Executive Summary | Pandemic Preparedness Plan Project Overview

The PPP project identified and developed an approach to delivering critical services and internal processes that should be digitized or otherwise improved to ensure the State of Alaska can serve its constituents and employees safely and effectively.

PPP Project Goals

- To implement a more resilient and cost-effective means to deliver government services
- To manage the impacts of COVID-19 through planning for the people, process and technology changes required to deliver government services through digital methods with a remote workforce

Project Outcomes

✓ Engaged 15 Departments across the state to identify needs for pandemic preparedness
✓ Designed a future state technology and operating model to meet the needs of individual departments in a cost-effective, scalable way
✓ Developed a roadmap for implementing the future state model

There is currently a significant amount of technology procurement underway or planned at the State. Many of these planned investments are complementary to this PPP roadmap.
Through the Discovery process, A&M collected information about employee and constituent experiences during the COVID-19 pandemic. Below is a summary of the findings from the 15 departments interviewed.

<table>
<thead>
<tr>
<th>Area Reviewed</th>
<th>Positive Impact</th>
<th>Minimal Negative Impact to No Impact</th>
<th>Negative Impact</th>
<th>Observation/Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Delivery</td>
<td>7% (1)</td>
<td>73% (11)</td>
<td>20% (3)</td>
<td>While there are some challenges delivering services, generally the impact has been manageable</td>
</tr>
<tr>
<td>Telework Capabilities*</td>
<td>14% (2)</td>
<td>73% (11)</td>
<td>7% (1)</td>
<td>Employees able to telework are usually able to do so successfully, but there are some clear challenges</td>
</tr>
<tr>
<td>Internal Communication</td>
<td>53% (8)</td>
<td>47% (7)</td>
<td>0% (0)</td>
<td>Employee feedback indicates that internal communications have frequently been better during the pandemic</td>
</tr>
<tr>
<td>Employee Morale/Productivity</td>
<td>40% (6)</td>
<td>53% (8)</td>
<td>7% (1)</td>
<td>Employee morale and productivity have often improved, or at least remained the same</td>
</tr>
</tbody>
</table>

The following themes came up frequently during discussions about each department’s experience:

**What Went Well**

**Internal**
- Internal communication tools (esp. Microsoft Teams) were very helpful
- Ability to utilize electronic signatures and eliminate physical processes (where possible), made remote work much easier
- Utilizing soft phones or call centers to maintain phone access worked well

**Constituent-Facing**
- Providing forms and applications digitally (where available) made it much easier to serve constituents
- Instructing constituents to contact offices via phone and email (where feasible) worked well in most cases

**Opportunities**

**Internal**
- Internal access to hardware in teleworking environment can be improved (laptops, printers, monitors, scanners, etc.)
- Adequate connectivity and VPN to enable access to remote desktop and secure emails, especially in rural areas, needs to be improved
- Remote work policy and standard operating procedures can be improved

**Constituent-Facing**
- For more constituents to use digital services, we need to improve broadband access across the state
- We probably can provide more constituent forms and applications digitally, when applicable
- We need to reduce need for constituents to have technology access (scanners, printers, etc.)

*DOC employees were not able to telework*
Executive Summary | Future State Design Principles & Benefits

A&M's recommendations and project roadmap have been designed to transform the way the state uses technology to support essential services and processes.

**Design Principles**

- Center on the constituent experience
- Digitalize input “at the edges”
- Link internal processes with workflow tool and digital inputs
- Automate manual processes
- Remove unnecessary physical touch points
- Create a reusable model and process and rationalize applications

**Design Benefits**

- Reduced technology spend
- Increased pandemic resilience
- Streamlined and efficient processes
- Smaller real estate footprint
Statewide Perspective | Project Approach & Outcomes

Interviews, workshops, and stakeholder discussions yielded ~350 observations, which have been distilled into a number of digitalization initiatives supported by a set of key enabling capabilities and technologies.

<table>
<thead>
<tr>
<th>Interviews</th>
<th>Workshops</th>
<th>Discussions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>348 Observations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>297 Optimization / Automation Opportunities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>128 Initiatives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>31 Internal Process Optimization Initiatives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>97 Digital Constituent Service Initiatives</td>
<td></td>
</tr>
<tr>
<td>Current State</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Future State</td>
<td>2 Constituent Engagement Patterns</td>
<td>9 Capabilities</td>
</tr>
<tr>
<td></td>
<td>4 PPP Projects</td>
<td>1 Digital Operating Model</td>
</tr>
</tbody>
</table>
Executive Summary | Pandemic Preparedness Plan Roadmap Overview

The PPP Roadmap is comprised of four projects that build on each other as the State has capacity to take on the work.

<table>
<thead>
<tr>
<th>PPP – 001</th>
<th>PPP – 002</th>
<th>PPP – 003</th>
<th>PPP – 004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Services Platform Prototype</td>
<td>Remote Worker Enablement Implementation</td>
<td>Common Services Platform Implementation</td>
<td>Constituent Processes and Task Automation Deployment</td>
</tr>
<tr>
<td>(~27 weeks)</td>
<td>(~22 weeks)</td>
<td>(~12 weeks)</td>
<td>(~25 weeks)</td>
</tr>
</tbody>
</table>

### Activities

- **PPP – 001**
  - Procure and install identified Enabling Technologies required to support prototypes
  - Complete detailed design and develop Enabling Capabilities required to support prototypes
  - Develop two Digital Service prototypes
  - Develop one Internal Automation prototype
  - Finalize design for Enabling Capabilities

- **PPP – 002**
  - Procure and install identified Enabling Technologies required to support a remote workforce
  - Develop Standard Operating Procedures and Remote Work Policy
  - Implement the technologies required to enable a remote workforce
  - Implement the people, process and policies necessary to sustain a remote workforce

- **PPP – 003**
  - Develop and implement the people, process and operating model necessary to sustain the PPP Common Services Platform
  - Formalize and deploy prototype services and automations developed in PPP-001
  - Define methods for work intake, prioritization and delivery of constituent digital services and process automation
  - Develop Agile model to deploy prioritized list of candidate Digital Services and Internal Automations

- **PPP – 004**
  - Engage with Departments and Divisions to define Digital Service and Internal Automation requirements and features
  - Develop Digital Services and Internal Automations
  - Develop Change Management approach and strategy for employee and constituent adoption
  - Provide ongoing lifecycle support for Digital Services and Internal Automations

### Outcomes

- **PPP – 001**
  - Implemented majority of necessary Enabling Technologies
  - Validated conceptual design for the PPP Common Services Platform
  - Identified gaps in Enabling Capabilities and Technologies
  - Socialized approach with key stakeholders
  - Three prototypes: Child Support Withholding, Fish Habitat Permits, and employee onboarding
  - Detailed PPP-003 plan

- **PPP – 002**
  - Implemented necessary Enabling Technologies
  - Cohesive set of Enabling Technologies to enable a remote workforce
  - Organization capable of sustaining and managing Enabling Technologies

- **PPP – 003**
  - Migrate cohesive set of Enabling Capabilities and Digital Service patterns to production support
  - Established PPP Common Services Platform organization and operating model
  - Detailed PPP-004 plan

- **PPP – 004**
  - Scalable and sustainable Digital Service and Internal Automation development, deployment, change management and operating capability
  - Delivery State of Alaska services through Digital Channels with a partially Remote Workforce
## Executive Summary | PPP Plan High-Level Cost Estimates

<table>
<thead>
<tr>
<th></th>
<th>FY 2021 H1</th>
<th>FY 2021 H2</th>
<th>FY 2022 H1</th>
<th>FY 2022 H2+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY Q1 (Jul-Sep 2020)</td>
<td>FY Q2 (Oct-Dec 2020)</td>
<td>FY Q3 (Jan-Mar 2021)</td>
<td>FY Q4 (Apr-Jun 2021)</td>
</tr>
<tr>
<td>Ongoing SoA Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL COST**</td>
<td>~$2,500,000 – $3,200,000**</td>
<td>~$10,500,000-$13,000,000</td>
<td>~$17,000,000-$21,000,000</td>
<td>~$80,000 per new digital service</td>
</tr>
<tr>
<td></td>
<td>Excludes costs funded in Project Phase 2&amp;3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Consultant Labor**
- Consultant-Led Model: ~ $145,000 / new digital service
- Blended Labor Model: ~ $100,000 / new digital service
- SoA-Led Model: ~ $80,000 / new digital service

**SoA Labor**

**PPP-001**
- CSP Platform Dev & Prototype Dev: ~$2.8M-3.4M**

**PPP-002**
- Remote Worker Enablement: ~$1.2M**

**PPP-003**
- CSP Organization Dev. and Migrate Prototype to Production: ~$1.6M-$2M

**PPP-004**
- CSP Platform Dev: ~$3M-$4M
- Digital Service Dev (~9 services) ~$3M-$4M
- Digital Service Dev (~26 services): ~$16M-$20M
- Sustain Ops: ~$1M

**SoA Labor Costs**
- Consultant-Led Model: ~ $145,000 / new digital service
- Blended Labor Model: ~ $100,000 / new digital service
- SoA-Led Model: ~ $80,000 / new digital service

Total Cost*** PPP-001,002, 003, 004: ~$42-$51M

**Excludes costs funded in Project Phase 2&3
***Additional technology needs will increase the final overall cost estimate

Pandemic Preparedness Program
Summary Findings & Future State Design Overview
Executive Summary | Findings Overview

The Discovery and Design work highlighted the common issues experienced in the remote worker environment during the COVID-19 pandemic and identified opportunities for re-usable solution options.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Model</td>
<td>Common Services Patterns</td>
<td>Essential Capabilities</td>
<td>Constituent Digital Services Technologies</td>
<td>Digitalization Initiatives</td>
<td>Process Optimization Technologies</td>
<td>Remote Worker Technologies</td>
</tr>
<tr>
<td>• Identified critical IT operating model elements that will assist SoA with prioritizing investments</td>
<td>• Most of the Constituent-facing services fall into two people, process and technology patterns</td>
<td>• Across the State there are nine essential Enabling Capabilities needed to enable digitalization of most constituent services AND internal processes to enable remote work and digital interaction with constituents</td>
<td>• The State has an opportunity to make single set of technology investments that can support digitalization of a majority of services and processes across Departments</td>
<td>• State departments and divisions identified 97 constituent services and 31 internal processes that could be improved to better support pandemic preparedness by digitalizing and automating</td>
<td>• The State has an opportunity to make single set of technology investments to automate many internal and constituent-facing processes</td>
<td>• Many pandemic impacts were a result of a lack of a consistent approach and the need for a few key technologies to help remote workers</td>
</tr>
</tbody>
</table>

**Design Benefits**
- ✔ Reduced Technology Spend
- ✔ Increase Pandemic Resilience
- ✔ Streamlined processes
- ✔ Smaller Real Estate Footprint
The SoA 128 initiatives are prioritized based on an assessment of the COVID-19 pandemic’s impact on the services and processes of each department and on an estimation of the complexity of digitizing or automating the department’s services and processes.

**Pandemic Preparedness Program**

<table>
<thead>
<tr>
<th>Level of Complexity</th>
<th>Pandemic Impact</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stretch</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Opportunistic**
Total Initiatives: 37

**Quick Wins**
Total Initiatives: 6

Note: DMV included in DOA

Source: PPP Data Collection Tool
The future state operating model leverages shared Capabilities and Technologies to optimize people, process and technology and creates a reusable platform for digitizing services and processes across the State.

**Constituent Channels**  
Common methods for engaging with constituents

**SoA Departments**

**SoA-Wide Enabling Capabilities**  
Common or shared people, process and technologies that can be reused across departments and divisions

**Dept & Division-Specific Systems**  
Systems unique to the work of a department or division, integrated with shared Capabilities and Technologies

**SoA-Wide Enabling Technologies**  
Shared technology supporting digital services and a remote workforce

**State of Alaska Capabilities**

**Shared Systems**

- Portal
- Identity Management
- Workflow
- Document Mgmt.
PPP Roadmap Detail
PPP Roadmap | Anticipated Outcomes

The State of Alaska will become “pandemic-prepared” by deploying essential technology for remote working and by developing a common services platform that can be leveraged by all departments in the state.

- **PPP-001**
  - Common Services Platform Prototype
  - Majority of technology required for entire PPP Common Services Platform is procured and deployed by 12/31/2020
  - Prototypes built for a small set of constituent and automation processes to prove concept
  - Structure established to guide PPP-003 and PPP-004

- **PPP-002**
  - Remote Worker Enablement Implementation
  - All technology required for full Remote Worker Enablement procured by 12/31/2020
  - Majority of deployment of technology completed
  - State workforce able to more efficiently continue working remotely as needed

- **PPP-003**
  - Common Services Platform Implementation
  - IT capabilities organized and structured to efficiently use PPP Common Tech Platform to digitize services and processes rather than each department working on its own
  - Three services put into production on platform
  - Organization poised to begin developing digital services at scale

- **PPP-004**
  - Constituent Processes and Task Automation Deployment
  - SoA leverages new platform and organizational operating model to begin continuously improving constituent digital services and task automation
  - Cost savings from reduction in single-agency use technology purchases
<table>
<thead>
<tr>
<th>Pandemic Projects</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Services Platform Implementation</td>
<td>Select and Procure Remote Workforce Enablement Technology</td>
<td>Plan Implementation</td>
</tr>
<tr>
<td>Constituent Processes and Task Automation Deployment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ongoing SoA Operations</td>
<td></td>
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</tr>
</tbody>
</table>

For more detailed information see MS Project Plan
PPP-001 | Common Services Platform Prototype | Project Charter

Description of Recommendation

- Analysis identified nine essential capabilities needed to enable digitalization of most constituent services and internal processes to enable remote work and digital interaction with constituents.
- Develop PPP common services platform as foundation for digital delivery of constituent services and process automation.
- Build exemplar prototype of few constituent services and internal process using common services platform to validate design principles and learn prior to broader use of the platform.

Implementation Details

| Overview | Activities | Duration
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ID#</td>
<td>PPP-001</td>
<td>1. Complete procurement of technology components for the platform.</td>
</tr>
<tr>
<td>Classification</td>
<td>Pandemic Preparedness</td>
<td>2. Complete System Integrator selection and contracting.</td>
</tr>
<tr>
<td>Complexity</td>
<td>High</td>
<td>3. Complete detailed analysis and design of three services (Child Support Enforcement, Fish Habitat Permit and Employee Onboarding).</td>
</tr>
<tr>
<td>Owner</td>
<td>Bill Smith</td>
<td>5. Design and develop Child Support Enforcement, Fish Habitat Permit and Employee Onboarding prototype services</td>
</tr>
<tr>
<td>Status</td>
<td>Under Review</td>
<td>6. Conduct integration testing to validate to confirm integrated functioning of all components.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Conduct demo of integrated system and user testing.</td>
</tr>
</tbody>
</table>

Benefits

- Accelerate transition towards digital engagement with constituents at lower cost.
- Improves resiliency for pandemics by reducing need for constituents and employees to be physically in the office for delivery of the service.
- Increases efficiency and pandemic resilience of internal processes from reduction in physical paper processing.
- Broadens access of services to State constituents.
- Provides a scalable prototype to be used for all digital services and internal process automations.

Cost to Achieve

$2.8M – $3.4M**

(1)Cost and duration estimates are directional and may change during the project.
**Excludes costs funded in Project Phase 2&3
For more information see MS Project Plan
PPP-002 | Remote Worker Enablement Implementation | Project Charter

### Overview

**ID#** PPP-002  
**Classification** Pandemic Preparedness  
**Complexity** High  
**Special Skills** Identity Mgmt. & Networking

**Owner** Bill Smith  
**Status** Under Review

### Implementing Details

<table>
<thead>
<tr>
<th>Overview</th>
<th>Activities</th>
<th>Duration(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID#</td>
<td>PPP-002</td>
<td>Phase 1: 20 Weeks</td>
</tr>
<tr>
<td>Classification</td>
<td>Pandemic Preparedness</td>
<td>1. Procure the technology licenses required to enable remote worker capabilities</td>
</tr>
<tr>
<td>Complexity</td>
<td>High</td>
<td>2. Define remote worker policies and standard operating procedures</td>
</tr>
<tr>
<td>Special Skills</td>
<td>Identity Mgmt. &amp; Networking</td>
<td>3. Define requirements (as necessary) and plan technology implementation</td>
</tr>
<tr>
<td>Owner</td>
<td>Bill Smith</td>
<td>4. Design post implementation support approach</td>
</tr>
<tr>
<td>Status</td>
<td>Under Review</td>
<td>5. Deploy technology</td>
</tr>
</tbody>
</table>

**Phase 2**

- 1. Implement identify management capabilities utilizing Azure Identify B2C, B2B and MFA

### Description of Recommendation

- Implement the policies, cultural practices, processes and technologies that are required to enable a highly productive remote workforce.
- Design standard operating procedures and guidelines to assist a remote workforce including but not limited to practices for managing remote employees, revised performance management policies/practices/systems, practices for management of printed confidential information or original documents, practices for signing documents and use of digital signatures. This project will also define personas for different types of remote workers such as Field Workers, Engineers and Desk Workers. The project will define the remote worker technologies such as VPN, unified communication (primarily voice) and laptops that support remote worker productivity for each Persona.
- Implement and deploy the technologies required to enable a remote workforce. Purchase licensing to upgrade the VPN, develop and communicate a checklist for deployment of unified communications (voice) to remote workers and deploy laptops to remote worker personas that require desktop computing capabilities.

### Benefits

- Enables State of Alaska employees (~6,000) to effectively and securely work from home
- Reduces the amount of physical office space that will be required to support State of Alaska employees
- Improves security for remote workers and improves resiliency of State of Alaska operations
- Catalyst for transforming more activities to digital processes without physical paper as a result of printing and filing limitations for remote workers
- Creates standard operating procedures for remote workforce

### Implementation Details

<table>
<thead>
<tr>
<th>Description of Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Labor Cost to Achieve (1)</strong></td>
</tr>
<tr>
<td>$1.45M–$1.75M**</td>
</tr>
<tr>
<td><strong>Non Labor Cost to Achieve (1)</strong></td>
</tr>
<tr>
<td>$0**</td>
</tr>
</tbody>
</table>

(1) Cost and duration estimates are directional and may change during the project  
**Excludes costs funded in Project Phase 2&3**

For more information see MS Project Plan
**PPP-003 | Common Services Platform Implementation | Project Charter**

**Description of Recommendation**

- Develop and implement the people, process and operating model necessary to sustain the common services technology platform. Project will focus on building the organizational roles/responsibilities to sustain the enterprise technology and applications deployed in the common services platform. Define methods for work intake, prioritization and delivery of common services that support both Constituent Services and internal employee productivity improvement.

- Develop a state wide work queue and prioritization method based on Agile principles to implement digital constituent services and internal employee productivity improvements. This project will require the acquisition of new application lifecycle management resources into OIT through either external hires or movement of resources from State Agencies.

- Migrate common services platform from Pilot to Production environment. Implement deferred items from Pilot phase. Implement production support and sustainment practices including platform automation, monitoring and performance tuning.

**Implementation Details**

<table>
<thead>
<tr>
<th>Overview</th>
<th>Activities</th>
<th>Duration(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID#</td>
<td>PPP-003</td>
<td>1. Design the common services platform organizational and operating model, including project queue management and prioritization method</td>
</tr>
<tr>
<td>Classification</td>
<td>Pandemic Preparedness</td>
<td>2. Establish PPCSP operating team, including hiring or reassigning resources or hiring vendors</td>
</tr>
<tr>
<td>Complexity</td>
<td>High</td>
<td>3. Develop additional Capability functionality into the Common Services Platform</td>
</tr>
<tr>
<td>Special Skills</td>
<td>Product Lifecycle Management, Agile</td>
<td>4. Move prototype services from PPP-001 from pilot to production environment (Child Support Enforcement, Fish Habitat Permit and Employee Onboarding)</td>
</tr>
<tr>
<td>Owner</td>
<td>Bill Smith</td>
<td>5. Test, train business users, and implement the 3 PPP-001 prototype services</td>
</tr>
<tr>
<td>Status</td>
<td>Under Review</td>
<td>6. Plan for PPP-004</td>
</tr>
</tbody>
</table>

**Benefits**

- Define the organizational structure, roles and processes for managing the Common Services Platform
- Define the method for prioritizing Digital Service and Internal Automation opportunities with Agency leadership
- Deploys two Constituent facing digital services and one internal automation service into production

---

(1) Cost and duration estimates are directional and may change during the project.
### Description of Recommendation

- Work with Departments and Divisions to formalize and finalize Digital Service and Internal Automation requirements and features using prioritization method designed in PPP-003
- Develop Digital Services and Internal Automations
- Develop Change Management approach and strategy for employees and constituents
- Provide testing, training, and change management for all developed digital services and internal automations
- Provide ongoing lifecycle support for Digital Services and Internal Automations

### Implementation Details

<table>
<thead>
<tr>
<th>Overview</th>
<th>Activities</th>
<th>Duration&lt;sup&gt;(1)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID#</td>
<td>PPP-004</td>
<td>1. Leveraging the organizational structure designed in PPP-003, design, develop, test, train and deploy the prioritized backlog of services and processes that need to be digitized or automated</td>
</tr>
<tr>
<td>Classification</td>
<td>Pandemic Preparedness</td>
<td>2. Engage Change Management vendor to manage change for all digital services and newly automated processes</td>
</tr>
<tr>
<td>Complexity</td>
<td>High</td>
<td>3. Continue developing and maintaining deployed digital services and internal automated processes</td>
</tr>
<tr>
<td>Special Skills</td>
<td>Product Lifecycle Management, Agile</td>
<td></td>
</tr>
<tr>
<td>Owner</td>
<td>Bill Smith</td>
<td></td>
</tr>
<tr>
<td>Status</td>
<td>Under Review</td>
<td></td>
</tr>
</tbody>
</table>

#### Benefits

- Common Services Platform enables “rinse and repeat” process for systematically digitizing services and processes throughout the state
- Thoughtful change management bolsters success of new processes
- More employees are able to complete work remotely as processes become digitized
- Constituents can access more needed services remotely

---

<sup>(1)</sup>Cost and duration estimates are directional and may change during the project

---

**Phase 1: Cost to Achieve**

$34M-$42M