

Pandemic Preparedness Program

Project Recommendations & Roadmap

July 2020



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.

Executive Summary | COVID-19 Remote Working Experience

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.

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

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



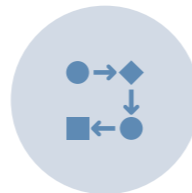
Digitalize input "at the edges"



Remove unnecessary physical touch points



Link internal processes with workflow tool and digital inputs



Automate manual processes



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.



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.

	PPP – 001 Common Services Platform Prototype (~27 weeks)	PPP – 002 Remote Worker Enablement Implementation (~22 weeks)	PPP – 003 Common Services Platform Implementation (~12 weeks)	PPP – 004 Constituent Processes and Task Automation Deployment (~25 weeks)
Activities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Implemented necessary Enabling Technologies Cohesive set of Enabling Technologies to enable a remote workforce Organization capable of sustaining and managing Enabling Technologies 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

	FY 2021 H1		FY 2021 H2		FY 2022 H1		FY 2022 H2+
	FY Q1 (Jul-Sep 2020)	FY Q2 (Oct-Dec 2020)	FY Q3 (Jan-Mar 2021)	FY Q4 (Apr-Jun 2021)	FY Q1 (Jul-Sep 2021)	FY Q2 (Oct-Dec 2021)	
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 (~26 services): ~\$16M-\$20M		
				Digital Service Dev (~9 services) ~\$3M-\$4M			
				Sustain Ops: ~\$1M			
Ongoing SoA Operations							Digital Service Dev & Ops (100+ services)
TOTAL COST**	~\$2,500,000 – \$3,200,000** Excludes costs funded in Project Phase 2&3			~\$10,500,000-\$13,000,000		~\$17,000,000-\$21,000,000	~\$80,000 per 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

Consultant Labor

SoA Labor

Consultant-Led Model
~ \$145,000 / new digital service

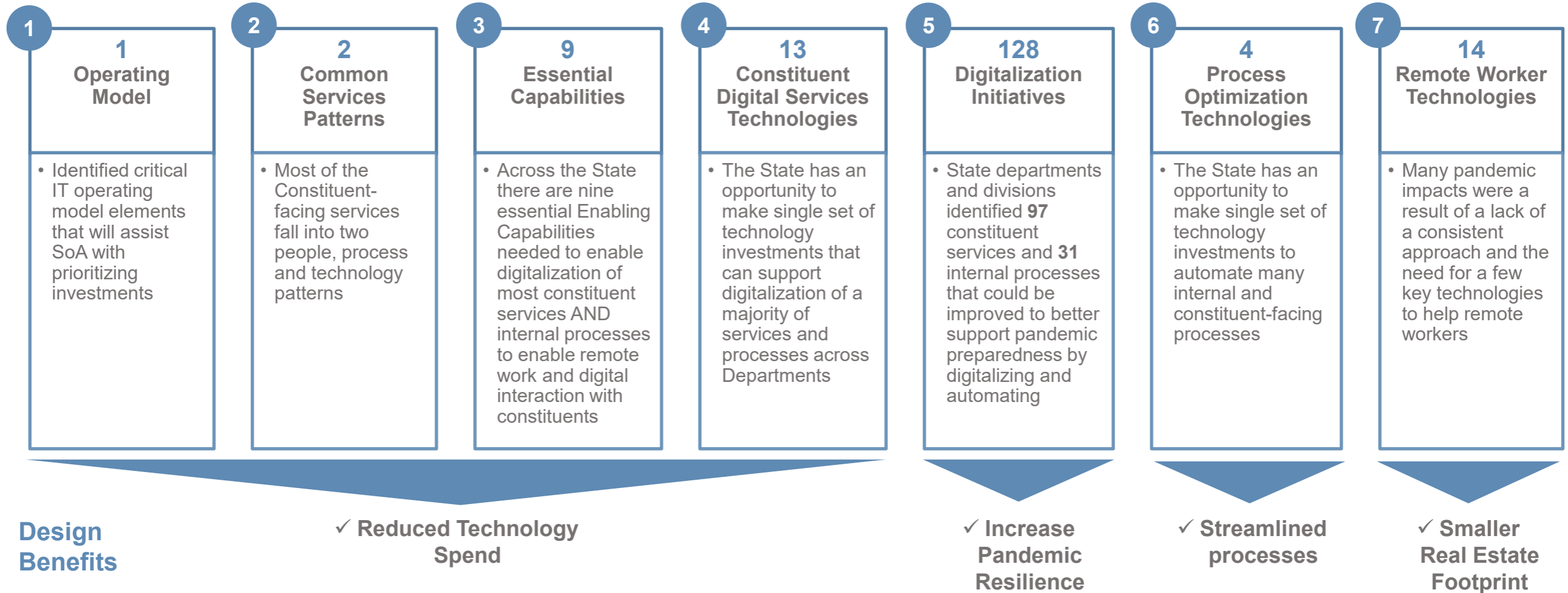
Blended Labor Model
~ \$100,000 / new digital service

SoA-Led Model
~ \$80,000 / new digital service

Summary Findings & Future State Design Overview

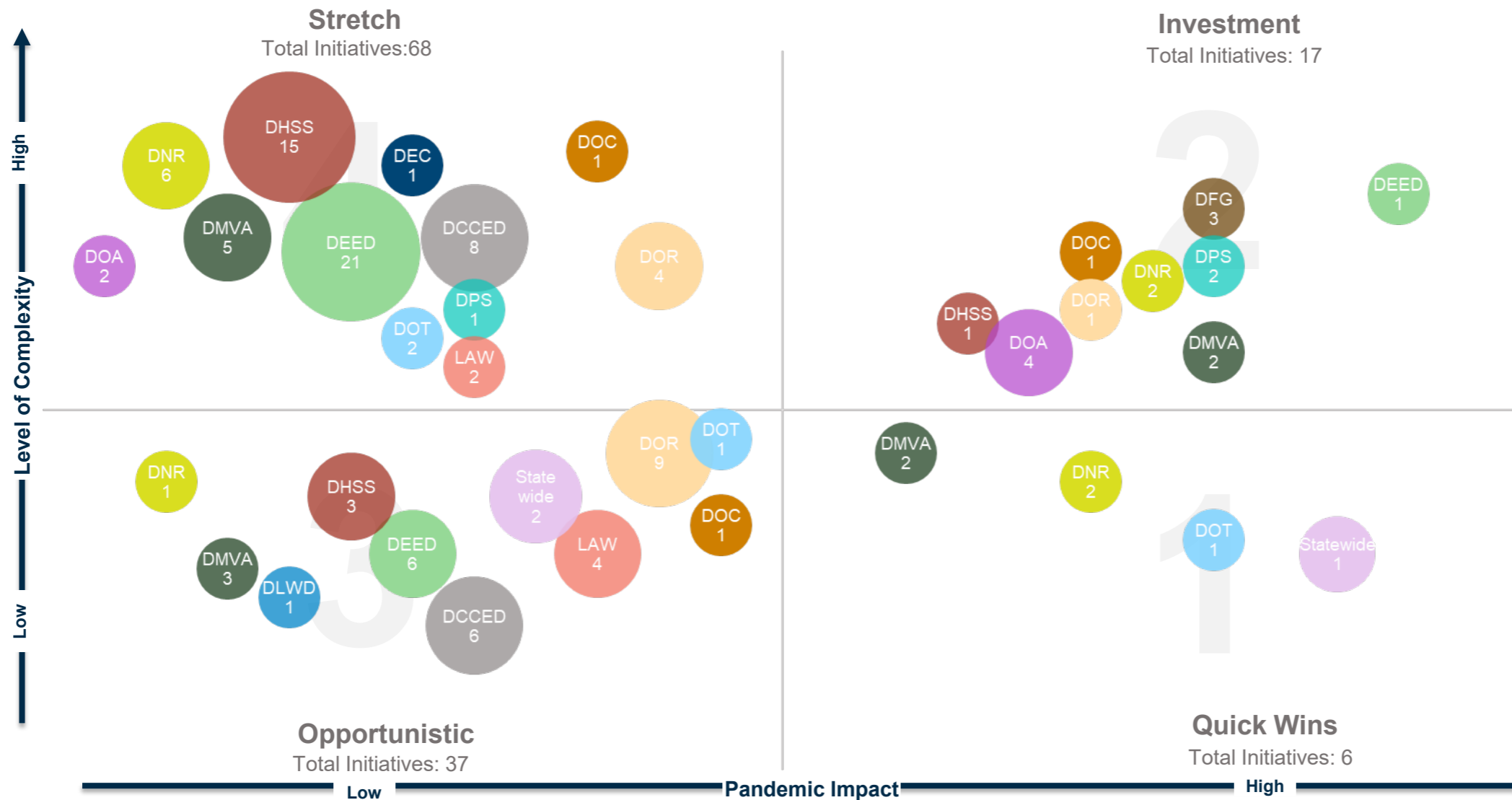
Executive Summary | Findings Overview

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.



Summary Findings | Initiatives Prioritization Overview

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.



Note: DMV included in DOA

Source: PPP Data Collection Tool



Future State Design | Future State Digital Operating Model

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

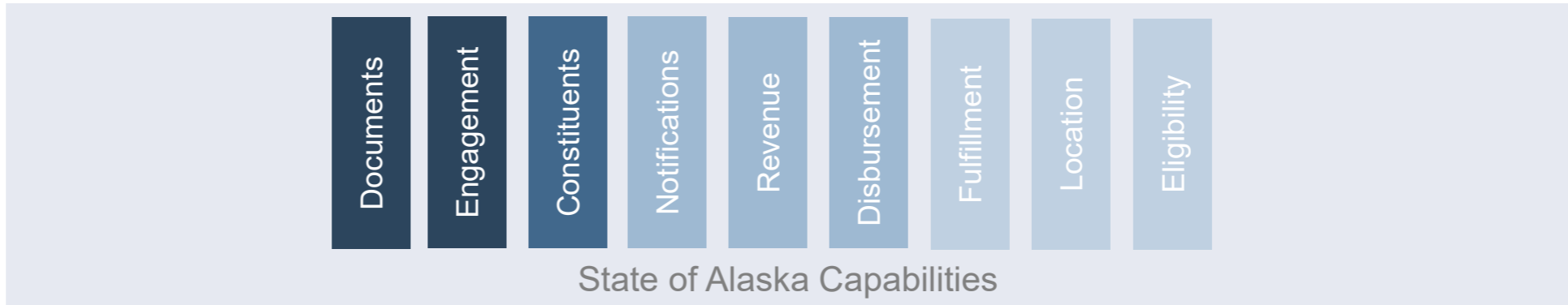


SoA Departments



SoA-Wide Enabling Capabilities

Common or shared people, process and technologies that can be reused across departments and divisions



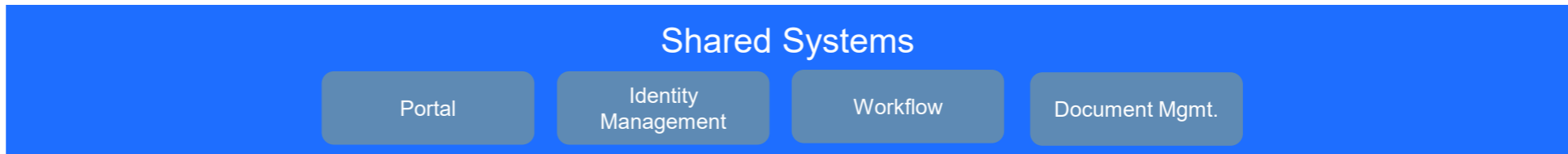
Dept & Division-Specific Systems

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



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

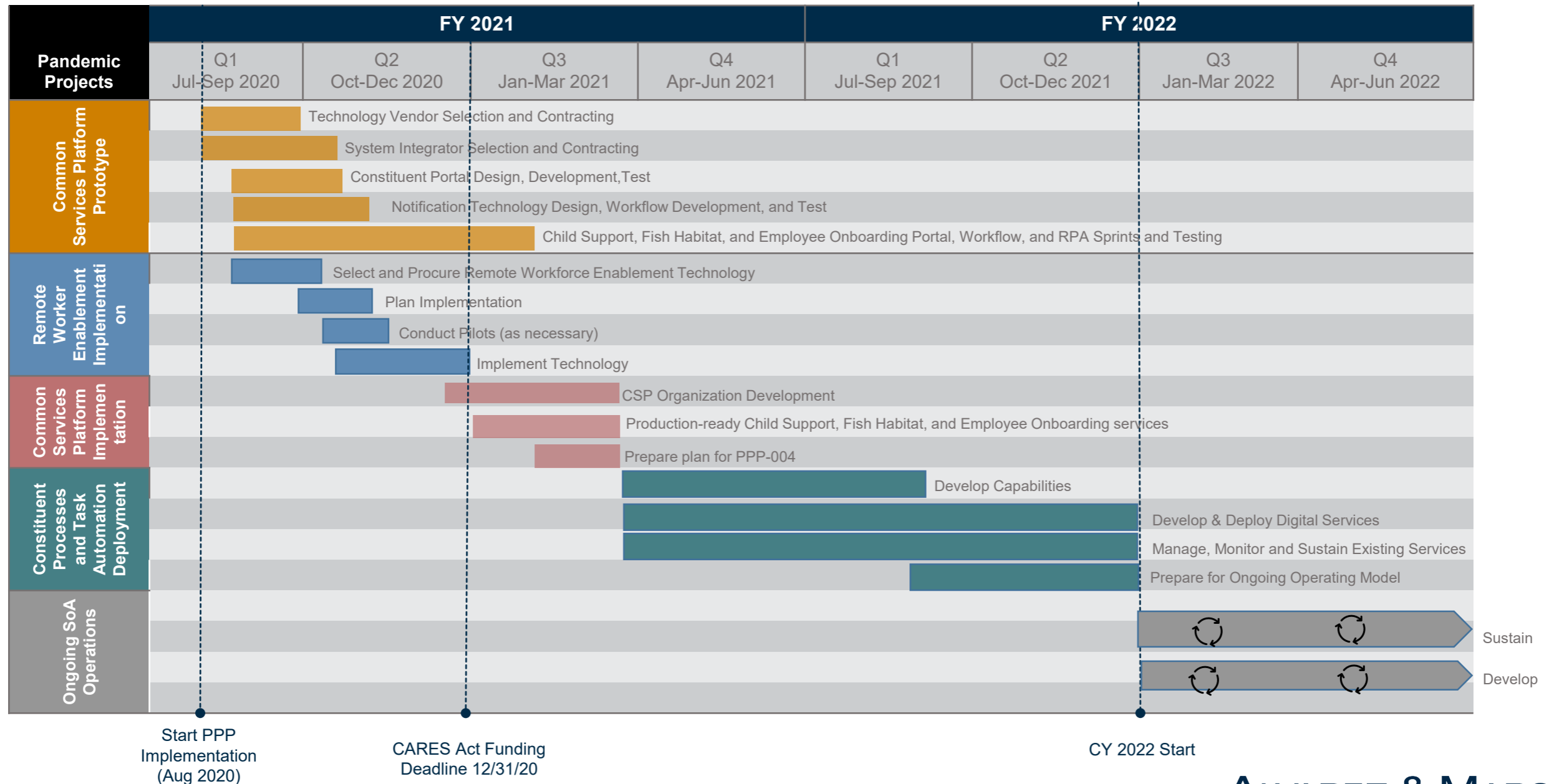
- IT capabilities organized and structured to efficiently use PPP Common Tech Platform to digitize services and processes rather than each department working on its own
- Three services put into production on platform
- Organization poised to begin developing digital services at scale

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

PPP Roadmap | High-Level Schedule



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 ⁽¹⁾
ID#	PPP-001	1. Complete procurement of technology components for the platform.	27 Weeks
Classification	Pandemic Preparedness	2. Complete System Integrator selection and contracting.	
Complexity	High	3. Complete detailed analysis and design of three services (Child Support Enforcement, Fish Habitat Permit and Employee Onboarding).	
Special Skills	ServiceNow, RPA, OCR, ESB	4. Design and develop Document, Notification, Constituent & Identity capability.	
Owner	Bill Smith	5. Design and develop Child Support Enforcement, Fish Habitat Permit and Employee Onboarding prototype services	
Status	Under Review	6. Conduct integration testing to validate to confirm integrated functioning of all components.	
		7. Conduct demo of integrated system and user testing.	

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⁽¹⁾

\$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

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.

Implementation Details

Overview		Activities	Duration ⁽¹⁾
ID#	PPP-002	Phase 1 1. Procure the technology licenses required to enable remote worker capabilities	Phase 1: 20 Weeks
Classification	Pandemic Preparedness	2. Define remote worker policies and standard operating procedures	
Complexity	High	3. Define requirements (as necessary) and plan technology implementation	
Special Skills	Identity Mgmt. & Networking	4. Design post implementation support approach	
Owner	Bill Smith	5. Deploy technology	
Status	Under Review	Phase 2 1. Implement identify management capabilities utilizing Azure Identify B2C, B2B and MFA	

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

Labor Cost to Achieve⁽¹⁾ \$1.45M-\$1.75M**

Non Labor Cost to Achieve⁽¹⁾ 0**

⁽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

Overview		Activities	Duration ⁽¹⁾
ID#	PPP-003	1. Design the common services platform organizational and operating model, including project queue management and prioritization method	12 weeks
Classification	Pandemic Preparedness	2. Establish PPCSP operating team, including hiring or reassigning resources or hiring vendors	
Complexity	High	3. Develop additional Capability functionality into the Common Services Platform	
Special Skills	Product Lifecycle Management, Agile	4. Move prototype services from PPP-001 from pilot to production environment (Child Support Enforcement, Fish Habitat Permit and Employee Onboarding)	
Owner	Bill Smith	5. Test, train business users, and implement the 3 PPP-001 prototype services	
Status	Under Review	6. Plan for PPP-004	

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

Cost to Achieve ⁽¹⁾

\$1.6M-\$2M

⁽¹⁾Cost and duration estimates are directional and may change during the project

PPP-004 | Constituent Processes & Task Automation Deployment | Project Charter

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

Overview		Activities	Duration ⁽¹⁾
ID#	PPP-004	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	Ongoing
Classification	Pandemic Preparedness	2. Engage Change Management vendor to manage change for all digital services and newly automated processes	
Complexity	High	3. Continue developing and maintaining deployed digital services and internal automated processes	
Special Skills	Product Lifecycle Management, Agile		
Owner	Bill Smith		
Status	Under Review		

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

Phase 1: Cost to Achieve ⁽¹⁾ \$34M-\$42M

⁽¹⁾Cost and duration estimates are directional and may change during the project