with and extends it to the traditional telephone environment. Teams Voice allows workers to be connected to their existing office phone numbers and participate in call queues from any Internet connected device wherever they are. It also implements auto attendants, call queues, voicemail to Outlook, call forwarding, holding or transferring calls, and presence indication. In addition, because Teams Voice is software-based, feature updates are continually being added to both Teams Voice and the broader Teams collaboration platform ensuring that Teams Voice functionality continuously evolves.
	The project allowed the Department of Fish and Game to retire an obsolete Mitel PBX phone system and transition their users to a modern, integrated communications platform. Additionally, all Department of Administration OIT users were transitioned from the legacy CISCO Call Manager system to Teams Voice, primarily to softphone-only use, providing additional savings by reducing the expense and overhead of deploying and managing physical phone handsets. Four other State business units volunteered to take part in the pilot rollout. Other volunteers had to be turned away due to lack of time to prepare and contractual scope limitations with the implementation vendor.
	The project used a post-implementation survey to collect information about user transition and daily use satisfaction. The survey results, the experience gained, and the training and communications materials developed will be leveraged in the 2021 statewide rollout. Early adopters are enthusiastic about the benefits of the solution and are expected to be Change Champions within their departments and across the state.
Project Deliverables	Project deliverables can be categorized as follows: • Strategic Objectives Assessment / Design / Governance guidance • Training / Implementation / Delivery • Impact Assessment / Rollout Planning Roadmap The detailed deliverable tracking sheet that itemizes the project deliverables can be found on the state OIT SharePoint site or Teams channel

Project Name	Phase 3 – MS Teams Voice
	under "DOA OIT Teams State Deployment / 2020 Teams Phone Pilot – 500 / Deliverables / OIT Teams Phone Deliverable Tracking.xlsx".
Project Status	As of December 30, 2020, the project successfully migrated more than 300 phone numbers off of the obsolete Department of Fish and Game Mitel PBX infrastructure. Approximately 200 users from DOA, DOT&PF, CED, DOL Job Center and Law were also migrated off the CISCO infrastructure. Recommendations for statewide rollout: • Only deploy desk phones for users with specific, limited use-case need or ADA requirement. (Post Pilot Project survey indicated that most users did not find that handset use improved user calling experience over computer softphone and headset.) • Assess use cases and consider focusing on complex cases (queues, response groups, contact centers) later in the project • Socialize and market pilot successes to department leaders and task department leaders to identify appropriate POCs for prerequisite discovery • Plan for virtual town hall events to socialize timelines, interim processes, impacts, and benefits • Make training materials available in Learning Management System and add to new employee onboarding materials • Assess network infrastructure and Power Over Ethernet to ensure good call quality and adequate power for desk phones, where deployed • Ensure support infrastructure and staffing is in place

Project Name	Laptop Purchase
Project Contractor	Dell Alaska Communications (supplementing workforce for laptop deployment)
Project Timing	October 1, 2020 to December 30, 2020
Project Scope	Organize, procure, and distribute laptops to all State of Alaska departments to enable and support remote work capabilities
Project Deliverables	• Procured and received 3,600 Dell Precision Laptops in 31 different locations statewide • To date, have deployed over 90% of the laptops
Project Status	Approximately 10% of laptops remain to be deployed to employees

Project Name	Edge Firewall, Network and Wireless Upgrade
Project Contractor	ACS
Project Timing	October 1, 2020 through December 30, 2020
Project Scope	Replace legacy data network and wireless components which have limited capacity and configuration flexibility and have not been able to efficiently support Azure Cloud ExpressRoute. New network components have many IT and business benefits and better support the state's migration toward cloud hosted applications.

Project Name	Edge Firewall, Network and Wireless Upgrade
	Wireless upgrade replaces equipment at end-of-life with equipment that supports current communications protocols, is easier to administer, improves secure guest access, and has better coverage and capacity. **Technical and Business Benefits:** • Moves the State of Alaska towards its "Cloud First" strategy, opening up options and competition from service providers • Moves the network edge to the lower 48, providing access to more affordable Internet Service Providers (ISP) • Allows easier transition between ISPs and split-provisioning of bandwidth which together increase vendor competition and should lower costs • New design leverages industry standard hardware and allows multiple vendors to compete for hardware components • Dual / failover components provide redundancy at the Points-of-Presence and Azure Cloud connection points • Improved ability to tune and engineer network routes for increased throughput • Improved ability to easily scale the network as traffic grows • New industry-standard network design is supported and recommended by Microsoft which will help future Azure troubleshooting • Wireless upgrade – Improves capabilities and increases network security • Wireless upgrade – Enables flexibility in locating employees to support social distancing requirements • Wireless upgrade – Each device covers a larger area and supports more users • Wireless upgrade – Supports newest communication protocols
Project Deliverables	• Azure Palo Alto virtual firewalls installed • 10 Gb ports installed to support Securities ProtectWise • Edge network designed • Edge routers and other network components procured • Implementation of ExpressRoute to Microsoft Azure completed • Edge router configuration and implementation (partly complete) • Wireless upgrade – solution designed, procured and partly installed
Project Status	• Complete rollout for Edge router components by 2/15/2021 • Complete wireless upgrade installs by 2/15/2021

Project Name	Azure Cloud Migration (aka: Accelerated Migration to Azure Cloud")
Project Contractor	Planet Technologies/Alaska Communications Computer Task Group (CTG)
Project Timing	August - December 2020
Project Scope	The State of Alaska leveraged Microsoft partners and CARES money to assist participating departments to assess applications and services for cloud readiness, and, time permitting, provide migration plan and assistance. Eight departments elected to work with Planet Technologies, five with CTG,

Project Name	Azure Cloud Migration (aka: Accelerated Migration to Azure Cloud")
	and two opted out. Due to availability of contract vehicles, Planet engaged with departments late Aug, while CTG engaged late Oct.
Project Deliverables	Each department/division who engaged with a partner specified whether they wanted a general network/server assessment or if they wanted the partner to focus on particular applications. By December 30, 2020 both Planet Technologies and CTG provided cloud assessment reports of the applications they worked on.
Project Status	ACS/Planet completed their assessment of several hundred applications for 7 Departments and provided recommendations. CTG provided initial assessments and preliminary recommendations for several hundred applications for 5 other departments. The CTG contract was not awarded until Oct. 2020, so they had a short runway to complete assessments and provide recommendations. The State has thousands of applications across all the departments. This Pilot project helped participating departments understand what applications they have, the current lifecycles of these applications, and evaluate upgrade/migration options, costs, and plans. Due to overall time limitations exacerbated by the late start of CTG due to contracting delays and department resource constraints only a small percentage of applications were assessed.

Project Name	Microsoft and 0365 Security Suite
Project Contractor	Alaska Communications Enabling Technologies
Project Timing	October 1, 2020 to December 30, 2020
Project Scope	• Design, configure, review, and implement a production pilot of the Microsoft Security Suite within the SOA OIT Azure and Office 365 tenant for up to 350 users. • Provide Strategic Advisory Services related to Security policy, SOC operations, IT/SOC roles and responsibilities, and information management • Provide Adoption and Change Management services • Provide up to 40 hours of technical training in Microsoft feature configuration **Technical and Business Benefits:** • Increased visibility of network activities by security operations • Integrated and improved asset management and endpoint management capability • Improved endpoint threat protection, cloud application security, and integrated security information and event management capability • Capability to consolidate security and IT management tools into an integrated solution across the state • Ability to monitor and improve regulatory IT compliance

Project Name	Microsoft and 0365 Security Suite
	• Potential to reduce costs by using a single integrated solution and eliminating separate standalone systems • Increased ability to secure remote devices and protect sensitive data
Project Deliverables	• A report covering assessment and gap analysis of current Microsoft Security Environment, suggested prerequisite projects, and roadmap for migration. • Production tenant configuration • Microsoft G5 Training • As-built document details for all applied configurations • Final Q&A discussion with Enabling Architect & Project Manager • Documented end user communications and training plan • End user communication templates • End user training content
Project Status	The project implementation activities are complete except for the remaining items: • IT/Security Operations Roles and Responsibilities advisory session (scheduled for 1/12/2021) • Complete OIT Windows 10 device enrollment to Intune

Project Name	myAlaska Help Desk - Zammo
Project Contractor	Microsoft / Zammo
Project Timing	October 1, 2020 to December 30, 2020
Project Scope	Adding an integrated Artificial Intelligent (AI) function to facilitate a Tier "0" structure (Self Help and Automated responses) exceeding current capability and user demand. The project will reduce the cost and workload on vendor contract services supporting the myAlaska Help Desk. The AI function will also have additional touchpoints as a website Chatbot and Smart Home voice integrations with Google Assistant and Amazon Alexa. The agent will increase communication channels for residents needing to access the myAlaska site for questions and services. It will reduce cost over time as the State builds capabilities and services. The capacity includes attendance services and automation tools to help answer questions, reset passwords, create new accounts and send updates to residents with little to no manual intervention.
Project Deliverables	Configure AI structure, chatbot, telephony IVR settings, and voice URL's.
Project Status	Complete Ongoing work includes: • Data Analytics for continuous improvement of AI responses. • Add additional services and department roll-out.

Project Name	Azure Endpoint Management
Project Contractor	NCSi Network Consulting Services Inc.
Project Timing	September 16, 2020 to January 31, 2021
Project Scope	Deliver Support Services to the OIT EPM team in preparation for migration of all endpoints to the SOA Azure domain and future EPM management.
Project Deliverables	• Direct access w/ Cloud Services Appliance • Manage overall system health • Implement documented patching process • Provide troubleshooting services for the patching process • Onboard agencies
Project Status	Added additional Cloud Services Appliance and improved system health

Project Name	Microsoft Office 365 G3 to G5 license upgrade
Project Contractor	Microsoft
Project Timing	October 2020
Project Scope	Upgrade the existing MS Office 365 licenses required to support Teams Voice (Phone) project and Security/O365 Security Suite project. G5 license upgrades G3 in the following areas: • Unified communications with Teams Calling, • Advanced eDiscovery with predictive coding and text analytics, • Office 365 Advanced Threat Protection, • Personal and organizational analytics, • Conference calls using the standard Public Switched Telephone Network (PSTN)
Project Deliverables	Upgraded existing O365 G3 licenses to G5
Project Status	Project is complete and successfully delivered planned license upgrades. The additional capabilities enabled through the license upgrade made it possible for the Teams Phone project and the O365 Security project, and also provided upgraded administrative and end user features and capabilities.

Assessment of Updated Capabilities

Included in the recommendations from the Phase 1 project was the implementation of a large number of enabling capabilities and technologies that will support employees working remotely in a telecommuting environment, as well as supporting continued and safe constituent services during a pandemic. Because the Phase 1 implementation timeline spanned several years beginning in 2020, the true value from those enabling capabilities and technologies may not be realized in a production environment for one or more years. Rather, the Phase 1 implementation and plan presented a holistic approach, implementing a "gold standard" agency by agency and process by process.

The analysis performed in PPP Phase 1 provided the State with a vision for the future state and a roadmap of how to accomplish this future state in a phased approach. The DOA made a strategic decision to use the information gleaned from Phase 1 to refine and reprioritize the scope for Phases 2 and 3. The State prioritized projects with the highest impact that would yield immediate results, which are covered under the CARES Act. This prioritization allowed the State to use Cares Act Funding to achieve the most value towards pandemic preparedness during the timeframe associated with the funding, which ended on 12/30/2020.

The following table reflects how the Phase 2 and 3 projects impacted or updated State capabilities and/or technologies:

Phase	Updated Capability or Technology	How Improved or Impacted
2	Employee performance monitoring and evaluation (Pathway)	The prior performance management methods employed by most SOA supervisors relied on observable products and behaviors in an office environment. The processes and products produced through this project, provide for employees and supervisors to work together to develop measurable goals and metrics which can be clearly understood by employees and monitored by employees and supervisors in a virtual office environment. In addition, the products developed through this project highlight the importance and promote the process of employee development to achieve better performance objectives.
2	Remote supervision (Pathway)	Courses developed through this project demonstrate the capability, benefits and responsibility of both employees and supervisors of working together to achieve organization goals and objectives in a virtual environment.
2	Learning Management (AspireAlaska/Cornerstone OnDemand)	During the pandemic, many Departments expressed challenges with distance learning for both employees and constituents. In some cases, Departments could not perform training of constituents which negatively impacted the ability to execute their mission. A learning management system was deployed during PPP Phase 2/3. This system not only allows employees to take courses

Phase	Updated Capability or Technology	How Improved or Impacted
		developed through the Pathway program but also 2000+ courses provided by Cornerstone specifically for public employees and also allows the state to use custom developed courses through Virtual Instructor Lead Training (VILT) for employees working from any location. Therefore, courses specifically designed for State of Alaska employees that were only available through in-person training are now available through VILT.
2	Performance Management (AspireAlaska/Cornerstone on Demand)	A performance management system was deployed during PPP Phase 2/3. This system follows the processes and course curriculum developed through the Pathway project, and automates those processes allowing employees and supervisors to more easily manage and access performance goals and objectives and learning objectives.
3	Portal (AlaskaNow, myAlaska Helpdesk)	The AlaskaNow platform integrated with the existing Alaska.gov portals for CSM DMV, OIT, and HR with a consistent look and feel. The myAlaska project to add the Zammo chatbot improves services by automatically accumulating appropriate answers to frequent constituent questions and extends these services to Smart Home devices.
3	Workflow (AlaskaNow)	The constituent portal for Customer Service Management improved this capability for DMV by triggering case management activities from a constituent interaction.
3	Notification (AlaskaNow)	AlaskaNow contains functionality to support notifications through workflows developed for the SOA (e.g., incidents, change, request).
3	Case Management (AlaskaNow)	The implementation of case management functionality in AlaskaNow for DMV and HR provides a foundation for a shared case management system for the State of Alaska.
3	Identity (Azure AD)	The Azure Endpoint Management project automates the detection and remediation of identity-based risks and improves coordination between desktop services team and the security teams when dealing with cyber incidents.
3	Security (ProtectWise™)	The Azure Endpoint Management and Microsoft Security Suite Projects combined to provide the following improvements: endpoint threat protection, cloud application security, continuous assessment of systems health and endpoint vulnerabilities, and integration of security information and event management capabilities. The Wireless Upgrade Project improved wireless security in state office buildings.

Phase	Updated Capability or Technology	How Improved or Impacted
3	Device Management (Intune)	The Microsoft and O365 Security Suite Project increased SOA's ability to control access and manage authorization for remote devices and protect sensitive data.
3	Laptops	Addressed a significant need across SOA to provide devices to employees that would otherwise not be able to work remotely or were required to use personal devices or relocate office desktop units and introduce significant risk to the enterprise computing environment. Adopting a statewide PC Lifecycle Policy will benefit the budgeting process, improve end user effectiveness, and help maintain effective computing infrastructure security. Wireless upgrade plus laptops improves mobility and ability to social distance within offices.
3	Desktop tools (Migration of O365 G3 to G5)	Enabled Teams Voice and O365 Security Suite capabilities. Provides full-feature capabilities of O365 services in a segmented government cloud community that enables the state to meet U.S. compliance and security standards.
3	Unified Communications (MS Teams)	Designed, built and deployed statewide MS Teams Voice (Phone) infrastructure and deployed it to nearly 500 users. The pilot project provided the foundation of hardware infrastructure, technical knowledge, project and process management experience, and organizational change management and training materials that will expedite rollout to the remaining state users.
3	Engagement	The Zammo Chatbot agent will increase communication channels for residents needing to access the myAlaska site for questions and services. It will reduce cost over time as we build capabilities and services. The capacity includes attendance services and automation tools to help answer questions, reset passwords, create new accounts and send updates to residents with little to no manual intervention.
3	Constituents	The DMV portal for Customer Service Management provides a constituent communication channel. The Zammo upgrade for myAlaska helpdesk improves constituent communication channels for those needing answers to questions and access to services.
3	Cloud services (Cloud Migration)	The Azure Cloud Migration Project identified, classified and recommended Azure cloud migration strategies for hundreds of applications currently being managed by 12 separate departments. Once migrated, applications should have reduced operating costs and application management effort.

Phase	Updated Capability or Technology	How Improved or Impacted
		The Edge Network Project will enable Cloud Services migration by moving the network edge to the lower 48 lowering ISP cost, increasing bandwidth and improving reliability. The Azure Endpoint Management Project will enable Cloud Services migration by unifying enterprise End Point Management infrastructure and delivery of services to end users.

Recommended Project Roadmap Activities

The projects completed during PPP phases 2 and 3 allowed the State of Alaska to make great strides to keep both state employees and citizens safer and productive during a pandemic event in a short period of time. Should the opportunity and funding be available to continue where these projects left off, the following activities are recommended:

Roadmap Activities	Expected Outcomes
Phase 2	
Pathway and AspireAlaska In a series of meetings and interviews with SOA staff, Tandem Motion developed 3 roadmaps designed to give the State clear direction on how best to move the objectives of the project forward and the AspireAlaska implementation for learning and performance management modules into 2021 and beyond. Included is a performance evaluation toolkit so the client team can evaluate submitted Performance Evaluation Worksheets, SMART Goal Worksheets, and Performance Management & Learning and Development Plans, and a focus group toolkit and questions in response to Pathway survey data and facilitate sessions with the DOA participants. It includes a post-test survey to determine the extent to which adoption has taken place. Included in these roadmaps are Governance Models which documents the reporting and approval hierarchy and the roles and responsibilities for each of the recommended activities. Following is a high level roll up of the three Roadmap activities with additional specific expected outcomes for each. Also included following the three roadmaps are additional roadmap activities not addressed by the Tandem Motion roadmaps.	• Improved clarity of employee performance objectives through the adoption of Pathway processes • Improved employee satisfaction through the performance evaluation process by the adoption of the new evaluation form • Improved personnel management by supervisors and management through the integration of Pathway processes with the AspireAlaska system • Improved employee performance through the ability for all SOA executive branch employees to utilize the Cornerstone OnDemand course content, course content provided through Pathway, and virtual instructor lead training for courses that were previously only offered in person • Improved employee retention using current technology tools expected by today's employees • Improved SOA training environment over TrainAlaska, the "home-grown" learning platform that was inadequate for most trainers, highly labor intensive to maintain and based on outdated and unsupported technology
1. Learning Management Roadmap • Develop and validate core curriculum in AspireAlaska for job families. • Develop supervisory curriculum in AspireAlaska.	• Curriculum that is customized for State of Alaska job families, making it easier for supervisors and employees to sort through the training that is most applicable to their roles and job development • Curriculum that is customized for State of Alaska supervisors to ensure consistent

Roadmap Activities	Expected Outcomes
	application of Alaska personnel laws, policies, and procedures
2. Performance Management Roadmap • Work with departments to update position descriptions. • Pilot Off-Cycle evaluations for state employees. • Validate and revise materials developed and/or enhanced under the Pathway program, such as the statewide competency model, the Performance Management Learning Development form, the Rater's guide and facilitate Pathway Focus Groups to get feedback on Pathway and AspireAlaska programs. • Continue activities to engage stakeholder management for full adoption of the Pathway program.	• Position descriptions that accurately reflect job responsibilities and reporting relationships to enhance job satisfaction and to enable automated functions in AspireAlaska • Enable automated functions in AspireAlaska to allow evaluations for employees that may not occur on a standard annual schedule • Better understanding and adoption of materials initially developed under Pathway • Refinement of materials developed under Pathway • The State will fully recognize all the benefits of a digitized, consistently applied performance management system
3. Recruitment and Onboarding • Document the onboarding process for employees, supervisors, and executives. • Enhance and document the recruitment process for recruitment staff and hiring managers.	• Consistent and clear onboarding process for new employees that enhances the employee experience and leads to a better understanding of job expectations and the State of Alaska framework • Consistent and clear hiring process for prospective employees that enhances the experience and leads to better recruitment decisions
Fully migrate off and retire TrainAlaska.	• AspireAlaska provides a single location for employees to find learning materials • Although there are no license fees associated with TrainAlaska, general upkeep and maintenance still requires staff time and will be eliminated
Identify and migrate other LMS's within the state.	• Single location for employees to find learning materials throughout the Executive Branch
Get all new training for Pathway, AlaskaNow, Teams Phone, and other projects into LMS.	• Single location for employees to find learning materials
Phase 3	
AlaskaNow	
Allow the organization time for stabilization, provide continued support and change management.	Increased working knowledge of the AlaskaNow tool, better utilization of features

Roadmap Activities	Expected Outcomes
Designate the AlaskaNow Governance Committee and various roles to support ongoing changes, enhancements and process improvements to the AlaskaNow system.	Governance structure and process in place to support continuous improvement of the AlaskaNow system
Create and maintain list of system changes / process improvements / enhancements and prioritize via the AlaskaNow Governance Committee.	Prioritized list of of system changes / process improvements / enhancements
Implement workflows in AlaskaNow to support the system changes / process improvements / enhancements process from idea to completion.	Automated management of the system changes / process improvements / enhancements process
Designate and train AlaskaNow developers in OIT, CSM and DOPLR to work on prioritized system changes/improvements/enhancements in coordination with Cask sustainment.	The SOA becomes more self-sufficient in management of AlaskaNow platform
Designate AlaskaNow training group.	Trained end users in departments outside of DOA
Develop in-house system administrator skills during period of Cask sustainment contract (6 months).	A step towards the SOA being self-sufficient in maintaining the AlaskaNow system
Create working groups that focus on AlaskaNow modules and functional areas (e.g., Knowledge Management, HR, ITSM, CSM).	Provides a structure to fully realize all the benefits of the ServiceNow platform
Continue conversations with Cask and ServiceNow to more fully understand all the functionality purchased as part of this initial contract.	Better informed decisions about future implementation of functionality
Prioritize and plan implementation of functionality purchased but not yet utilized (e.g., Virtual Agent, Release Management, Predictive Intelligence, Performance Analytics, ITOM Health, Integration HUB were a few discussed in the project closeout meeting).	Additional functionality added to AlaskaNow within and outside of DOA
Schedule business alignment session with ServiceNow in Jan/Feb 2021.	ServiceNow recommendations for increasing utilization of the AlaskaNow system
Complete rollout of AlaskaNow and retire UTS/SDM, other systems per rollout schedule (See Appendix C). Assess cost savings of eliminating previous systems.	Period of coexistence for OIT UTS (12/23/2020 – 1/25/2021) During coexistence new incident and requests will be submitted in AlaskaNow and staff will continue to work and close legacy tickets in UTS. Period of coexistence for SDM (12/23/2020 – 2/22/2021) During coexistence new incident and requests will be submitted in AlaskaNow and staff will continue to work and close legacy tickets in SDM.

Roadmap Activities	Expected Outcomes
Plan for statewide adoption of ITSM by all Departments, including DOLWD, DHSS, DCCED.	• Single system to train support staff (fulfillers) as well as end users on when switching departments. • Reduction in license fees, maintenance cost, need for specialized support staff. • Shared knowledge management of support tickets.
Roll out HR, expand from DOA pilot to statewide for AlaskaNow.	• One consistent platform for case management, HR knowledge management, employee document management and employee services, including onboarding
Migration of knowledge articles from SharePoint/Wiki and other sources content may reside.	• One consistent platform to maintain
Identify opportunities for CSM - expand on DMV, DEC OASys, etc. and use lessons learned from the DMV implementation.	• Use the DMV experience into a better and consistent interactions for constituents and employees of other departments
Complete AlaskaNow integrations with IRIS and HRSD.	• Reduction of paperwork and manual data entry • Keeping the systems up to date in real-time
Revisit myAlaska and develop a strategy to replace or integrate with AlaskaNow.	• Full utilization of the ServiceNow tool, streamline portal maintenance
Cask recommends cautiously adding to CMDB; be deliberate about what is put into CMDB. Phase 2 goal could include Service Mapping.	• Intentional use of CMDB that provides proper support for OIT.
Standardize, retire duplicative services.	• Reduced effort, cost.
Cask and ServiceNow suggests waiting 1-2 releases before upgrading. ServiceNow typically distributes a new release approximately every six months, as alphabetical cities. The "Paris" version was implemented in December 2020 at the SOA. The next release, "Quebec" is due around March 2021. Following Cask's recommendation, the first release the SOA should consider is the "R" or "S" release.	• Time to stabilize between upgrades, less frequent changes for users and system managers.
Take advantage of Cask's offer of 1 hour/week "office hours".	• Continued support in addition to the sustainment contract, somewhere to float ideas and receive informed feedback.
Teams Phone	
Analyze any DFG adoption issues remaining after Teams Phone Pilot rollout and transition analog circuits so that Mitel systems, infrastructure and support can be retired.	• Improve DFG communication effectiveness • Eliminate Mitel operating cost

Roadmap Activities	Expected Outcomes
Leverage Teams Phone Pilot experience to continue rolling out phone functionality.	• Improve communication effectiveness • Further standardize support model
Analyze and address any specific DHSS business and technological Teams and Teams Phone calendaring, email, data storage, calling and voicemail requirements so this large block of users can be implemented.	• Improve DHSS communication effectiveness • Further standardize support model
Determine Teams Phone approaches to replace or integrate with existing state call centers.	• Further standardize support model
Retire CISCO/Mitel systems, infrastructure and support.	• Eliminate CISCO and Mitel operating cost
Deploy MS Teams phone throughout the State.	• All departments and employees better prepared for remote work
Other OIT Projects	
Execute on cloud migration strategy developed by Planet/CTG.	• Continue cloud assessments and migrations so departments can begin benefiting from cloud services • Increased partner services are needed to assess all applications being utilized across departments, including more complex ones that currently reside on the State of Alaska's mainframe computers • Additional partner services are needed over the next few years to assist departments migrate/modernize applications into the cloud
Implement Intune for device management.	Increased ability to secure remote devices and protect sensitive data
Adoption of a statewide PC Lifecycle Policy to establish regular life cycle replacement of personal computers.	Adopting a statewide PC Lifecycle Policy will benefit the budgeting process, improve end user effectiveness and help maintain computing infrastructure security
Execute on security plan.	• Improved security posture • Continue to expand scope of G5 features across OIT (i.e., Defender and Intune) • Design and Plan for deploying G5 features statewide for up to 15,000 users
Adoption of O365 G5 throughout the State.	• Prerequisite for Teams Phone deployment • Provides tools for an increased security posture

Benefits

As stated, the goal of the PPP was to ensure worker safety and mitigate health risks while maintaining maximum continuity of government operations during the COVID-19 pandemic. This section describes the benefits achieved by the portfolio of PPP projects, organized by administrative objective.

Remote worker enablement

- The deployment of Teams Phone enables remote workers to use the same telecommunication channels when working from home or in the office. The flexibility is further enhanced by allowing the employee to log-in to the phone unit with their own profile from any desk, enabling flex workplaces.

- The AlaskaNow platform provides a modernized toolset with a range of modules, or applications, to help SOA achieve its 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.

- The human resources components of AlaskaNow enable remote working through:

  - Enterprise Onboarding: Creates and digitizes an enterprise workflow for onboarding employees to minimize reliance on paper-based and in-person processes.
  - Employee Service Center and Human Resource (HR) Case Management: Provides an online, one-stop shop for employees to find HR information, answers via self-service, and submit requests for a variety of digitized services.
  - Employee Document Management: Helps secure, retain, access, and purge employee files using paperless document management.

- AlaskaNow Incident Management provides the ability to report information technology issues and enable restoration of normal service operation quickly and effectively, and Request Management will allow needed information technology items, such as equipment refreshes, to be requested via an easy-to-use enterprise storefront and fulfilled based on defined flows.

- The knowledge management component of AlaskaNow will enable information sharing in online knowledge bases that provide users (both employees and citizens) with information such as self-help, troubleshooting, and task resolution.

- Providing 3,600 laptops, upgrading network bandwidth and reliability and upgrading wireless capability in state offices, and improving computing infrastructure through Azure Cloud deployment enables employees to be more effective working from home and safer working in the office.

- Implementation of Cornerstone OnDemand software for Learning Management, Personnel Management and Cornerstone Content Library enables Alaska executive branch remote workers to better manage their performance and learning objectives.

- Virtual Instructor Lead Training (VILT) allows for courses to be taught in a virtual environment.

Continuity of Constituent Services and Government Operations

- Full implementation of AlaskaNow will eliminate many manual and paper processes for Human Resources services, IT helpdesk support, internal SOA customer service between agencies, and selected citizen facing functions such as DMV document submission. Automating and digitizing these processes supports constituents interacting with a remote, distributed workforce during the pandemic and enables faster task completion much more effectively than current manual systems. The Business Value Assessment indicated that AlaskaNow would ultimately allow the SOA to resolve 20% of IT incidents through automation, reduce 30% of hiring managers' and 50% of new hires' time during onboarding, reduce 10% in support costs per IT device, and cut about $1M annually across the State as a result of IT asset management. This is a critical part of automating and digitizing government operations to develop a sustainable telework infrastructure.

- The Zammo upgrade for myAlaska helpdesk improves constituent communication channels for those needing answers to questions and access to services.

Remote Leadership and Supervision

- Pathway improved performance management, learning management, human resources, and information technology systems in support of teleworking.

- The state started defining performance metrics, including expectations, rating scales, and SMART goals to provide departments and supervisors the support and tools they need to best manage a significant number of telecommuting employees.

- Customized training programs, including recruitment and onboarding, have been developed to support personnel in a teleworking environment.

- Broad sets of curriculums have been developed, including video series providing Supervisor Skills, Performance Expectations, Performance Management, and Hiring Manager Guide.

- Performance Management consistent with the Pathway project, including instructions, email and document routing, and SOA required approval steps for document processing to manage both teleworkers and traditional employees.

Other

- The QA/PM team provided coaching and templates for project management across the PPP projects and to the Program Acceleration Office, laying the foundation for improved IT project management and an SOA Project Management Office (PMO).
- The QA/PM team supported the projects to incorporate resource loading and leveling and reported on Earned Value, SPI, etc. for multiple project schedules to meet SOA standards.
- AlaskaNow also provided a centralized database for device management (ServiceNow CMDB).

APPENDIX A- Weekly QAPM Status Report Samples

Project	Status	SPI[1]	DA[2]	Status Comments
Phase 2				
Personnel Management (Pathway)	On Track	1.00	22/25	• 9 Deliverables were completed and Deliverable Acceptance Forms signed on 12/23. Only 3 remain, all related to the LMS/PMS system going live in Pilot status on 12/30. • Tandem Motion delivered batch 3 of the Supervisor Skills videos, the Hiring Manager videos, Pathway Performance Management and Learning Management Roadmaps, focus group toolkit, DOA focus group learnings, performance evaluation toolkit, and the post-test survey questions. • Pathway roadmaps were socialized with Pathway department leads and leadership teams. Knowledge transfer sessions with DOPLR Leadership team members and HR department leads were initiated this week.
AspireAlaska Learning and Performance Management (Cornerstone OnDemand)	On Track	-	15/18	• The system was given a name: AspireAlaska. • Key activities for the week consisted primarily around UAT testing which wrapped up on 12/23. • Orientation sessions for testers were held 12/16 and testing of the performance module began on 12/17. Orientation and testing for the learning module began on 12/21. • Project is on schedule with PMS and LMS projects being reported as 65% and 77% complete, respectively. • Work is practically complete in loading SOA data into the Cornerstone environment with the inbound data feed, master data load, and historical data load all being reported at 99% complete. • Single Sign On (SSO) has been configured in the system and is now reported at 100% complete. • Of 94 action items logged to date, 67 are complete, 22 are in progress, 2 are in client review and 2 are not started. The 2 not started tasks are not needed until after Go Live.
Phase 3				
Service Management (AlaskaNow)	On Track	0.97	84/117	• A "go" decision was made on 12/22/20 and AlaskaNow go live activities took place on 12/23/20 for OIT ITSM, DMV CSM and HR Onboarding (DOA) are going live this week. • 84 deliverables have been accepted to-date; 21 deliverables are in review. The remaining 12 are in process or due for completion by 12/30/20 (e.g., defect mitigation, project close-out). • Cask Change Order #2 to "true up" actual deliverables to the SOW is under review.
OIT: Edge FW Upgr.	On Track	-	1/3	• Azure Palo Alto firewalls procured and installed • 10Gb ports procured and installed • Edge routers – ordered • Wi-Fi Vendor "Structured" selected. Installation started
OIT: MS Teams Phone	On Track	-	6/7	• OIT (100+) went live with soft phones on 12/8 • Anchorage Law pilot group (9 end users) went live 12/15 • Fish and Game (200+ end users) went live 12/17 • DOT&PF and CED ANC/JNU, DOL Job Center JNU went live on 12/22 • Final group of 12 ADFG ANC phone numbers scheduled to Go-live 12/29 • Acceptable level of issues in the three completed rollouts. Lessons Learned captured. Project Closure activities week of 12/28 with expected completion by 12/30. • ACS/ET post Go-live 30-day Managed Services support will start 12/31/2020 thru Jan. 2021.
OIT: myAlaska HelpDesk	On Track	-	2/3	• Zammo App project planned go live by 12/30 (webchat and voice assistance via Google Assistant and Alexa). Pending input from GCI on the telephony IVR. Zammo App is configured and ready to launch.
OIT: Azure EndPoint Management	On Track	-	1/2	• Added DPS to the core Ivanti management • DOL, DOT, EED, and DPA devices are in-stream to move to over to Core enterprise structure. LAW department will kick-off to move devices starting next week.
OIT: Laptop Purchase	On Track	-	2/3	• 3,500 Laptops have been purchased and are currently being deployed to employees
OIT: Accelerate Cloud Migration	Watch	-	1/4	• ACS/Planet: Stage 1.1 Applications Identification complete for all 7 departments (DOA, DOL, DOR, DOT, DCCED, DMVA, DEC) – 1 Deliverable completed, pending formal Approval email from Project Sponsor. • ACS/Planet: Stage 1.2 Application Evaluation and prioritization complete for all except DOA at 85% • ACS/Planet scheduled to complete final analysis and recommendations document by 12/30 (Deliverable #2) • CTG (DEED – 55 apps; DFG – 8 apps; DNR – 155 apps plus mainframe; DOC – 4 apps; DPS – 12 non-CJIS apps) • CTG – Assess Portfolio and Inventory applications evaluation almost completed (Deliverable #3) • CTG - Beginning Summary and Recommendations development scheduled to be complete by 12/30 (Deliverable #4) • See scope adjustment note in Leadership Radar section

Pandemic Preparedness Plan - 2 days remaining
Weekly Portfolio Report for the week ended December 28, 2020

Wins

- OIT Teams Phone: All pilot sites completed w/ exception of small DFG group (12 phone numbers) in Anchorage scheduled to Go-live 12/29
- AlaskaNow is now being used in production for OIT ITSM.
- 9 Deliverable Acceptance Forms were signed this week for the Pathway Project this week leaving three remaining.

Key Decision/Actions Made or Needed

#	Project	Subproject or Project Area	Made or Needed?	Owner	Decision/Action	Date Made or Needed By	Status
13	Phase 3	All	Needed	OIT	Identify post go-live system support and how to prepare for and transition support to the State.	11/30/20	Open
16	AlaskaNow	Post-Production Support	Needed	SOA/Cask	Post-production support is not included in the current Cask Statement of Work. Cask provided a proposal to SOA, but no decisions have been made. Approach and planning for the post-implementation period should be finalized and contracts put into place as necessary. 12/11 – Cask proposal for post-production support is under review by SOA, if accepted contract start will be 1/1/21. 12/18 – Proposal is with OMB. 12/28 – A contract for post-production support is planned to be in place before the end of the year.	12/15/20	Open
18	Pathway/ AspireAlaska LMS/PMS	Security Plan	Needed	SOA OIT	A security plan must be approved by OIT for the Cornerstone OnDemand system to go into production on December 28th. The plan was formally submitted to OIT on December 2nd. 12/24 Update – The plan was approved on 12/23.	12/27/20	Close
19	Teams Voice (Phone)	Go/No-Go	Needed	Teams Project Sponsor	Recommend extending ACS/Enabling Technology Hypercare (Post Go-live) support to end of January 2021 to ensure continuity of service and address any post Go-live issues that come up.	12/30/20	Open
20	Teams Voice (Phone)	Day 2 Support	Needed	SOA OIT	Interim and long-term Teams Voice organization, processes and procedures required for end user support.	1/31/21	Open

APPENDIX B - Monthly QA Report and QA Assessment Workbook Samples

1. Executive Summary

NOTE: The following status and project health indicators will be used throughout this report:

On Track	Project is on target within parameters, no issues exist that may preclude successful completion
Watch	Project is on target, but decision(s) are outstanding and/or issues exist that may preclude successful completion
At Risk	Issues exist impacting scope, schedule and/or budget and ability to complete the project successfully.
TRENDS	⬆ Improving ⬌ Steady ⬇ Declining

Report Summary

Report Date	12/1/2020
Submitted By	Wostmann & Associates, Inc.
Period Covered	11/01/2020 to 11/30/2020
Service Provider(s)	Alaska Communications, Enabling Technologies, Wostmann and Associates, Inc.
Project Status Overview	This reporting period primarily involved procurement, configuration and testing activities.

The project entered the build phase on schedule, but progress has been slow due to late delivery dates for hardware and delays in installing SIP network connection to the telco Trunk due primarily to the election network freeze.

Virtual Machines were configured in Anchorage and Juneau and the virtual Session Border Controller (SBC) software from Audio Codes was installed and configured. Network connections through GCI were in place and ready to be tested on 11/23. After a few days of |

QA Assessment Scores

Calculated using assessment metrics. A score of 4-5 = Green, 2.5-3.9 = Yellow, and 1-2.4 = Red.

Detailed metrics is provided with the first report as Attachment A and will be available upon request for subsequent reporting periods.

Assessment Area	Score Last Period	Score This Period	Comments
Overall Score	4.2	4.2	The project has continued at a good pace and making good progress on tasks scheduled in this reporting period. As mentioned above, given CARES Act funding constraints, several tasks previously planned for completion in 2021 will now be scheduled for completion in 2020. While meeting timelines will still be challenging, the team is on schedule to complete the required activities by the end of the calendar year.
Risk Management	4.0	4.2	The aggressive timeline of this project may be the greatest risk for this project, exacerbated by the recent Contract Amendment 3 moving tasks previously planned for completion in 2021 into December 2020. TM is proactive about highlighting risks as they occur and asking for assistance in mitigating those risks. The score slightly improved this reporting period given that no significant milestones have been missed and that we are not aware of any cost overruns other than the reshooting of Performance Expectation videos which have been absorbed by TM.
Scope Management	4.4	4.4	TM and the State have worked together to amend the TM contract to bring it in alignment with the requirements of the CARES Act which call for all work to be complete by December 30 and Amendment 3 has now been signed. This calls for a few deliverables planned for completion in early 2021 to be moved into 2020. It is anticipated that some 2020 deliverable due dates will be moved up to accommodate the additional work anticipated with moving the 2021 work forward. The most recent project plan reflects some of these changes. We will need to closely monitor the impact of these changes on schedule and resources to ensure the terms of the amended contract are met.
Project Management	3.8	3.8	It is unclear to the QA Team what the plan is for ensuring change management takes place on this project. TM seems to be taking the lead at this time, but no formal Change Management Plans have been made available that we are aware of. The short timeframe associated with this project will be challenging to prepare for significant

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Wostmann
A S S O C I A T E S

Metric	ASSESSMENT			Score	Trend	Comments
	Green (5 points)	Yellow (3	Red (1 point)			
RM1 – Does a Risk Management Plan exist for the project?	YES	In Progress	NO	5	⬌	Risks are being identified by the project team, project manager and QA team and being discussed and reported on a weekly basis.
RM2 – As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?	YES	Partially	NO	5	⬌	Risks are begin confronted in a timely manner, and reviewed in the weekly status meetings.
RM3 – Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so, how frequently?	NO	In Progress	YES	5	⬌	The election freeze caused some tasks related to setting up the mid-servers and emails/SMTP to be delayed until 11/18/20, but are now back on schedule.
RM4 – Is the project experiencing variances from budget baselines? Are significant cost overruns occurring?	NO	Minor	YES	5	⬌	The Cask contract is fixed fee. No significant milestones have been missed at this point.
RM5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	YES	Partially	NO	5	⬌	Stakeholders are very engaged and aligned on project roles, authority and outcomes.
RM6 – Do business and technology leadership have shared expectations for urgency and priority?	YES	Partially	NO	5	⬌	DOA functional leaders and OIT leadership have shared expectations for urgency and priority.
RM7 – Are there risks with the solution provider's team or approach?	NO	Minor	YES	5	⬌	Overall, Cask's team appears to be well aligned and qualified and the approach is understandable.
RM8 – Are the project's human resources appropriately skilled and prepared for the project?	YES	In Progress	NO	5	⬌	Experienced resources on both the Cask and State teams have been assigned to the project.
RM9 – Are technology risks being addressed and planned for?	YES	Partially	NO	5	⬌	FedRAMP approval has been obtained, and technology solution and related impacts are being properly discussed.
RM10 – Are factors external to the project negatively influencing the project team's ability to succeed?	NO	Some	YES	5	⬌	We are not aware of any factors external to the project that are negatively influencing the project team's ability to succeeed.
			TOTAL	50		
		Divide by non-blank		10		

APPENDIX C- AlaskaNow ITSM Rollout Schedule

Functionality	Current System	Cut over for new	End Coexistence	Note
Incident OIT Service Most Depts	UTS	12/23/2020	1/25/2021	At coexistence end the systems will be available for historical data
Incident DOL	Other	Future - TBD		Timing and effort will be coordinated with the departments.
Incident CED	UTS	Future - TBD		Timing and effort will be coordinated with the departments.
Incident HSS	WHD	Future - TBD		Timing and effort will be coordinated with the departments.
Knowledge	Wiki / SharePoint	12/23/2020	6/30/2021	This migration will take months
Catalog / Requests	UTS / SDM	12/23/2020	1/25/2021	
Change Normal	SDM	12/23/2020	2/22/2021	
Change Standard	SDM	1/25/2021	2/22/2021	Will migrate one at a time
Change E-CABs	SDM	12/23/2020		
Hardware Asset Management	FasGov	12/23/2020	2/22/2021	Will start with new assets
CMDB	None	12/23/2020		Will add to this over time