DEPARTMENT OF ADMINISTRATIVE SERVICES
25 Capitol Street – Room 100
Concord, New Hampshire 03301
(603) 271-3201 Office@das.nh.gov

Charles M. Arlinghaus
Commissioner

Catherine A. Keane
Deputy Commissioner

Sheri L. Rockburn
Assistant Commissioner

December 20, 2023

His Excellency, Governor Christopher T. Sununu
   and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Administrative Services to exercise a contract renewal option (Contract #8002852) with TRN Digital LLC d/b/a TRNDigital (VC#280281), Boston, MA for Microsoft/Office 365/Azure cloud solutions professional services, by extending the completion date from December 31, 2023 to December 31, 2024 with no increase to contract price limitation of up to and not to exceed $10,000,000 with one available one-year renewal option effective upon Governor and Executive Council approval. The original contract (Contract #8002852) was approved by Governor and Executive Council on March 23, 2021, item #78.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

EXPLANATION

As previously stated, the original contract (Contract #8002852) was approved by the Governor and Executive Council on March 23, 2021, item #78.

This current contract (Contract #8002852) requires vendors to respond to a Request for Quote (RFQ) and Statement of Work (SOW). The DAS, on behalf of a requesting State agency, issues the RFQ/SOW to all contractors. Each SOW details various requirements related to the services, planning and implementation of new projects. The project engagement will be based upon the lowest cost qualified quote. Project engagements under the agreements with a dollar value exceeding $10,000 shall be brought before the Governor and Executive Council for approval prior to proceeding with the engagements. The DoIT has requested that the BoPP exercise the first one-year renewal of two allowable extensions as permitted by contract terms stated in Exhibit B, Scope of Services, based on continued and anticipated increased statewide agency need for Microsoft/Office 365/Azure cloud solutions professional services. The purpose of this request is to provide statewide services to agencies requiring assistance with ongoing and future projects, including automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data,

securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT Environment.

For this requested amendment, the BoPP, in collaboration with the DoIT, issued a request for information (RFI) 2024-373 on August 3, 2023, with responses due on August 24, 2023. This RFI reached 361 vendors through the NIGP electronic sourcing platform with an additional 18 directly sourced. 16 informational responses were received. Upon review of the submissions, it was determined that while the services would remain at the same qualification level, the price of services would result in an average of $1,687 per hour, an increase of $86 per hour over the current average hourly rate of pricing at $1,601. These RFI results support the justification to extend the current contracts in place with no change to current terms or pricing as hourly rates for cloud service professionals have increased since the original contract approval.

The current, and 3 pending contract amendment extensions being requested are for:
1. TRN Digital LLC d/b/a TRNDigital of Boston, MA (Contract #8002852)
2. Peridot Solutions, LLC of McLean, VA (Contract #8002854)
3. Spruce Technology, Inc. of Clifton, NJ (Contract #8002856)
4. Presidio Networked Solutions LLC of Woburn, MA (Contract #8002858)

Contract financials	
Average hourly rate from current contract terms	$1,601
Average hourly rate from RFI respondents	$1,687
Average hourly cost avoidance achieved with extension of current contract	$86 (or 5%)

Based on the foregoing, I am respectfully recommending approval of the amendment to the contract with TRN Digital LLC d/b/a TRNDigital.

Respectfully submitted,

Charles M. Arlinghaus
Commissioner

Denis Goulet
Commissioner

November 14, 2023

Charles M. Arlinghaus, Commissioner
Department of Administrative Services
State of New Hampshire
25 Capitol Street – Room 100
Concord, NH 03301

Dear Commissioner Arlinghaus:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract amendment with Peridot Solutions, LLC, Persidio Networked Solutions, LLC, Spruce Technologies, Inc., and TRN Digital, LLC, as described below and referenced as DoIT No. 2021-041A.

The purpose of this request is to provide statewide services to agencies requiring assistance with ongoing and future projects, including automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data, securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT Environment.

The Total Price Limitation will not change and shall remain $10,000,000, effective upon Governor and Executive Council approval through December 31, 2024.

A copy of this letter must accompany the Department of Administrative Services' submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/jd
DoIT #2021-041A

cc: Rebecca Bolton, IT Manager

Bid Description	MICROSOFT/OFFICE 365/AZURE CLOUD SOLUTIONS PROFESSIONAL SERVICES
Bid #	2312-21
Agent Name	Paul Rhodes
Closing Date & Time	June 11, 2020 @ 10:00 AM

Vendor Name	Score
Spruce Technology	88
Peridot	85.5
Catapult	76
SoftChoice	69
Presidio	67.5
TRN Digital	60
WME	57
Insight	Withdrawn
Connection	29.5
Whalley	18

Non-compliant

Avanade - Incomplete Pricing
CBTS - Incomplete Pricing
Confiance - Incomplete Pricing
Ernst & Young - Incomplete Pricing
Planet Technologies - Incomplete Pricing
Smarter Consulting - Incomplete Pricing
Zones - Incomplete Pricing

Division of Procurement Support Services
Bureau of Purchase Property

RFI Summary

Gary S. Lunetta
Director
(603) 271-2201

Bid Description	REQUEST FOR INFORMATION RELATIVE TO THE PROCESS OF Microsoft/Office 365/Azure Cloud Solutions Professional Services
RFI	# 2024-373
Agent Name	Corrine Tatro

RFI Results, Current Market Pricing

POSITION	Avg Hrly Rate	AgreeYa Hourly Rate	Arctic IT Hourly Rate	CBTS Hourly Rate	Clin D Cast Hourly Rate	Cloud Navigator Hourly Rate	Conway/Xerox Hourly Rate	Digital Consultancy Group Hourly Rate	Golden Five Global Hourly Rate	Insight Global Hourly Rate	US Cloud Hourly Rate	TRN Digital Hourly Rate	Simply iCard Hourly Rate	RetroFit Hourly Rate	OTSI Hourly Rate
PROJECT MANAGER	$ 156.27	$ 145.00	$ 206.00	$ 165.00	$ 150.00	$ 150.00	$ 150.00	$ 40.00	$ 175.00	$ 130.00	$ 259.00	$ 150.00	$ 130.00	$ 215.00	$ 110.00
M365&CS BUSINESS ANALYST	$ 145.48	$ 125.00	$ 183.00	$ 165.00	$ 120.00	$ 125.00	N/A	$ 60.00	$ 80.00	$ 120.00	$ 259.00	$ 140.00	$ 125.00	$ 215.00	$ 95.00
MICROSOFT/OFFICE 365 GLOBAL ADMINISTRATOI	$ 154.29	$ 135.00	$ 229.00	$ 195.00	$ 120.00	$ 150.00	$ 200.00	$ 90.00	$ 125.00	$ 105.00	$ 299.00	$ 120.00	$ 120.00	$ 215.00	$ 85.00
COMPLIANCE ADMINISTRATOR	$ 154.23	$ 115.00	$ 183.00	$ 210.00	$ 120.00	$ 150.00	$ 200.00	$ 60.00	$ 110.00	$ 140.00	$ 299.00	$ 175.00	$ 130.00	$ 215.00	$ 80.00
EXCHANGE ADMINISTRATOR	$ 144.52	$ 135.00	$ 183.00	$ 195.00	$ 120.00	$ 150.00	$ 160.00	$ 65.00	$ 90.00	$ 110.00	$ 299.00	$ 120.00	$ 115.00	$ 215.00	$ 80.00
GROUPS ADMINISTRATOR	$ 146.10	$ 115.00	$ 183.00	$ 195.00	$ 150.00	$ 150.00	$ 160.00	$ 65.00	$ 90.00	$ 125.00	$ 299.00	$ 120.00	$ 115.00	$ 215.00	$ 75.00
SHAREPOINT ADMINISTRATOR	$ 142.84	$ 135.00	$ 183.00	$ 195.00	$ 140.00	$ 150.00	$ 160.00	$ 70.00	$ 85.00	$ 125.00	$ 299.00	$ 120.00	$ 125.00	N/A	$ 75.00
DYNAMICS 365 ADMINISTRATOR	$ 152.71	$ 135.00	$ 206.00	$ 225.00	$ 140.00	$ 150.00	$ 160.00	$ 65.00	$ 85.00	$ 135.00	$ 299.00	$ 190.00	$ 135.00	N/A	$ 85.00
TEAMS ADMINISTRATOR	$ 147.04	$ 135.00	$ 183.00	$ 195.00	$ 140.00	$ 150.00	$ 160.00	$ 65.00	$ 85.00	$ 120.00	$ 299.00	$ 120.00	$ 130.00	$ 215.00	$ 75.00
MICROSOFT TECHNICAL ARCHITECT	$ 176.92	$ 145.00	$ 251.00	$ 195.00	$ 160.00	$ 150.00	$ 200.00	$ 85.00	$ 175.00	$ 143.00	$ 299.00	$ 150.00	$ 145.00	$ 215.00	$ 140.00
MICROSOFT LEAD PLATFORM DEVELOPERS	$ 166.60	$ 135.00	$ 213.00	$ 200.00	$ 140.00	$ 150.00	$ 200.00	$ 85.00	$ 150.00	$ 136.00	$ 299.00	$ 150.00	$ 140.00	N/A	$ 110.00
Total Amount of Hourly Rates	$ 1,687.00	$ 1,455.00	$ 2,203.00	$ 2,135.00	$ 1,500.00	$ 1,625.00	$ 1,750.00	$ 750.00	$ 1,250.00	$ 1,389.00	$ 3,209.00	$ 1,555.00	$ 1,410.00	$ 1,720.00	$ 1,010.00

Current Pricing under Established Contracts

POSITION	Avg Hrly Rate	Spruce Hourly Rate	Catapult Hourly Rate	Presidio Hourly Rate	TRN Digital Hourly Rate	Windows Mgmt Expert Hourly Rate	Peridot Hourly Rate	Softchoice Hourly Rate	Low	Avg Hrly Rate	High
PROJECT MANAGER	$ 155.54	$ 128.00	$ 185.00	$ 205.00	$ 150.00	$ 145.00	$ 100.79	$ 175.00	$ 100.79	$ 155.54	$ 205.00
M365&CS BUSINESS ANALYST	$ 152.54	$ 117.00	$ 175.00	$ 275.00	$ 140.00	$ 120.00	$ 65.78	$ 175.00	$ 65.78	$ 152.54	$ 275.00
MICROSOFT/OFFICE 365 GLOBAL ADMINISTRATOI	$ 130.25	$ 106.00	$ 185.00	$ 140.00	$ 120.00	$ 120.00	$ 65.78	$ 175.00	$ 65.78	$ 130.25	$ 185.00
COMPLIANCE ADMINISTRATOR	$ 145.98	$ 160.00	$ 185.00	$ 150.00	$ 175.00	$ 110.00	$ 66.84	$ 175.00	$ 66.84	$ 145.98	$ 185.00
EXCHANGE ADMINISTRATOR	$ 126.27	$ 106.00	$ 175.00	$ 130.00	$ 120.00	$ 110.00	$ 67.90	$ 175.00	$ 67.90	$ 126.27	$ 175.00
GROUPS ADMINISTRATOR	$ 128.85	$ 128.00	$ 175.00	$ 150.00	$ 120.00	$ 85.00	$ 68.96	$ 175.00	$ 68.96	$ 128.85	$ 175.00
SHAREPOINT ADMINISTRATOR	$ 134.74	$ 128.00	$ 175.00	$ 140.00	$ 120.00	$ 115.00	$ 90.18	$ 175.00	$ 90.18	$ 134.74	$ 175.00
DYNAMICS 365 ADMINISTRATOR	$ 150.74	$ 135.00	$ 175.00	$ 155.00	$ 190.00	$ 135.00	$ 90.18	$ 175.00	$ 90.18	$ 150.74	$ 190.00
TEAMS ADMINISTRATOR	$ 141.57	$ 117.00	$ 235.00	$ 150.00	$ 120.00	$ 125.00	$ 68.96	$ 175.00	$ 68.96	$ 141.57	$ 235.00
MICROSOFT TECHNICAL ARCHITECT	$ 167.71	$ 140.00	$ 210.00	$ 250.00	$ 150.00	$ 145.00	$ 103.97	$ 175.00	$ 103.97	$ 167.71	$ 250.00
MICROSOFT LEAD PLATFORM DEVELOPERS	$ 167.00	$ 135.00	$ 210.00	$ 250.00	$ 150.00	$ 145.00	$ 103.97	$ 175.00	$ 103.97	$ 167.00	$ 250.00
Total Amount of Hourly Rates	$ 1,601.19	$ 1,400.00	$ 2,085.00	$ 1,995.00	$ 1,555.00	$ 1,355.00	$ 893.31	$ 1,925.00		$ 1,601.19	
Average cost avoidance compared to existing contract	$86										
% impact	5%										

Recommendation Summary	
Statewide Contract or Amendment	Contract
Term of Contract	2
Price Limitation	Variable
Number of Responses Received	16
Number of Sourced bidders	7
Number of NIGP Vendors Sourced	361
Number of non-responsive bidders	352
Expiring Contract Price Limitation	Variable

Special Notes:	Upon review of the submissions, it was determined that while the services would remain at the same qualification level, the price of services would result in an average of $1,687 per hour, an increase of $86 per hour over the current average hourly rate of pricing at $1,601.

New Wave Telecom		MDS							
Hourly Rate		Hourly Rate		Low		Avg Hrly Rate		High	
$	125.39	$	200.00	$	40.00	$	156.27	$	259.00
$	120.17	$	250.00	$	60.00	$	145.48	$	259.00
$	130.62	$	150.00	$	85.00	$	154.29	$	299.00
$	130.62	$	150.00	$	60.00	$	154.23	$	299.00
$	125.39	$	150.00	$	65.00	$	144.52	$	299.00
$	130.62	$	150.00	$	65.00	$	146.10	$	299.00
$	130.62	$	150.00	$	70.00	$	142.84	$	299.00
$	130.62	$	150.00	$	65.00	$	152.71	$	299.00
$	130.62	$	150.00	$	65.00	$	147.04	$	299.00
$	177.64	$	200.00	$	85.00	$	176.92	$	299.00
$	141.07	$	250.00	$	85.00	$	166.60	$	299.00
$	1,473.38	$	1,950.00			$	1,687.00		

FIRST AMENDMENT TO THE CONTRACT
BETWEEN TRN DIGITAL LLC DBA TRNDIGITAL AND
THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF ADMINISTRATIVE SERVICES,
FOR MICROSOFT/OFFICE 365/AZURE CLOUD SOLUTIONS PROFESSIONAL SERVICES
CONTRACT # 8002852

This First Amendment (hereinafter referred to as the "Amendment"), dated this <u>26</u> day of October, 2023, is by and between the State of New Hampshire, Department of Administrative Services (hereinafter referred to as "the State") and TRN DIGITAL LLC DBA TRNDIGITAL (hereinafter referred to as "the Contractor") for Microsoft/Office 365/Azure Cloud Solutions Professional Services.

WHEREAS, pursuant to an agreement effective April 7, 2021 set to expire December 31, 2023, (hereinafter referred to as "the Agreement"), the Contractor agreed to perform certain Microsoft/Office 365/Azure Cloud Solutions Professional services for the State in consideration of payment by the State of certain sums as specified therein; and

WHEREAS, pursuant to Section 17 of the Agreement, the Agreement may be amended by an instrument in writing executed by both parties;

NOW, THEREFORE, for and in consideration of the mutual promises set forth in this Amendment and the underlying Agreement, the parties do mutually agree as follows:

1. Delete in its entirety Form Number P-37, item 1.7 Completion Date and substitute the following:

    1.7 December 31, 2024

2. All other provisions of the Agreement, approved by the Governor and Executive Council on March 23, 2021, item#78, shall remain in full force and effect.

Contractor Initials: _____
Date: 10/26/2023

TRN DIGITAL LLC DBA TRNDIGITAL

By: _____

Shailendra Singh
(Print Name)

Title: Partner

Date: 10/26/2023

STATE OF NEW HAMPSHIRE

By: _____

Charles M. Arlinghaus
(Print Name)

Title: Commissioner
Department of Administrative Services

Date: 11-22-23

OFFICE OF THE ATTORNEY GENERAL

By: _Duncan A. Edgar_

Duncan A. Edgar
(Print Name)

Title: Attorney

Date: December 1, 2023

The foregoing contract was approved by the Governor and Council of New Hampshire on

_____

Signed: _____

_____
(Print Name)
Title: _____

Contractor Initials: _____
Date: 10/26/2023

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that TRN DIGITAL LLC is a New Jersey Limited Liability Company registered to transact business in New Hampshire on July 10, 2017. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **774342**

Certificate Number: **0006246499**

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 12th day of June A.D. 2023.

David M. Scanlan
Secretary of State

CORPORATE RESOLUTION
OF
TRN DIGITAL LLC

We, the undersigned, being all the Directors of TRN DIGITAL LLC, organized and existing under the laws of New Jersey and having its principal place of business at 200 Portland Street, Floor 5, Boston, MA 02114 (the "Corporation"), hereby certify that the following is a true and correct copy of a resolution duly adopted at a meeting of the Directors of the Corporation duly held and convened on October 25, 2023, at which a quorum of the Board of Directors was present and voting throughout, and that such resolution has not been modified, rescinded or revoked, and is at present in full force and effect:

Therefore, it is resolved:

The Board of Directors of said Corporation does hereby appoint Shailendra Singh to engage in any and all business with the State of New Hampshire on behalf of said Corporation. This appointment will be for five years or until a change by a vote of the board of directors.

CERTIFICATE OF SECRETARY

The Secretary of the Corporation hereby certifies the he/she is the duly elected and qualified Secretary of TRN DIGITAL LLC and certifies that the above is a true and correct record of the resolution that was duly adopted by the of the Corporation on October 25, 2023.

Dimitri Ayrapetov
Dimitri Ayrapetov
Secretary

ACORD® CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 11/20/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATIONIS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:		
BUSINESS INS & BENEFITS SVCS OF MA 08080667 ONE BROADWAY 14TH FLOOR CAMBRIDGE MA 02142	PHONE (A/C, No, Ext): (978) 400-7014		FAX (A/C, No):
	E-MAIL ADDRESS:		
	INSURER(S) AFFORDING COVERAGE		NAIC#
	INSURER A : Twin City Fire Insurance Company		29459
INSURED TRN DIGITAL LLC 200 PORTLAND ST BOSTON MA 02114-1722	INSURER B :		
	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED.NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR [X] General Liability GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [ ] PRO-JECT [ ] [X] LOC OTHER:			08 SBA AD1731	04/26/2023	04/26/2024	EACH OCCURRENCE	$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$1,000,000
							GENERAL AGGREGATE	$2,000,000
							PRODUCTS - COMP/OP AGG	$2,000,000
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS [ ] SCHEDULED AUTOS [ ] [X] HIRED AUTOS [X] NON-OWNED AUTOS			08 SBA AD1731	04/26/2023	04/26/2024	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 10,000			08 SBA AD1731	04/26/2023	04/26/2024	EACH OCCURRENCE	$5,000,000
							AGGREGATE	$5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A					PER STATUTE / OTHER	
							E.L. EACH ACCIDENT	
							E.L. DISEASE -EA EMPLOYEE	
							E.L. DISEASE - POLICY LIMIT	
A	FAILSAFE TECHNOLOGY E OR O			08 SBA AD1731	04/26/2023	04/26/2024	Each Glitch	$5,000,000
							Aggregate	$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Those usual to the Insured's Operations.

CERTIFICATE HOLDER	CANCELLATION
State of NH Department of Health and Human Services 129 PLEASANT ST CONCORD NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE *Susan L. Castaneda*

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

State of New Hampshire
DEPARTMENT OF ADMINISTRATIVE SERVICES
25 Capitol Street – Room 120
Concord, New Hampshire 03301
Office@das.nh.gov

Charles M. Arlinghaus
Commissioner
(603) 271-3201

Joseph B. Bouchard
Assistant Commissioner
(603) 271-3204

Catherine A. Keane
Deputy Commissioner
(603) 271-2059

March 23, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Administrative Services to enter into a contract with TRN Digital LLC of Boston, MA. (Vendor No. 280281), for an aggregate price·limitation of $10,000,000.00 among all awarded vendors, for Microsoft/Office 365/Azure Cloud Solutions Professional Services. The term shall be effective upon Governor and Council approval and ending on December 31, 2023 with the option to extend for two (2) additional one-year extension·terms.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

EXPLANATION

The Department of Administrative Services, through the Bureau of Purchase and Property, and in collaboration with the Department of Information Technology, issued a request for proposal on April 24, 2020 with responses due on June 11, 2020. There were 10 compliant responses received.

It is the Department's intent to enter into contracts with the seven (7) highest scoring vendors where through a Request for Quote (RFQ) and Statement of Work (SOW) process the Department of Administrative Services, on behalf of a requesting State agency, will issue RFQ/SOW to all contractors. Each SOW will detail various requirements related to the services, planning and implementation of new projects. The project engagement will be based upon the lowest cost qualified quote. Project engagements under the agreements with a dollar value exceeding $10,000 shall be brought before the Executive Council for approval prior·to proceeding with the engagements.

Microsoft tools, products and other cloud services have been deployed and extended to all Executive branch agencies within NH in FY2020. These deployments have enabled agencies to expand collaboration within and outside their agencies and will provide the ability to enhance business processes in ways previously not possible to support NH citizens. These capabilities have been especially beneficial given the need over the past year to increase collaboration throughout State government, while reducing the stress and agency reliance on the State's core infrastructure.

State agencies have already experienced increased productivity using technology that supports remote meetings, instant chat and messaging, project management tools and activity alert, document (storage, management, and collaboration), the ability to capture meeting videos, and many other functions. In addition, efforts are moving forward to deploy integrated email functions and other capabilities that will allow State agencies to provide citizen centric services and functions in new and creative ways.

The Microsoft 365 and other cloud platforms enable the State to react more quickly during times of crisis and provide base platforms that can be used as the State expands its future Digital Government Services that will drive process and product usage efficiencies, which will ultimately lead to improved citizen services and interoperability with NH Businesses and trusted partners. Through the proposed contracts, the State anticipates improvements in the following areas: automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data, securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT environment.

Enabling these capabilities will often require the use of expert resources that can assist the State to efficiently design, govern, maintain and provide ongoing management of these platforms in a secure, responsible and effective manner. Contracting mechanisms that shorten the "time to value" are needed to procure resources to work with State agencies and IT staff to supplement existing constrained resources that are needed to provide the skills necessary for the State to excel in its Digital Government Initiatives. Based on the foregoing, I am respectfully recommending approval of the contract with TRN Digital LLC.

Respectfully submitted,

Charles M. Arlinghaus
Commissioner

Bid Description	MICROSOFT/OFFICE 365/AZURE CLOUD SOLUTIONS PROFESSIONAL SERVICES
Bid #	2312-21
Agent Name	Paul Rhodes
Closing Date & Time	June 11, 2020 @ 10:00 AM

Vendor Name	Score
Spruce Technology	88
Peridot	85.5
Catapult	76
SoftChoice	69
Presidio	67.5
TRN Digital	60
WME	57
Insight	Withdrawn
Connection	29.5
Whalley	18

Non-compliant
Avanade - Incomplete Pricing
CBTS - Incomplete Pricing
Confiance - Incomplete Pricing
Ernst & Young - Incomplete Pricing
Planet Technologies - Incomplete Pricing
Smarter Consulting - Incomplete Pricing
Zones - Incomplete Pricing

Denis Goulet
Commissioner

March 15, 2021

Charles M. Arlinghaus, Commissioner
Department of Administrative Services
State of New Hampshire
25 Capitol Street
Concord, NH 03301

Dear Commissioner Arlinghaus,

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into seven (7) contracts as described below and referenced as DoIT No. 2021-041.

The seven (7) contracts being requested are for:
1. Peridot Solutions, LLC of McLean, VA
2. Catapult Systems, LLC of Austin, TX
3. Spruce Technology, Inc. of Clifton, NJ
4. Softchoice Corporation of Chicago, IL
5. Presidio Networked Solutions LLC of Woburn, MA
6. Windows Management Experts Inc of Bensalem, PA
7. TRN Digital LLC d/b/a TrnDigital of Boston, MA

This is a request to enter into a statewide contract with seven (7) vendors to allow agencies to release RFQ's/SOW's for Microsoft/Office 365/ Azure Cloud Solutions Professional Services. These contracts will provide a mechanism for agencies requiring assistance with ongoing and future projects, including automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data, securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT Environment.

The total amount of the seven (7) contracts is not to exceed $10,000,000, and shall become effective upon Governor and Executive Council approval through December 31, 2023.

"Innovative Technologies Today for New Hampshire's Tomorrow"

Denis Goulet
Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF INFORMATION TECHNOLOGY
27 Hazen Dr., Concord, NH 03301
Fax: 603-271-1516 TDD Access: 1-800-735-2964
www.nh.gov/doit

A copy of this letter should accompany the Department of Administrative Services' submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/kaf/ik
DoIT #2021-041

cc: Paul Rhodes, DAS

> **Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT
The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name. Department of Administrative Services	1.2 State Agency Address 25 Capitol Street Concord, NH 03301
1.3 Contractor Name TRN Digital LLC d/b/a TrnDigital	1.4 Contractor Address 200 Portland St., 5th Floor, Boston, MA 02114

1.5 Contractor Phone Number 860-460-6559	1.6 Account Number Various	1.7 Completion Date December 31, 2023	1.8 Price Limitation $10,000,000.00

1.9 Contracting Officer for State Agency Paul A. Rhodes	1.10 State Agency Telephone Number. 603-271-3350
1.11 Contractor Signature Date: 10|8|20	1.11 Name and Title of Contractor Signatory Shailendra Singh, Principal
1.13 State Agency Signature Date: 11|12|20	1.14 Name and Title of State Agency Signatory Charles M. Arlinghaus
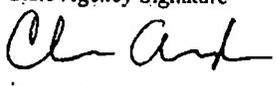
1.15 Approval by the N.H. Department of Administration, Division of Personnel *(if applicable)* By: Director: On:
1.16 Approval by the Attorney General (Form, Substance and Execution) *(if applicable)* By: On: 11/17/20
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number: G&C Meeting Date:
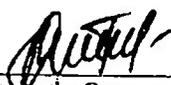
Contractor Initials

Date 10\|8\|20

2. SERVICES TO BE PERFORMED.
The State of New Hampshire, acting through the agency, identified in block 1.1 ("State"), engages contractor identified, in block 1.3 ("Contractor") to perform. and the Contractor shall perform. the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B, which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.
3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.17, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").
3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.
Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds affected by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.
5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.
5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof. and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.
5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.
5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.
6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county, or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.
6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.
6.3 The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.
7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.
7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.
7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

Contractor Initials _____
Date _____

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

8.3 No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT B. In addition, at the State's discretion, the Contractor shall, within 15 days of notice of early termination, develop and submit to the State a Transition Plan for services under the Agreement.

10. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

10.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. INDEMNIFICATION. Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under

Contractor Initials _____

Date _____

this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.
14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than $1,000,000 per occurrence and $2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

15. WORKERS' COMPENSATION.
15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("Workers' Compensation").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

17. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

18. CHOICE OF LAW AND FORUM. This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

19. CONFLICTING TERMS. In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

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Date 10 8 20

EXHIBIT A

SPECIAL PROVISIONS

1. Delete Section 13. INDEMNIFICATION in its entirety and substitute with the following:

The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the Contractor, or subcontractors; including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph.

The Contractor shall require any subcontractor, delegates, or transferees to agree in writing to defend, indemnify and hold harmless the State, its officers and employees from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the subcontractor, delegate, or transferee. Further, notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this Agreement.

Contractor Initials _____

Date _____

1. INTRODUCTION

This Master Agreement is entered into by and between TRN Digital LLC (hereinafter referred to as the "Contractor") and the State of New Hampshire (hereinafter referred to as the "State"). The Contractor hereby agrees to provide the State and its agencies with Microsoft/Office 365/Azure Cloud Solutions Professional Services in accordance to this Agreement and the terms of Request for Quotes (RFQ)/Statements of Work (SOW) to this Agreement.

2. CONTRACT DOCUMENTS

This Contract consists of the following documents ("Contract Documents"):

- a. State of New Hampshire Terms and Conditions: General Provisions Form P-37
- b. EXHIBIT A   Special Provisions
- c. EXHIBIT B   Scope of Services
- d. EXHIBIT C   Method of Payment
- e. EXHIBIT D   RFP 2312-21
- f. EXHIBIT E   RFQ/SOW Worksheet

In the event of any conflict among the terms or provisions of the documents listed above, the following order of priority shall indicate which documents control: (1) Form Number P-37, as modified in Exhibit A, Special Provisions, (2) EXHIBIT B "Scope of Services," (3) EXHIBIT C "Method of Payment," (4) RFQ/SOW Worksheet, and (5) EXHIBIT D "RFP 2312-21."

3. TERM OF CONTRACT

The term of this Contract shall commence upon the approval by the Governor and Executive Council and shall continue thereafter for a period of approximately three (3) years, unless extended for additional terms.

The Contract may be extended for two (2) additional one-year extension terms thereafter upon the same terms, conditions and pricing structure the approval of the Governor and Executive Council.

The maximum term of the Contract (including all extensions) cannot exceed five (5) years.

4. SCOPE OF WORK

All SOWs that are negotiated between the Parties shall be in writing and executed by both Parties and shall be attached hereto as supplemental Exhibits, and shall be incorporated into, and governed by, this Agreement. A standard template to request a quote is attached (Exhibit E). Contractor must be capable of providing information technology professional services on Microsoft Cloud Solutions that include, but are limited to: managed services for modern Microsoft/Office 365/Azure Cloud Solutions (M365&CS) administration, operational oversight, systems maintenance, and short-term or ongoing development or integration projects.

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I. Ordering Procedures:

The Department of Administrative Services, on behalf of a requesting state agency, will issue RFQ/SOW to several vendors, including the Contractor. Each SOW will detail various requirements related to the services, planning and implementation of new projects. RFQ/SOW may require the Contractor to have:

a) Mandatory Microsoft certifications to be awarded the work

b) Agreement and signature on project specific Business Associate Agreements or other documents as required by the State to address statutory, regulatory, or industry compliance

If the Contractor chooses to bid on the RFQ/SOW, the Contractor shall prepare a written proposal in accordance with the terms of the RFQ and transmit to the DAS. An RFQ/SOW shall not constitute a binding order until a Purchase Order and RFQ/SOW.

The Contractor shall not proceed to commence the work under SOW/RFQ unless the Contractor is awarded the SOW.

II. Technical Requirements

Future Projects solicited through the State's RFQ process will be conducted in cooperation with the New Hampshire Department of Information Technology (DoIT) and utilizing State agency. DoIT coordinates, reviews, and approves statewide Information Technology activities to ensure consistency and alignment with State strategic efforts.

A. Contractor Company and Staff Qualifications (Experience)

Contractor shall have a minimum of five (5) years of Microsoft-certified experience in provisioning modern M365&CS information technology and/or management services to government customers. Contractor staff and subcontractors must be located in the United States. During the term of this Agreement, Contractor must have and maintain administrative and technical staff of sufficient size and knowledge base to support the State in its initiatives.

B. Current Use of Contractor Solutions

When responding to a Request for Quote (RFQ/SOW), the Contractor's proposed solution must explicitly state what M365&CS licenses and any third-party applications are required.

Each RFQ/SOW may include specific requirements about the Contractor's experience in implementing a similar solution. Experience shall include requirements that include but are not limited to, how many solutions of a similar nature are implemented and operational, the size and complexity of the project, and any experience with statutory, regulatory, or industry standards. The specific Bidder-proposed functionality must be described.

Each SOW will identify award criteria. (The agency will select award criteria and point allocations.)

Data must not be removed or copied from the State's data environments or the Microsoft cloud environments without written, authorized permission of the State.

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C. Contractor Team

The Contractor Team must include individuals with substantial experience in:
- Each of the disciplines relating to his or her stated project role.
- Implementing Microsoft/Office 365/Azure Cloud Solutions.
- The discipline of effective Project Management.
  - Effective use of software change management best practice.
  - The discipline of effective risk and issue management.
  - Effective use of defect tracking tools that allow for reporting on test results.
- The discipline of effective M365&CS System Administration in a state government environment in the Microsoft Government Cloud Computing (GCC) environment:
  - Operational support of government entities comparable in size and complexity.
  - Compliance with the statutory and regulatory publications that is appropriate with the statement of work.
- The discipline of proper configuration for M365&CS.
  - Successful M365&CS roll-out.
  - M365&CS configurations that satisfy the unique needs of the State Agencies in New Hampshire.
  - The discipline of information architecture as related to the modern SharePoint Online experience, PowerShell, and Site Designs and Site Scripts.
  - The discipline of supporting business process with business automation with Power Apps, and Power Automate.
  - The discipline of supporting business process with business automation with Dynamics 365
- The discipline of software development, quality assurance, and user acceptance testing activities with M365&CS third-party integrations.

D. Contractor Team Qualifications

1. MICROSOFT ROADMAP
The Contractor must maintain a working understanding of the M365&CS roadmap. The Contractor shall use this knowledge to make informed, best practice recommendations to the State regarding M365&CS and SharePoint Online.

2. Program Support Roles

A. PROJECT MANAGER
The Contractor must have, maintain for the duration of this Agreement and engage Project Manager in any RFQ/SOW in this Agreement with the following minimum qualifications:
- Project Manager shall have at least 5+ years of Program/Project Management experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the deployment of enterprise IT programs/projects.

B. M365&CS BUSINESS ANALYST
The Contractor must have, maintain for the duration of this Agreement and engage M365&CS Business Analyst in any RFQ/SOW in this Agreement with the following minimum qualifications:

Contractor Initials _____
Date _____

- M365&CS Business Analyst shall have at least 3+ years of experience with the Public Sector or Federal Government, and a proven track record with supporting the development of M365&CS solutions across enterprise IT programs/projects
- M365&CS Business Analyst shall have experience with developing user stories, use cases, business/IT requirements, process maps, standard operating procedures, and User Acceptance Testing documents
- M365&CS Business Analyst shall have experience with supporting the development of M365&CS within an Agile or DevOps environment.

3. Administration Roles | Operations

OPERATIONS are defined as the day-to-day maintenance and operational support. Any development in support of operations will be addressed in section 4 Operational Support Roles | Development below.

A. MICROSOFT/OFFICE 365 GLOBAL ADMINISTRATOR
The Contractor must have, maintain for the duration of this Agreement and engage Microsoft/Office 365 Global Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:
- Microsoft/Office 365 Global Administrator shall hold Microsoft Certifications that will be detailed in each individual RFQ/SOW
- Microsoft/Office 365 Global Administrator shall have at least 5+ years of Office 365 Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the management and administration of Office 365 tools

B. COMPLIANCE ADMINISTRATOR and SECURITY & COMPLIANCE
The Contractor must have, maintain for the duration of this Agreement and engage Compliance Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:
- Compliance Administrator shall hold Microsoft certifications that will be detailed in each individual RFQ/SOW
- Compliance Administrator shall have at least 5+ years of Office 365 and Compliance administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the management and administration of Exchange Online
- Compliance Administrator's experience shall be associated with direct compliance administration and data classification and sensitivity work in Office 365, Teams, OneDrive, and SharePoint Online
- Compliance Administrator shall be responsible for deliverables or techniques related to providing monitoring reports, project status updates, staff management (if applicable)

Category	Role	Description
Security & Compliance	Azure information protection admin	Manages labels for the Azure Information Protection policy, manages protection templates, and activates protection.

Contractor Initials ___

Date ___

Compliance admin	Manages regulatory requirements and eDiscovery cases, maintains data governance for locations, identities, and apps.
Customer Lockbox access approver	Manages Customer Lockbox requests, can turn Customer Lockbox on or off.
Security admin	Controls organization's security, manages security policies, reviews security analytics and reports, monitors the threat landscape.
Security operator	Investigates and responds to security alerts, manages features in Identity Protection center, monitors service health.

C. EXCHANGE ADMINISTRATOR

The Contractor must have, maintain for the duration of this Agreement and engage Exchange Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Exchange Administrator shall hold Microsoft certifications that will be detailed in each individual RFQ/SOW
- Exchange Administrator shall have at least 5+ years of Office 365 and Exchange Administration experience with the Public Sector or Federal Government and a proven track record of successfully overseeing the management and administration of Exchange Online
- Exchange Administrator shall be responsible for deliverables or techniques to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients

D. GROUPS ADMINISTRATOR

The Contractor must have, maintain for the duration of this Agreement and engage Groups Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Groups Administrator shall hold Microsoft certifications that will be detailed in each individual RFQ/SOW
- Groups Administrator shall have at least 5+ years of Office 365 and SharePoint Online Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the management and administration of Office 365 Groups
- Groups Administrator shall be responsible for deliverables or techniques to leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients

E. SHAREPOINT ADMINISTRATOR

The Contractor must have, maintain for the duration of this Agreement and engage SharePoint Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- SharePoint Administrator shall hold Microsoft certifications that will be detailed in each individual RFQ/SOW

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- SharePoint Administrator shall have at least 5+ years of Office 365 and SharePoint Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the management and administration of SharePoint Online tools
- SharePoint Administrator's experience shall be associated with direct administration of SharePoint Online
- SharePoint Administrator shall be responsible for deliverables or techniques to leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients

F. DYNAMICS 365 ADMINISTRATORS

The Contractor must have, maintain for the duration of this Agreement and engage Dynamics 365 Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Dynamics 365 Administrator shall hold Microsoft certifications that will be detailed in each individual RFQ/SOW
- Dynamics 365 Administrator shall have at least 5+ years of Dynamics 365 Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the management and administration of Dynamics 365 tools.
- Dynamics 365 Administrator shall be responsible for deliverables or techniques to leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients

G. TEAMS ADMINISTRATORS

The Contractor must have, maintain for the duration of this Agreement and engage Teams Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications. The State does not expect a 1:1 staffing ratio:

- Teams Administrator shall hold Microsoft certifications that will be detailed in each individual RFQ/SOW
- Administrator shall have at least 5+ years of Office 365 and Teams Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the management and administration of Teams
- Teams Administrator shall be responsible for deliverables or techniques to leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

Category	Role	Description
Collaboration	Teams communication admin	Assigns telephone numbers, creates and manages voice and meeting policies, and reads call analytics.
	Teams communication support engineer	Reads call record details for all call participants to troubleshoot communication issues.

Contractor Initials _____

Date _____

|		
Teams communication support specialist	Reads user call details only for a specific user to troubleshoot communication issues.	
Teams service admin	Full access to Teams & Skype admin center, manages Office 365 groups and service requests, and monitors service health.	

H. ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | DEVICES

Excluding the roles called out above, Contractor shall staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools. The State does not expect a 1:1 staffing ratio.

Category	Role	Description
Devices	Cloud device admin	Enables, disables, and deletes devices and can read Windows 10 BitLocker keys.
	Desktop analytics admin	Can access and manage Desktop management tools and services.
	Intune admin	Full access to Intune, manages users and devices to associate policies, creates and manages groups.

I. ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | COLLABORATION

Excluding the roles called out above, Contractor shall staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools. The State does not expect a 1:1 staffing ratio.

Category	Role	Description
	Kaizala admin	Full access to all Kaizala management features and data, manages service requests.
	Office apps admin	Manages settings, policies, and deployment of Office apps.
	Power BI admin	Full access to Power BI management tasks, manages service requests, and monitors service health.
	Power Platform admin	Full access to Microsoft Dynamics 365, PowerApps, data loss prevention policies, and Power Automate.
	Search admin	Full access to Microsoft Search, assigns the Search admin and Search editor roles, manages editorial content, monitors service health, and creates service requests.
	Search editor	Can only create, edit, and delete content for Microsoft Search, like bookmarks, Q&A, and locations.

J. ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | READ-ONLY

Excluding the roles called out above, Contractor shall staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools. The State does not expect a 1:1 staffing ratio.

Contractor Initials _____

Date _____
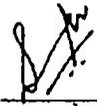
Category	Role	Description
Read-Only	Global reader	Can view all administrative features and settings in all admin centers.
	Message Center privacy reader	Access to data privacy messages in Message Center, gets email notifications, has read-only access to users, groups, domains, and subscriptions.
	Message Center reader	Reads and shares regular messages in Message Center, gets email notifications, has read-only access to users, groups, domains, and subscriptions.
	Reports reader	Reads usage reporting data from the reports dashboard, Power BI adoption content pack, sign-in reports, and Microsoft Graph reporting API.
	Security reader	Read-only access to security features, sign-in reports, and audit logs.

K. ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | OTHER
Excluding the roles called out above, Contractor shall staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools. The State does not expect a 1:1 staffing ratio.

Category	Role	Description
Other	Billing admin	Makes purchases, manages subscriptions, manages service requests, and monitors service health.
	Service support admin	Creates service requests for Azure, Microsoft 365, and Office 365 services, and monitors service health.

4. Operational Support Roles | Development

DEVELOPMENT is defined as the advanced technical efforts that support the day-to-day maintenance and operations of the State's M365&CS environment. These development efforts include, but are not limited to:
- SharePoint Online
- PowerShell
- Site Designs and Site Scripts
- Scripts
- Power Apps
- Power Automate
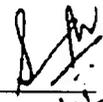- Third-party Integrations
- Dynamics 365

A. MICROSOFT TECHNICAL ARCHITECT(S)
The Contractor must have, maintain for the duration of this Agreement and engage Microsoft Technical Architect in any RFQ/SOW in this Agreement with the following minimum qualifications:
- Microsoft Technical Architect shall have at least 5+ years of experience with the Public Sector or Federal Government, and a proven track record of designing successful Microsoft/Office 365/Dynamics 365/Azure Cloud architecture solutions across enterprise IT programs/projects

Contractor Initials _____

Date _____ 10/8/20

- Microsoft Technical Architect shall have experience with developing/designing Microsoft/Office 365, SharePoint Online, Dynamics 365, and/or Azure architecture solutions
- Microsoft Technical Architect's shall have experience with deploying Microsoft/Office 365 solutions within an Agile or DevOps environment.

B. SHAREPOINT ONLINE INFORMATION ARCHITECT

The Contractor must have, maintain for the duration of this Agreement and engage SharePoint Online Information Architect in any RFQ/SOW in this Agreement with the following minimum qualifications:

Note: The State is interested in the modern experience offered by SharePoint Online that leverages modern Office Group technology. The State is not interested in classic approaches to operating SharePoint Online.

- SharePoint Online Information Architect shall have at least 5+ years of experience with the Public Sector or Federal Government; and a proven track record with developing/managing Microsoft SharePoint Online solutions across enterprise IT programs/projects
- SharePoint Online Information Architect shall have experience with developing/designing Microsoft/Office 365
- SharePoint Online Information Architect's shall have experience with designing, configuring, and implementing the modern experience of SharePoint Online within an Agile or DevOps environment

C. MICROSOFT LEAD PLATFORM DEVELOPERS

The State expects the various proposed lead platform developers to be proficient with Office 365, SharePoint Online, Dynamics 365, and other Microsoft Azure Cloud Solutions. The Contractor must have, maintain for the duration of this Agreement and engage Microsoft Lead Platform Developers in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Lead Microsoft Lead Platform Developer shall have at least 3+ years of experience with the Public Sector or Federal Government; and a proven track record of deploying Microsoft/Office 365 solutions across enterprise IT programs/projects
- Lead Microsoft Platform Developer shall have expert proficiency with PowerShell, C+, and SPFx
- Lead Microsoft Developer shall have experience with developing/deploying Microsoft Platform solutions
- Lead Microsoft Platform Developer shall experience with deploying Microsoft/Office 365 solutions within an Agile or DevOps environment.

III. Additional Requirements

Except as otherwise provided in this Scope of Services or in SOW, all services performed under this Contract shall be performed between the hours of 8:00 A.M. and 4:00 P.M. EST, unless other arrangements are made in advance with the State. Any deviation in work hours shall be pre-approved by the Contracting Officer. The State requires ten-day advance knowledge of said work schedules to provide security and access to respective work areas. No premium charges will be paid for any off-hour work.

Contractor Initials _____
Date _____ 10\8\17

The State shall require correction of any defective work and the repair of any damages to any part of a building or its appurtenances caused by the Contractor or its employees, subcontractors, equipment or supplies. The Contractor must correct, repair, or replace all defective work, as needed, to complete said work in satisfactory condition, and damages so caused in order to restore the building and its appurtenances to their previous condition. Upon failure of the Contractor to proceed promptly with the necessary corrections or repairs, the State may withhold any amount necessary to correct all defective work or repair all damages from payments to the Contractor.

The work staff of the Contractor must consist of qualified persons completely familiar with the products and equipment that they will use. The Contracting Officer may require the Contractor to dismiss from the work such employees as the Contracting Officer deems incompetent, careless, insubordinate, or otherwise objectionable, or whose continued employment on the work is deemed to be contrary to the public interest or inconsistent with the best interest of security and the State.

Neither the Contractor nor its employees or subcontractors shall represent themselves as employees or agents of the State.

While on State property the Contractor, its employees, and its sub-contractors shall be subject to the authority and control of the State, but under no circumstances shall such persons be deemed to be employees of the State.

All personnel shall observe all regulations or special restrictions in effect at any State agency location at which services are to be provided.

The Contractor's personnel shall be allowed only in areas where services are to be provided. The use of State telephones by the Contractor, its employees, or its sub-contractors is prohibited.

If sub-contractors are to be utilized, Contractor shall provide information regarding the proposed sub-contractors including the name of the company; their address; contact person, and three references for clients they are currently servicing. Approval by the State must be received prior to a sub-contractor starting any work.

5. LIMITATION OF LIABILITY

Subject to applicable laws and regulations, in no event shall the Parties be liable for any consequential, special, indirect, incidental, punitive or exemplary damages. The Contractor's liability to the State for any claims, liabilities, or expenses relating to this Contract shall not exceed two times (2X) the total Contract price set forth in Contract Agreement – P-37, General Provisions, Block 1.8.

Notwithstanding the monetary limitation contained in this paragraph above, in the event a claim or action is brought against the State in which infringement, violation of Contractor's obligations under the Business Associate Agreement, and/or any third party claims for bodily injury, death, or damage to real or tangible personal property to the extent caused by the Contractor's negligence or willful misconduct are alleged, the Contractor, at its own expense, shall defend, indemnify and hold harmless the State against all such claims or actions for any expenses, costs or damages, including legal fees and expenses, incurred by the State in connection with such claims or actions.

Contractor Initials _____

Date _____

6. DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS

The Contractor certifies, by signature of this contract, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal or State Department or Agency.

7. CONFIDENTIALITY & CRIMINAL RECORD

If requested by the using agency, the Contractor and its employees, and Sub-Contractors (if any), shall be required to sign and submit a Confidential Nature of Department Records Form and a Criminal Authorization Records Form. These forms shall be submitted to the individual using agency, prior to the start of any work.

Contractor Initials _____

Date 10|8|20

EXHIBIT C
METHOD OF PAYMENT

1. CONTRACT PRICE

The Contractor hereby agrees to provide Microsoft/Office 365/Azure Cloud Solutions Professional Services in complete compliance with the terms and conditions of this Agreement and any future RFQ/SOW awarded to the Contractor. The Contractor acknowledges and agrees that this is a not-to-exceed Agreement with an aggregate price limitation of $10,000,000.00 for all future SOW. This price limitation is applicable to multiple vendors, and no funds will be paid to the Contractor once the price limitation is reached. This price limitation is not considered a guaranteed or minimum figure; however it shall be considered a maximum figure for all future SOW from the Effective Date through the expiration date as indicated in Form P-37 Block 1.7.

2. PRICING STRUCTURE

Contractor shall provide the services at the not-to-exceed hourly rate set in the Table below. This pricing for hourly staff or Project staffing shall be effective for the term of this Contract, any extensions thereof and the Statement of Work.

POSITION	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
PROJECT MANAGER	$150.00	$150.00	$150.00
M365&CS BUSINESS ANALYST	$140.00	$140.00	$140.00
MICROSOFT/OFFICE 365 GLOBAL ADMINISTRATOR	$120.00	$120.00	$120.00
COMPLIANCE ADMINISTRATOR	$175.00	$175.00	$175.00
EXCHANGE ADMINISTRATOR	$120.00	$120.00	$120.00
GROUPS ADMINISTRATOR	$120.00	$120.00	$120.00
SHAREPOINT ADMINISTRATOR	$120.00	$120.00	$120.00
DYNAMICS 365 ADMINISTRATOR	$190.00	$190.00	$190.00
TEAMS ADMINISTRATOR	$120.00	$120.00	$120.00
ADDITIONAL SUPPORT ROLES	$110.00	$110.00	$110.00
MICROSOFT TECHNICAL ARCHITECT	$150.00	$150.00	$150.00
SHAREPOINT ONLINE INFORMATION ARCHITECT	$175.00	$175.00	$175.00
MICROSOFT LEAD PLATFORM DEVELOPERS	$150.00	$150.00	$150.00

Contractor Initials _____

Date _____

3. PRICING QUOTATIONS FOR INDIVIDUAL PROJECTS

State will request quotations by providing a RFQ/SOW describing the services required and the applicable technical qualifications. The quoted hourly rates shall not exceed the rates established under this Contract. The RFQ/SOW shall be issued to all contractors under this Contract for a quote. The project engagement will be based upon the lowest cost qualified quote.

The State reserves the right to either seek additional discounts from Contractor or to contract separately for a single purchase, if in the judgment of the State, a project required is sufficiently large, to enable the State to realize a cost savings, over and above the prices set forth in Exhibit C Section 2, whether or not such a savings actually occurs.

4. INVOICE

Itemized invoices shall be submitted to the individual agency after the completion of the job/services and shall include a brief description of the work done along with the location of work.

Contractor shall be paid within 30 days after receipt of properly documented invoice and acceptance of the work to the State's satisfaction. Each RFQ/SOW may contain more detailed invoicing requirements.

The invoice shall be sent to the address of the using agency under agreement.

5. PAYMENT

Payments may be made via ACH or P-Card. Use the following link to enroll with the State Treasury for ACH payments: https://www.nh.gov/treasury

Contractor Initials _____
Date _____

EXHIBIT D

RFP #2312-21 is incorporated here within.

Contractor Initials

Date 10/8/20

EXHIBIT E

M365&CS PROFESSIONAL SERVICES
AGENCY SCOPE OF WORK REQUEST
DEPARTMENT OF ADMINISTRATIVE SERVICES

Purpose: To request a proposal from prequalified M365&CS Professional Services contractors for a specific Scope of Work. All Statements of Work shall adhere to this worksheet. All the terms and conditions within the M365&CS Professional Services Contract #2020-XXX are applicable to this scope of work.

M365&CS Professional Services	
INFORMATION	
Date: MM/DD/YYYY	**Proposal Due Date:** MM/DD/YYYY
Project Name:	
Agency Supported:	**Submitter:** <Name> <Title> <Contact Information>
Mandatory Expertise or Contractor Qualifications: • Text	

Key Staff Required with Subject Matter Expertise:
 • Staff assigned to the following roles shall have knowledge of (X) Programs and experience with (X) requirements
     o <u>Staff Title</u> – Text
     o <u>Staff Title</u> – Text	

Sample Work plan and Methodology Required?	**Key Contractor Staff Resumes Required?**
Compliance Requirements:	

STATEMENT OF WORK	
Project Overview: Describe how the work will meet statutory/regulatory/business requirements for the Agency that is associated with the project.	

Contractor Initials _____

Date ___ 10\8\20

Background and Current Processes:
Assumptions/Risk Mitigation Plan:

PROJECT DELIVERABLES AND MILESTONES
Deliverables:
Milestones:

INTERFACE REQUIREMENTS
Interfaces Required?
Assumptions/Risk Mitigation Plan

STATE TEAM

SOW Project Manager
      <Name>
      <Title>
      <Contact Information>

Key Team Members
 	
      <Role>
      <Name>
      <Title>
      <Contact Information>
 	
      <Role>
      <Name>
      <Title>
      <Contact Information>

Contractor Initials
Date

Evaluation Criteria (for SOW awards)

All awards for the SOW will be based on the following criteria. (The agency will select award criteria and point allocations.)

For example purposes only:

1) Ability to meet "Mandatory Expertise or Contractor Qualifications" – 30 Points
2) Ability to meet "Key Staff Required with Subject Matter Expertise" – 20 Points
3) Optional interviews as deemed necessary by the State – 20 Points
4) Total cost – 30 Points

Note: Points must total 100.

Contractor Initials _____
Date _____

State of New Hampshire
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that TRN DIGITAL LLC is a New Jersey Limited Liability Company registered to transact business in New Hampshire on July 10, 2017. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 774342
Certificate Number: 0005027410

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 13th day of October A.D. 2020.

William M. Gardner
Secretary of State

CORPORATE RESOLUTION
OF
TRN DIGITAL LLC

We, the undersigned, being all the Directors of TRN DIGITAL LLC, organized and existing under the laws of New Jersey and having its principal place of business at 200 Portland Street, Floor 5, Boston, MA 02114 (the "Corporation"), hereby certify that the following is a true and correct copy of a resolution duly adopted at a meeting of the Directors of the Corporation duly held and convened on October 19, 2020, at which a quorum of the Board of Directors was present and voting throughout, and that such resolution has not been modified, rescinded or revoked, and is at present in full force and effect:

Therefore, it is resolved:

The Board of Directors of said Corporation does hereby appoint Shailendra Singh to engage in any and all business with the State of New Hampshire on behalf of said Corporation effective October 1st, 2020. This appointment will be for five years or until a change by a vote of the board of directors.

CERTIFICATE OF SECRETARY

The Secretary of the Corporation hereby certifies the he/she is the duly elected and qualified Secretary of TRN DIGITAL LLC and certifies that the above is a true and correct record of the resolution that was duly adopted by the of the Corporation on October 19, 2020.

Dimitri Ayrapetov
Dimitri Ayrapetov
Secretary

ACORD® CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/08/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).
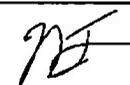
PRODUCER	CONTACT NAME: Nathan Therrien
Business Insurance & Benefits Services of MA One Broadway, 14th floor Cambridge MA 02142	PHONE (A/C, No, Ext): 9784007014 FAX (A/C, No): 7744202719 E-MAIL ADDRESS: nathan@bibsma.com

	INSURER(S) AFFORDING COVERAGE	NAIC #
INSURED	INSURER A : Twin City Fire Insurance Company	
TRN Digital, Inc. 55 Inverness Dr. Edison NJ 08820	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES   CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY [X] COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR			08 SBA AD1731	04/26/20	04/26/21	EACH OCCURRENCE	$ 1000000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1000000
							MED EXP (Any one person)	$ 10000
							PERSONAL & ADV INJURY	$ 1000000
							GENERAL AGGREGATE	$ 2000000
	GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC						PRODUCTS - COMP/OP AGG	$ 2000000
								$
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] ALL OWNED AUTOS [ ] SCHEDULED AUTOS [X] HIRED AUTOS [X] NON-OWNED AUTOS			08 SBA AD1731	04/26/20	04/26/21	COMBINED SINGLE LIMIT (Ea accident)	$ 1000000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	[ ] UMBRELLA LIAB [ ] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICE/MEMBER EXCLUDED? [ ] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					[ ] WC STATU-TORY LIMITS [ ] OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Tech E&O			08 SBA AD1731	04/26/20	04/26/21	3000000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER	CANCELLATION
State of New Hampshire, Administrative Services Bureau of Purchase and Property 25 Capitol Street, Room 102 Concord NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Nathan Therrien

ACORD 25 (2010/05)   The ACORD name and logo are registered marks of ACORD

T3-U5T

ACORD® CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/14/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Risk Management Department		
Commercial Lines - 305-443-4886	PHONE (A/C, No, Ext): (866)443-8489		FAX (A/C, No): (800)889-0021
USI Insurance Services LLC	E-MAIL ADDRESS: Work.Comp@Trinet.com		
2601 South Bayshore Drive, Suite 1600	INSURER(S) AFFORDING COVERAGE		NAIC #
Coconut Grove, FL 33133	INSURER A : Indemnity Insurance Company of North America		43575
INSURED	INSURER B :		
TriNet HR III, Inc.	INSURER C :		
L/C/F: TRN Digital LLC	INSURER D :		
9000 Town Center Parkway	INSURER E :		
Bradenton, FL 34202	INSURER F :		

COVERAGES   CERTIFICATE NUMBER: 15207838   REVISION NUMBER: See below

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WLR_C67619092	07/01/2020	07/01/2021	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT $	2,000,000
							E.L. DISEASE - EA EMPLOYEE $	2,000,000
							E.L. DISEASE - POLICY LIMIT $	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Workers' Compensation coverage is limited to worksite employees of TRN Digital LLC through a co-employment agreement with TriNet HR III, Inc.

CERTIFICATE HOLDER	CANCELLATION
State of New Hampshire Administrative Services Bureau of Purchase and Property 25 Capitol Street, Room 102, Concord, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03)

RFP Response
STATE OF NEW HAMPSHIRE

2312-21 for Microsoft/Office 365/Azure Cloud Solutions
Professional Services

June 2020

TrnDigital

Table of Contents

Transmittal Letter

Please find attached the notarized transmittal letter.

Notarized Transmittal
Letter.pdf

Executive Summary

We would like to thank you for this opportunity to submit our response to the NEW HAMPSHIRE DEPARTMENT OF ADMINISTRATIVE SERVICES, DIVISION OF PROCUREMENT, AND SUPPORT SERVICES for the RFP # 2312-21 MICROSOFT/OFFICE 365/AZURE CLOUD SOLUTIONS PROFESSIONAL SERVICES.

We specialize in Microsoft 365, with most of our resources having over ten years of experience working with Microsoft technologies.

- We have a successful history of supporting entities in the government sector.
- TrnDigital has the breadth and depth of experience in handling transformational projects that are aligned with Microsoft's roadmap.
- We have extensive experience in Supporting Microsoft technologies such as Microsoft 365, Office 365, Azure, Dynamics 365, and services under these umbrellas, including Azure AD, SharePoint Online, Teams, Exchange, and Security & Compliance.
- We have implemented many Consulting, Implementation, Development, and Support engagements focused on Microsoft's Cloud offerings in both the commercial and government tenants.
- As a Security Service Provider, we offer Proactive Threat Detection and Rapid Remediation services.
- We have large pools of Microsoft certified resources, and we have Gold and Silver competencies across Microsoft offerings.

Our Microsoft Services

We believe that we have a team with the prerequisite knowledge, experience, and abilities to perform the services you have outlined. We are prepared to accept the responsibilities accompanied by the award of this engagement and are confident in our abilities to meet the goals outlined in this RFQ.

Thank you again for this opportunity to submit our response. We look forward to discussing our approach and process with you in further detail.

TrnDigital's Qualifications

- Full legal company name: **TRN Digital LLC d.b.a TrnDigital**

- Year business started: **2017**

- If applicable, information on any parent/subsidiary relationships with any other company or companies: **TRN Digital LLC is the parent company of 'TrnDigital Consulting Private Limited.'**

- State of incorporation: **New Jersey**

- Location of headquarters: **200 Portland St,
  5th Floor,
  Boston, MA 02114
  (781) 691-4350**

- Current number of people employed: **65**

- Details of any litigation your company may be a party to in which an adverse decision might result in a material change in the company's financial position or future viability: **N/A**

- Presence in the State of New Hampshire: **Yes, registered as a Foreign LLC**

- Identification of which services are provided via the bidder and those being resold or provided by a subcontractor: **N/A**

- Sub-contractor including company name, address, contact person and three references for clients they are currently servicing: **N/A**

Why TrnDigital

Proven Microsoft experience	• Experience in executing projects in SP 2007, SP 2010, SP 2013 and SP Online • Managed multiple customers on Cloud under shared and dedicated models. • Rich experience in Microsoft consulting space to provide industry leading consulting service. Appropriate for large digital transformation involving SharePoint
Proprietary Tools & Reusable Components	• TrnDigital's IP and frameworks ensure process-focused and continuously optimized delivery. • TrnDigital Migration Manager streamlines all aspects of Migration offering automation at every step. • TrnDigital Support Bot, shift your office 365 How-Tos to self-service Bot.
Quality Assurance	• ERN: An enterprise network for guidelines and best practice followed in TrnDigital to deliver high quality code • Technical Council: A technical expert team with knowledge on technology best practices, provide review and technology consulting internally to ensure technical correctness and appropriateness
Investment in Talent & Governance	Highly Experienced and certified resources placed in all projects Strong Internal Review and Governance: Assessment and Review of all programs and project with internal advisory council to ensure tangible results and demonstrable value to clients.
Leveraging relationship with Microsoft	Gold Certification: Highest level of relationship with Microsoft for services Access to Microsoft Trainers and consultants for Industry best practices

Microsoft
Partner

:: Microsoft

Gold DevOps
Gold Collaboration and Content
Gold Cloud Productivity
Silver Application Development
Silver Small and Midmarket Cloud Solutions

Microsoft Cloud Solution Provider: Direct Partner

Microsoft Premier Services for Partners

Microsoft Planning Services:

- SharePoint Deployment Planning Services
- Desktop Deployment Planning Services
- Skype for Business and Exchange Deployment Planning Services
- Developer Tools Deployment Planning Services

Bidder Team Qualifications

TOPIC 1: MICROSOFT ROADMAP

As the IT landscapes become increasingly complex and harder to manage, evergreen IT has become the norm and we ensure our clients are on top of the Microsoft 365 changes.

- Your process for maintaining an up-to-date understanding of sunset, current, and expected functionality in Office/Microsoft 365/Cloud Solutions and SharePoint Online while remaining knowledgeable about Microsoft's roadmap.
- Making enterprise recommendations to clients (both short and long-term) based on the known roadmap and client business requirements.

Below is the practice we follow and recommend:

1. Center of Excellence Team's constant reviews

   TrnDigital's Center of Excellence Team regularly reviews the Microsoft Message Center. We have access to Targeted Release Tenants, and we, on an ongoing basis, evaluate the Microsoft 365 Roadmap to learn about features that have been launched, are rolling out, are in development, have been canceled, or previously released.

   Our Team actively participates in all Microsoft events, is part of the Microsoft Community, and leads various sessions with the tech community to share our experiences. We have also co-founded the Boston Office 365 User Group over 5 years ago and continue to support it as a Platinum Sponsor.

2. Testing

   TrnDigital's Team maintains Azure virtual environments with the latest build, tests updates against customizations, and take the required action as applicable.

3. Align Release schedules

   Our teams follow release cadence, which aligns with Microsoft release channels and targeted releases.

4. Evaluate and determine gaps

   We work with our customers to help them adapt through our robust framework of service adoption and Change Management. We carry a periodic review of data from tenant to review the utilization of features released. We also hold executive briefings for our clients to explain upcoming changes and train users on the new features.

   If any of the new releases break existing customization, we work on updating the customizations, and in extreme circumstances, we work with Microsoft for resolution.

5. Communication

All our customers receive two kinds of updates:

a) Scheduled Updates: These are frequent newsletters where we keep the stakeholders informed of the upcoming changes and new features.

b) Critical Updates: Any changes in functionality which may have an implication on the customer's application/process are communicated along with the recommended options available.

TOPIC 2 – PROJECT MANAGER

- Does your Project Manager have at least 5+ years of Program/Project Management experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the deployment of enterprise IT programs/projects? If yes, please elaborate.

  TrnDigital's Project Managers have over 10+ years of experience in successful project management and program management across enterprise IT Programs. Our project managers hold certifications such as PMP and Certified Scrum Masters. Most TrnDigital Project Managers have also led successful Government projects, including at the state and federal level.

- Of their experience, how much of the Project Manager's experience is associated with managing the deployment of and projects related to M365&CS?

  TrnDigital's Project Managers have 10+ years of experience in managing Microsoft technology deployments. Most have been involved in M365&CS since the inception and worked heavily with on-premises technologies prior. 90% of our current business is directly related to M365&CS.

- What were some of the Project Manager's successes and challenges during those Microsoft solution deployments? What did the Project Manager do to resolve or overcome those challenges, and what was the outcome?

  PM challenges:

  1. Undefined Goals – When goals are not clearly identified, the whole project and Team can suffer. Lack of the necessary technical information for planning and scheduling the tasks of the project typically leads to poor estimation. A technical project manager can provide insights and ask the right questions to establish and communicate clear goals from the outset.

  2. Scope Changes – Also known as scope creep, this occurs when project management allows the project's scope to extend beyond its original objectives. Clients and supervisors may ask for changes to a project, and it takes a strong project manager to evaluate each request and decide how and if to implement it while communicating the effects on budget and timelines to all stakeholders.

  Managing Project Issues:

  All projects hit issues from time to time. We know the processes for issue management and how best to deal with problems as they arise. With our understanding of how to assess a project issue, issue management is an easy habit incorporated into the weekly routine. We set some time aside to go through your issue log each week, and find that it's an easy job to stay on top of managing problems.

  Coping with Changes:

  As we work with a large Program with multiple stakeholders managing changes becomes a vital aspect of Project Management. It is harder to manage the change that is aimed squarely at the project team,

upsetting the detailed project schedule and creating new work and a whole pile of documentation updates.

We have a change management process that the teams follow. Following defined steps makes it easier to manage changes because it is structured and repetitive and ensures the success of PM.

The project manager acts as a bridge between the Client and Team in setting up the requirement framework and building the work breakdown structure. We ensure each goal and milestone are well-defined with the timeline to achieve it. Timely updating the schedule, managing risks involved, involving the changes by following agile methodologies, and assessing the impact of each change in scope/budget/resource to achieve the project deliverables on time.

We have successfully delivered large scale migrations, time-critical custom applications, security, and change management projects, which were delivered on time and within budget.

- What deliverables or techniques does your Project Manager leverage when it comes to providing budget updates, project status updates, managing staff, resolving conflict/risk, and communicating with clients?

We maintain trackers to record any changes in terms of budget or project status and overall resource management.

Ensure each of them is centralized and can be accessed by all stakeholders; we maintain it in real-time and make sure everyone is working on the same version, which ensures efficiency overall in the project updates.

Conflict management:

There are five general techniques we deploy for resolving conflict. Each method has its place and use:

> 1) Withdraw/avoid: Retreating from an actual or potentially avoidable conflict situation, handling the issue when all stakeholders are in a resourceful state.
>
> 2) Smooth/accommodate: Emphasizing areas of agreement rather than areas of difference; establishing common ground and understanding of the underlying needs of all stakeholders to maintain harmony and relationships.
>
> 3) Compromise/reconcile. Searching for solutions that bring some degree of satisfaction to all parties to resolve the conflict temporarily or partially.
>
> 4) Force/direct. Taking a stand in line with the goals and objectives of the project and executive vision to resolve external influences.
>
> 5) Collaborate/problem-solve: Incorporating multiple viewpoints and insights from differing perspectives, with a cooperative attitude and open dialogue that typically leads to consensus and commitment.

Communicate with the Client effectively:

We understand the importance of remaining disciplined and send the client project progress and updates at the agreed timeframe. We highlight the following:

1. Completed tasks from the previous week.
2. Budget spent and budget remaining on each phase, e.g., design, functional specification, etc.
3. Planned tasks for the following week and who is responsible, PM, or the Client.
4. Any tasks that are slipping over schedule or over budget, and if so, why. Also, consider the potential impact on the project.

TOPIC 3 – M365&CS BUSINESS ANALYST

- Does your M365&CS Business Analyst have at least 3+ years of experience with the Public Sector or Federal Government, and a proven track record with supporting the development of M365&CS solutions across enterprise IT programs/projects? If yes, please elaborate.

  Yes, TrnDigital's Business Analysts have 5+ years of experience with different agencies and have a specialist skill in Microsoft technologies.

- Does your M365&CS Business Analyst have experience with developing user stories, use cases, business/IT requirements, process maps, standard operating procedures, and User Acceptance Testing documents?

Yes, TrnDigital's Business Analyst has experience working both waterfall and agile development frameworks. They understand the INVEST principles of writing user stories, use cases, business, and technical requirements, document business processes current and to-be state, and UAT documents.

- Please describe the techniques, software tools, process, and methodology that the M365&CS Business Analyst leveraged to support the development of the Microsoft solution(s) within a Government Cloud environment. What was the business value and impact provided from those Microsoft solutions?

TrnDigital's Business Analysts are experienced in the waterfall and iterative SDLCs, GAP Analysis, Entity-Relationship Modeling, Data Flow Modeling, Business Process Modeling, and tools such as Microsoft Visio, JIRA, Rally, TFS and Azure Boards.

- Describe the M365&CS Business Analyst's experience with supporting the development of M365&CS within an Agile or DevOps environment. Please provide your approach and business value to the customer as a result of supporting the Microsoft solution(s).

TrnDigital's Business Analysts have extensive experience and understanding of Microsoft and Agile concepts. The features, sub-features, EPICs are defined based on business goals. The stories are created as per the INVEST principle and best practices. The acceptance criteria are defined based on the stakeholder interviews and reviewed and signed off.

TrnDigital's Business Analysts act as a bridge between departments to help IT members understand business objectives and help management professionals understand technological solutions. We act as tech translators for business, which creates a faster turnaround.

Along with application demos, TrnDigital's Business Analysts have also provided training to end users to facilitate adoption.

• What were some of the Microsoft/Office/Cloud Solutions 365 Business Analyst's successes and challenges during a M365&CS deployment? What did the M365&CS Business Analyst do to resolve or overcome those challenges, and what was the outcome?

With a track record of successful projects on:

1) Large Scale Migration projects with a mix of archived, migrated, and legacy applications rebuilt as per new versions
2) Custom development projects, Intranet projects, etc. with multiple agile teams working together to deliver the concept.
3) Successful User Acceptance Testing (UAT) with timely signoffs

TrnDigital's business analysts have the below characteristics which contributed to the success:

1) Understanding of specific business problems solved through Microsoft Technology
2) Understanding of the technology potential and limitations
3) Credibility based on experience
4) Strong dash of project management

Some of the challenges faced are:

1. Getting Stakeholders to Make Time

When the changes have been proposed by IT and not driven by a business need, it becomes difficult to get stakeholder time. BAs in this situation may end up spending a significant portion of their time chasing after stakeholders who would rather be doing something else with their time. Common examples include trying to get stakeholders to participate in UAT sessions, dealing with irregular attendance at elicitation sessions, and canceled meetings. Where users are not committed to the project, the BA has to spend extra time and effort trying to get them to do their bit.

One approach that works is ensuring that managers are copied in all communications and are carried along. Once functional managers are involved, even if it is to a small degree, team members become more willing to fall in line. The other approach is to work with the project sponsor to have the project-driven from the top.

2. Conflict Among Stakeholders

One thing that can be extremely difficult to control on any project is how stakeholders relate to one another. For instance, some stakeholders may not get along and find it difficult to work well together.

In such cases, it is essential to help stakeholders separate work issues from business concerns, manage stakeholder interactions proactively, and be sensitive to any political undertones. We reinforce the importance of working together towards a common goal and facilitate it. With our experience, we understand the importance of reducing conflict during stakeholder interactions and manage conflicting requirements.

3. Misalignment Between Business Needs and Technology

Another common issue occurs when the business wants something that the IT department simply cannot deliver – either due to the unavailability of resources or some other compelling reason. A lack of understanding of the concerns or limitations of the technical infrastructure can cause issues. This can be minimized by educating stakeholders so that they understand the technical limitations rather than just focusing on their requirements. The more stakeholders understand the big picture, the more they will be willing to accept alternative solutions that offer a practical match between their needs and the technical infrastructure.

4. Changing requirements

It is not uncommon where requirements have been agreed and signed off only for stakeholders to indicate during UAT that they want key functionalities changed. There is always a dilemma as to whether a BA should accommodate the change.

The best way is first to understand the reason for the change. If it is regulatory, then the change will most likely have to be included but at the cost of impact in the project delivery. If it is not regulatory, then a dialogue is required with the customer to understand the priority, whether it can be included in the current phase or if it could be delivered in the next phase. The best method is to do the MoSCoW analysis.

TOPIC 4: MICROSOFT/OFFICE 365 GLOBAL ADMINISTRATOR

- Does your Microsoft/Office 365 Global Administrator hold any Microsoft Certifications? If yes, please elaborate.

  TrnDigital's M365/O365 Global Administrators have Microsoft Certifications including:
    - MCSE: SharePoint
    - MCSA: Office 365
    - Microsoft 365 Certified: Security Administrator Associate

- Does your Microsoft/Office 365 Global Administrator have at least 5+ years of Office 365 Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of Office 365 tools? If yes, please elaborate.

  Yes, we have M365/O365 Global Administrators that have extensive experience with the GCC and GCC High Tenants since their inception in 2015.

- Of their experience, how much of the Microsoft/Office 365 Global Administrator's experience is associated with direct administration of M365&CS?

  While many routine processes are automated via PowerShell and Azure Function Apps, many things are still directly managed on a daily basis by our Global Admins.

- What were some of the Microsoft/Office 365 Global Administrator's successes and challenges during previous Microsoft/Office 365 administration work? What did the Microsoft/Office 365 Global Administrator do to resolve or overcome those challenges, and what was the outcome?

Success

Champion the adoption of Office 365 services as appropriate for businesses through the below steps:

- Manage and monitor Office 365 services and desktop support (Laptops)
- Formulate and create Office 365 SharePoint sites for domain users and external client access
- Administer and support Office 365 Azure and Exchange policies
- Assist with the migration of data into the Office 365 cloud platform and Office 365 SharePoint
- Troubleshoot and resolve issues with user access to cloud services
- Monitor and communicate with the stakeholders on the performance of the services.

Maintain a highly secure system

- Through proper configuration and system access monitoring
- Assist with the creation of policies around the proper use of Office 365 services and support.

Deliver a consistent process for requests, incident and problem escalation along with resolution

- Administer and support Office 365 and MS Exchange policies
- Participate in gathering and analysis of business requirements for software capabilities.

- Provide AV, Teleconferencing, Video Conferencing, etc. technical assistance
- Administer and support system backup and disaster recovery processes

Maintain inventory of equipment and software licenses.

Challenges

There are some critical Office 365 challenges, many falling under the area of governance: Visibility, RBAC (role-based access control), license management, adoption, provisioning and de-provisioning, and misconfiguration — which is solved through Policy Management.

We realize that if customers do not address these Office 365 challenges, they face millions of dollars in unneeded licensing fees, suffer security vulnerabilities, and fail to maximize the investment in Office 365 productivity tools. Our Team works to optimize and "right-size" the license spend, mitigate risk by identifying security vulnerabilities, and maximize the investment in Office 365 through adoption campaigns and just-in-time learning.

What did the Microsoft/Office 365 Global Administrator do to resolve or overcome those challenges, and what was the outcome?

Visibility – Prevent and Fix Problems, Ensure Smooth Operation

- Administration and Reporting – Manage licenses in Azure
- Permissions and Delegation – Assign license pools and create remote admins to efficiently manage thousands of users across multiple regions.
- SaaS Product Adoption – Report product usage across a variety of user cross-sections
- Accounting and Chargebacks – Filter chargeback costs by department, region, etc
- Security and Compliance – Track suspicious sign-ins, email forwards, and external server attacks.
- Hybrid and Cloud – Manage Office 365 solutions across multiple deployment structures

Role-Based Access Control (RBAC) – Fine Tuning Office 365 Admin Permissions and Delegation

Create, control, and delegate admin permissions across the entire Office 365 set of applications. Granting highly granular permissions to administrators Office 365 IT to tightly control access to all the applications in Office 365 tenant. We manage the entire organization served by Office 365 by organizing into logical groups, or sub-tenants, based on Active Directory (AD) attributes. Once the organization is logically divided, regional admins can be assigned to the sub-tenants. This granular control over permissions carries over to reporting. Here both the central IT group and regional admins can get reports on what is happening with the local users in the sub-tenant. This level of detail is critical for compliance audits, spotting trends, and troubleshooting.

License Management – Through proper Management and ongoing audit, you pay only for what you use.

• What deliverables or techniques does your Microsoft/Office 365 Global Administrator leverage when it comes to providing system health and monitoring reports, project status updates, staff management, resolving conflict/risk, and communicating with clients?

1. We ensure day-to-day business operations run smoothly with comprehensive Office 365 monitoring, our monitoring tools provide full-service Office 365 monitoring built to monitor, track, alert, and report on Office 365 usage and availability. You can view Office 365 performance and availability metrics alongside your other monitored systems and applications to achieve critical visibility and enjoy a complete Office monitoring solution.

2. Use Office 365 email monitoring to keep track of your Team's email accounts and usage we monitor exchange accounts, server, and admin portal information. We also track and generate Office 365 Exchange reports on user/shared mailbox growth, users over quota, archived mailboxes, inactive mailboxes, mobile devices, mailbox groups, and more.

3. We work towards improving collaboration between teams and boost productivity with Office 365 SharePoint with easy provisioning policies and documented SOPs. We enable policies that empower users to collaborate with any devices while balancing the risks through security policies.

4. We ensure that Management has a track of all the developments and plan the roadmap and implementation through scheduled periodic meeting for tactical and for strategic service review.

TOPIC 5: COMPLIANCE ADMINISTRATOR and SECURITY & COMPLIANCE

Our security team consists of the *Azure information protection admin, Compliance admin, Security admin* and *Security operator* roles.

- Does your Compliance Administrator hold any Microsoft certifications? If yes, please elaborate.

    TrnDigital's Compliance Administrators have Microsoft Certifications, including:
    - Microsoft Certified: Azure Security Engineer Associate
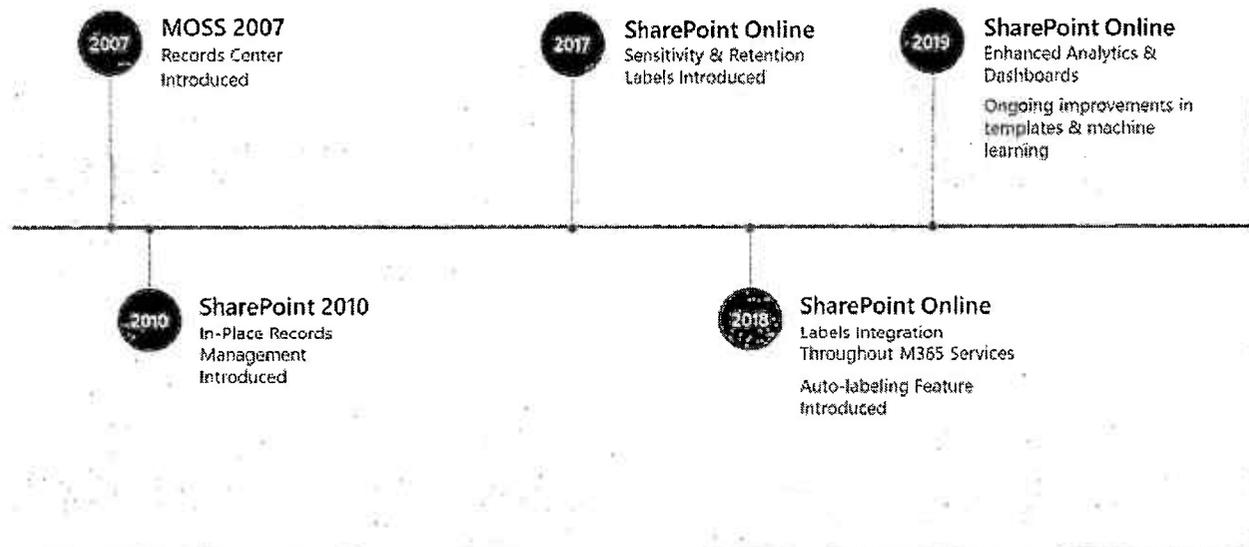   - Microsoft 365 Certified: Security Administrator Associate

• Does your Compliance Administrator have at least 5+ years of Office 365 and Compliance administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of Exchange Online? If yes, please elaborate.

Yes, the average experience our Administrators is over 10 Years, with 5+ years of experience in Office 365 and compliance administration. Our Administrators have executed multiple security and compliance project for enterprises and agencies providing overall Office 365 security expertise including strong knowledge of Exchange Online, Azure Active Directory, Azure Information Protection, Information Rights Management, single sign-on, and multi-factor authentication and related technologies (including Microsoft Enterprise Mobility + Security)

• Of their experience, how much of the Compliance Administrator's experience is associated with direct compliance administration and data classification and sensitivity work in Office 365, Teams, OneDrive, and SharePoint Online?

Our Team has been working with SharePoint's Record Center for over 10 years and has more recently adopted Microsoft's Retention & Sensitivity Labels since they were announced in 2017. Since the initial release, Microsoft has released over 100 features & enhancements to rapidly mature the compliance features across all Office 365 Services including Teams, OneDrive, and SharePoint Online.

SharePoint / O365 Records Management History

MOSS 2007
2007
Records Center
Introduced

SharePoint Online
2017
Sensitivity & Retention
Labels Introduced

SharePoint Online
2019
Enhanced Analytics &
Dashboards

Ongoing improvements in
templates & machine
learning

SharePoint 2010
2010
In-Place Records
Management
Introduced

SharePoint Online
2018
Labels Integration
Throughout M365 Services

Auto-labeling Feature
Introduced

• What were some of the Compliance Administrator's successes and challenges during previous Office 365 Compliance administration work? What did the Compliance Administrator do to resolve or overcome those challenges, and what was the outcome?

Success

- **Staying on top of new features**: Understanding functionality and the various roles integrated within the suite of features is necessary for maximum impact. New features and functions are added to the SCC regularly, so staying informed through various whitepapers and release notes is important.

- **Provide Professional Support**: Our administrators manage the data to day operations, records management, etc. and develop and maintain the project with a variety of data including analysis, compliance reports to ensure compliance at all times.

Challenges

Complicated policy management: With the zero-trust model, an organization only allows access between entities that have to communicate with each other. IT and security teams secure every communication channel and remove generic access to prevent malicious parties from eavesdropping or obtaining critical data or personally identifiable information (PII). The problem with the strategy is that implementing it in Azure Active Directory (Azure AD) is highly complicated. For instance, IT and security teams can label an employee an "Application Administrator," which gives them and anyone else with that label the ability to change different attributes. With experienced administrators implementing security best practices and role-based access control (RBAC) allows organizations to partition permissions based on job roles, resulting in far fewer, truly trusted global administrators. These global admins are augmented by a set of local, or business unit focused admins with no global access, all leading to far better protection for your O365 environment.

Mixing legacy SharePoint Records Management with Retention Labels: While Retention Labels were introduced in 2017, it took a couple of years before companies were willing to trust their retention schedules with the new technology. Prior to Retention Labels, many clients were using SharePoint's In-Place Records Management. The challenge was transitioning clients from the legacy approach to the modern approach while ensuring data integrity and ensuring original retention schedules were maintained. This was done through careful planning, execution of numerous proofs-of-concept and pilots, and through training employees on the differences of approach and functionality. Ultimately this was proven to be successful and is something that needs a lot of consideration.

Difficult with audit log and audit functions: For Microsoft Office 365 subscribers with Enterprise Plan E3 (or below), the Office 365 unified audit log retains audit events for only 90 days. Even the Office 365 Enterprise Plan E5 provides only one year of audit logs. However, many organizations are subject to regulatory mandates that require the retention of audit logs for much longer periods. Manual Export of the event logs is time-consuming, fragmented across files, and error-prone. Any misses with the manual Export will lead to the irrevocable loss of the audit data.

TrnDigital offers O365 Audit Manager, a proprietary tool with the below features

Office 365 Audit Manager

A robust tool that provides a better way to manage your Office 365 environment.

FEATURES

Database Storage	**Extended Retention**	**Configurable Export**	**Source, Target Config**
Extracts the enormous amount of data and stores it in a manner that it can be queried	Retain the audit logs for as long as they are required for your specific needs	Schedule the timeline you would like to have logs exported	Choose the specific source and the location you would like to export the logs to.

Error Handler	**Alert on Events**	**Need Based Access**	**Streamlined Deployment**
Provides the redundancy you need to avoid any loss of data.	Fatal event alerts are sent to the administrators	Unlike out of the box requirement of admin privileges grant need-based access	Easily updateable configuration choices and quick one-step deployment

The "right to be forgotten" challenge: Compliance is a big security and economic issue. There are almost frequent incidents of fines occurring due to GDPR and other privacy regulations like CCPA. There is a lot involved in being compliant with GDPR, foremost among its statutes is the right to be forgotten. This statute states that individuals have the right to ask organizations to delete their personal data. However, as many businesses have learned, it is difficult to fulfill this requirement if the IT or security team cannot locate personal information or know how it was used.

We enable organizations to track and audit individual user accounts to make sure that they not only comply with this request but have processes in place. We have helped enterprises take proactive measures to account for their data and how it is accessed and shared externally. Thus, helping clients maintain a solid organizational security posture.

• What deliverables or techniques does your Compliance Administrator leverage when it comes to providing monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

The Security & Compliance Center (SCC) is the heart of alerting and reporting within your O365 organization; our administrators take responsibility for managing, monitoring, and reducing risk. We ensure that Management has the track of all the developments and plan the roadmap and implementation through scheduled periodic meeting for tactical and for strategic service review.

TOPIC 6: EXCHANGE ADMINISTRATOR

• Does your Exchange Administrator hold any Microsoft certifications? If yes, please elaborate.

Yes, all our resources are required to attain technical certification across Microsoft Skills to keep them up to speed with the latest technology changes. This is one of the line items in their yearly appraisals.

Below are the certifications of our Exchange Administrators:
- Microsoft 365 Certified: Messaging Administrator Associate
- Administering Microsoft Exchange Server
- Designing and Deploying Microsoft Exchange Server

• Does your Exchange Administrator have at least 5+ years of Office 365 and Exchange Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of Exchange Online? If yes, please elaborate.

Yes, the average experience our Exchange Administrators are over 10 Years of experience with 5+ years of experience supporting large scale enterprise, government projects, fortune 500 companies to design, configure and support messaging systems such as on-premises and hybrid Exchange Organizations, Exchange Online and establishing guidelines and standards to support of existing infrastructure

• Of their experience, how much of the Exchange Administrator's experience is associated with direct administration of Exchange Online?

The average experience our Exchange Administrators are over 10 Years of experience with 5+ years of exchange online experience.

• What were some of the Exchange Administrator's successes and challenges during previous Exchange Online administration work? What did the Exchange Administrator do to resolve or overcome those challenges, and what was the outcome?

Success:

Deliver high-quality implementation and support services:

- Our MS Exchange administrators are adept at providing day to day administration support.
- They help in setting up user accounts and mailboxes along with backup, security and restoring files, configure new users, etc.
- They perform routine server maintenance, proactively manage production environments by running diagnostics regularly.
- Responsible for helping with user queries and troubleshooting issues.
- Manage file sharing permissions to monitor mailbox quotas/space and also to check where the email has stuck and made sure that the email reaches its destination.
- Making sure that the incidents get resolved with the SLAs and ensure that the system goes through a scheduled patching process.
- Manage mail-related systems and tools
- Perform server migration along with backup and disaster recovery

Challenges:

The health of the Exchange Server also depends on the various configurations and settings used in it. Any single misconfiguration or change in the settings may cause errors that may be quite hard to remove.

Optimizing Exchange Server storage: It is very critical for an Exchange Administrator to plan Exchange Server storage depending on the performance requirements and the sizing requirements of the Exchange information store. The average performance of Exchange Server speed is counted based on Input-Output operations per second. The average IOPS value of a heavy Exchange user is 0.75, and the Exchange Administrator should plan the infrastructure keeping the IOPS in mind.

Efficient network routing for better email flow: Sometimes, mail flow errors come due to bad routing configurations. The Exchange Administrator should get complete information on SMTP virtual server and network connectors. If an administrator manages to use the connectors efficiently, then the mail flow gets better.

Constant Exchange Server monitoring: If not properly monitored, organizations are prone to data loss and hacking. Exchange Server can send alerts at various times to monitor mailbox behavior and services. These alerts provide information about Hard disk utilization and performance, Growth of log files and Information store, CPU utilization, SMTP related parameters – health, performance, and connectivity.

Issues with antivirus: Any misconfiguration of antivirus programs may lead to the corruption of the database or loss of important data. Our experts make sure that necessary exclusions and configurations are in place for a scan on Exchange databases, log files, and important files.

• What deliverables or techniques does your Exchange Administrator leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

Our administrators take responsibility for managing, monitoring, and reducing risk. We ensure that Management has the track of all the developments and plan the roadmap and implementation through scheduled periodic meeting for tactical and for strategic service review.

TOPIC 7: GROUPS ADMINISTRATOR

Our Team has several group administrators, with the below qualifications.

• Does your Groups Administrator hold any Microsoft certifications? If yes, please elaborate.

Yes, all our resources are required to attain technical certification across Microsoft Skills to keep them up to speed with the latest technology changes. This is one of the line items in their yearly appraisals.

Below are the certifications of our Office 365 Groups Administrators:
   • Microsoft Certified: Azure Security Engineer Associate

• Does your Groups Administrator have at least 5+ years of Office 365 and SharePoint Online Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of Office 365 Groups? If yes, please elaborate.

Yes, the average experience our Group Administrators are over 10 Years, with 5+ years of experience in SharePoint Online. Our Administrators have written multiple re-usable Power Shell script to ease the Management and administration of Office 365 Groups, and this is offered to all our customers as a value add during our ongoing engagements.

• Of their experience, how much of the Groups Administrator's experience is associated with direct administration of Groups, Azure Active Directory, Teams, and SharePoint Online?

Most of our Administrators have 5+ years of experience in the direct administration of Groups, Azure Active Directory, Teams, and SharePoint Online. Given that Office 365 Groups tie together Azure AD, SharePoint Online Modern Team Sites, Teams, Planner, Stream, and other Office 365 Services, having a deep understanding of O365 Groups Architecture is required to be successful in all of these roles.

• What were some of the Groups Administrator's successes and challenges during previous Office 365 administration work? What did the Groups Administrator do to resolve or overcome those challenges, and what was the outcome?

The largest challenge of Office 365 Groups is their flat nature, where O365 Groups cannot be nested within other O365 Groups. This causes challenges when clients are seeking to re-use existing AD Groups within their O365 Groups. To overcome this common challenge, we have developed a set of PowerShell scripts that can keep O365 Groups in sync with Azure AD Groups or Exchange Distribution Lists.

Another challenge stems from the different permissibility models that each of the connect Office 365 Services has that are Groups-Enabled. For example, being a Member in Teams vs. in MS Stream has a very different set of privileges, but are managed from the same O365 Group. Enacting strong governance that is specific per O365 Service allows the O365 Groups to be used for the intended purposes.

• What deliverables or techniques does your Groups Administrator leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

Our Administrators undergo a series of Daily, Weekly, and Monthly Checks and have a weekly checkpoint with the customer team to walk them through the Status Report, any open risk or issues along with the mitigation plan.

TOPIC 8: SHAREPOINT ADMINISTRATOR

Our Team has several SharePoint administrators, with the below qualifications

- Does your SharePoint Administrator hold any Microsoft certifications? If yes, please elaborate.

  Yes, all our resources are required to attain technical certification across Microsoft Skills to keep them up to speed with the latest technology changes. This is one of the line items in their yearly appraisals.

  Below are the certifications of our SharePoint Administrators hold:
  - MCSE: SharePoint
  - Managing Microsoft SharePoint Server
  - Deploying SharePoint Server Hybrid
  - Enabling Office 365 Services

- Does your SharePoint Administrator have at least 5+ years of Office 365 and SharePoint Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of SharePoint Online tools? If yes, please elaborate.

  Yes, the average experience our SharePoint Administrators are over 10 Years of experience with 5+ years of experience supporting large scale enterprise, government projects, fortune 500 companies owning large SharePoint farms, leading migrations, and Supporting Online environments with thousands of sites.

- Of their experience, how much of the SharePoint Administrator's experience is associated with direct administration of SharePoint Online?

  The average experience our SharePoint Administrators are over 10 Years of experience with 5+ years of SharePoint online experience.

- What were some of the SharePoint Administrator's successes and challenges during previous Office 365 Groups and SharePoint Online administration work? What did the SharePoint Administrator do to resolve or overcome those challenges, and what was the outcome?

Success:

Deliver high-quality implementation and support services:

- Provide SharePoint administration and technical support for O365 Enterprise SharePoint and on-premises environments
- Manage and maintain site Content and Structure settings, Site Hierarchy, and site collection navigation
- Work with tools for migrations of SharePoint sites and collections to the O365 SharePoint Online Environment
- Oversee activities pertaining to maintenance of SharePoint and troubleshoots issues promptly.
- Maintains records of SharePoint updates, maintenance, and activity.

- Provides technical support for SharePoint users
- Addresses questions or concerns from business owners
- Manages and revises the layout of the site
- Design, configure and maintain enterprise taxonomy, terms, and keywords for the term store, Records Management, etc. as per the client SOPs
- Schedule, plan, and performing system upgrades, including testing, rollback procedures, and risk analysis for on-premise environments.

Challenges:

Here are a few challenges that SharePoint admins commonly face

Adoption: With a focus on IT aspects and managing document storage, monitoring security risks, and ensuring employees have access to company tools, promoting user adoption takes a back seat. Our administrators focus on business goals and use analytics tools to provide Management with real-time insights into SharePoint and intranet usage. Provide reports of user activity across site pages and dig deep into granular data, which helps management plan a more engaging SharePoint experience.

Training: One of the common challenges many SharePoint admins face is a lack of training of new features and certification. TrnDigital's administrators participate and lead SharePoint community events and participate in events like Microsoft ignite to get an early preview of the new features to come.

Monitoring: There is too much irrelevant content on SharePoint intranets. Sites can become dumping grounds for data. For example, despite revision control tools, many users still save multiple obsolete versions of files. With 1 TB of storage for each business user, a great deal of redundant information can end up on SharePoint. Our admins monitor the content stored and engage in user training, and reminders about the appropriate use of storage help avoid this issue.

• What deliverables or techniques does your SharePoint Administrator leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

Our administrators take responsibility for managing, monitoring, and reducing risk. We ensure that Management has a track of all the developments and plan the roadmap and implementation through scheduled periodic meeting for tactical and for strategic service review.

TOPIC 9: DYNAMICS 365 ADMINISTRATORS

- Does your Dynamics 365 Administrator hold any Microsoft certifications? If yes, please elaborate.

    Yes, all our resources are required to attain technical certification across Microsoft Skills to keep them up to speed with the latest technology changes. This is one of the line items in their yearly appraisals.

    Below are the certifications of our Dynamics Administrators hold:
    - Microsoft Power Platform + Dynamics 365 Core
    - Dynamics 365 for customer engagement for Sales
    - Microsoft Dynamics 365 Marketing
    - Microsoft Dynamics 365: Core Finance and Operations
    - Microsoft Dynamics 365 Customer Service

- Does your Dynamics 365 Administrator have at least 5+ years of Dynamics 365 Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of Dynamics 365 tools? If yes, please elaborate.

Yes, the average experience our Exchange Administrators is over 10 Years; with 5+ years of experience supporting large scale enterprise, government projects, fortune 500 companies. We have experience working on manage sales, services and operation, customer engagement process, finance to streamline business processes enable Growth.

- Of their experience, how much of the Dynamics 365 Administrator's experience is associated with direct administration of Dynamics 365?

The average experience our Dynamics Administrators are over 10 Years of experience with 5+ years of Dynamics experience.

- What were some of the Dynamics 365 Administrator's successes and challenges during previous Dynamics 365 administration work? What did the Dynamics 365 Administrator do to resolve or overcome those challenges, and what was the outcome?

Success:

Deliver high-quality implementation and support services:

- Enabled sales productivity with seamless implementation
- Aligned Sales and Marketing through shared data and business process
- Enabled integrations with tools already in use
- Deliver the tailored service customers expect across channels
- Simplify agent and customer experiences through one complete source of customer data
- Helped customer reduce operational expenses and drive financial decisions

Challenges:

Timelines to implement Dynamics 365: The duration of Dynamics 365 implementation depends on a near-endless collection of business-specific factors. How many apps are being deployed? How large is the customer business? How many users do they have? Is it an upgrade or a completely new solution? Is

the client moving from on-premise to the cloud? Is there a lot of legacy data to be migrated? How much development work is necessary to make the solution meet the users' needs? With our Dynamics experts, even a customer requiring customizations and development can expect implementation in the most optimal time.

Upgrading to Dynamics 365 from an older Dynamics CRM: If customers are already using Dynamics CRM, they can upgrade to Dynamics 365. Users of cloud-ready CRM Online have the option to upgrade when their licenses are up for renewal. On-premise customers will need to decide when is the right time for them to switch to the cloud as it is a more manual process.

Clients can only upgrade to Dynamics 365 from the most recent version of their current software; they can't skip over versions and hop straight to the cloud. If a Dynamics customer is using Dynamics CRM and wants to upgrade to Dynamics 365's CRM apps, they need to be running the most recent version of Dynamics CRM to bridge over to Dynamics 365. So, if they're currently using Dynamics CRM 2011, they'll need to update to CRM 2013, then 2013 SP1, then 2015, and finally to 2016, before they can make the final jump to Dynamics 365.

• What deliverables or techniques does your Dynamics 365 Administrator leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

Our administrators take responsibility for managing, monitoring, and reducing risk. We ensure that Management has a track of all the developments and plan the roadmap and implementation through scheduled periodic meeting for tactical and for strategic service review.

TOPIC 10: TEAMS ADMINISTRATORS

Our Team has several Teams Administrators, who serve as Teams communication admin, Teams communication support engineer, Teams communication support specialist, Teams service admin

- Does your Teams Administrator hold any Microsoft certifications? If yes, please elaborate.

  Yes, all our resources are required to attain technical certification across Microsoft Skills to keep them up to speed with the latest technology changes. This is one of the line items in their yearly appraisals.

  Our administrators hold the Managing Microsoft Teams certification.

- Does your Teams Administrator have at least 5+ years of Office 365 and Teams Administration experience with the Public Sector or Federal Government, and a proven track record of successfully overseeing the Management and administration of Teams? If yes, please elaborate.

Yes, the average experience our Administrators have is over 10 Years of experience with 5+ years of experience supporting large scale enterprise, government projects, fortune 500 companies on Microsoft Skype and Microsoft Teams.

- Of their experience, how much of the Teams Administrator's experience is associated with direct administration of Teams?

Our administrators have been working on Microsoft Teams since its inception in 2017 and with Skype for Business prior to Teams.
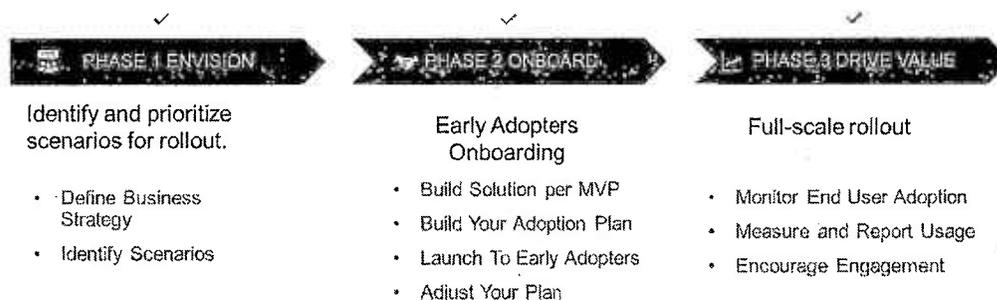
- What were some of the Teams Administrator's successes and challenges during previous Teams administration work? What did the Teams Administrator do to resolve or overcome those challenges, and what was the outcome?

Success:
We have helped organizations move to Microsoft Teams and helped with rollout with TrnDigital's Adoption Framework.

TrnDigital Teams Adoption Framework outlines the process to optimize the results

The Adoption Framework is broken into simple steps that follow the best practices, resources, and tools for a successful adoption approach.

PHASE 1 ENVISION	PHASE 2 ONBOARD	PHASE 3 DRIVE VALUE
Identify and prioritize scenarios for rollout.	Early Adopters Onboarding	Full-scale rollout
• Define Business Strategy • Identify Scenarios	• Build Solution per MVP • Build Your Adoption Plan • Launch To Early Adopters • Adjust Your Plan	• Monitor End User Adoption • Measure and Report Usage • Encourage Engagement

Successfully helped clients with their Teams productivity outcomes

Success criteria	Method	Goal	KPI Baseline	KPI Target
Increased productivity Increased adoption correlates to faster communication and decision making, shorter time to complete tasks	Quantitative Qualitative End user surveys Teams feedback	Comparison of pre and post Microsoft 365 reports will show teams activity.	5%	55%
Improved collaboration Increased cross-team and cross-location communications	Qualitative End user surveys	Number of meetings online/number of meetings Average stated employee satisfaction	10%	60%
Improved employee engagement Employees understand are enthusiastic about the available collaboration tools and are more motivated to contribute.	Qualitative End user surveys	Employee understanding and engagement improves by 50% within 6 months of rolling out of Teams	10%	60%

Challenges:

Structure of Files confuses users: The way files are stored in Teams can be quite confusing. Everything that is uploaded to conversations is dumped in the channel root folder. If someone tries to organize the files and move them into properly named folders, the file links in the conversations break, we addressed these aspects with training and enablement sessions.

Challenges regarding permission settings: One of the key benefits with Teams is that it makes sharing so easy. Everyone who is a member of the Team automatically has access to all the channels and all the files in the Team, the same OneNote notebook, and so on. This is all great. But teamwork is not always that binary. Sometimes you want to differentiate and make permission settings more granular – which is not possible as of now. Our experts help with the best practices to be followed for security in teams.

Limited flexibility can lead to redundancies: When users start working in Teams, they do not have the structure ready from the start. They do not know which channels they need and might not know exactly what Teams you need to create. Our comprehensive governance approach helps avoid such redundancies.
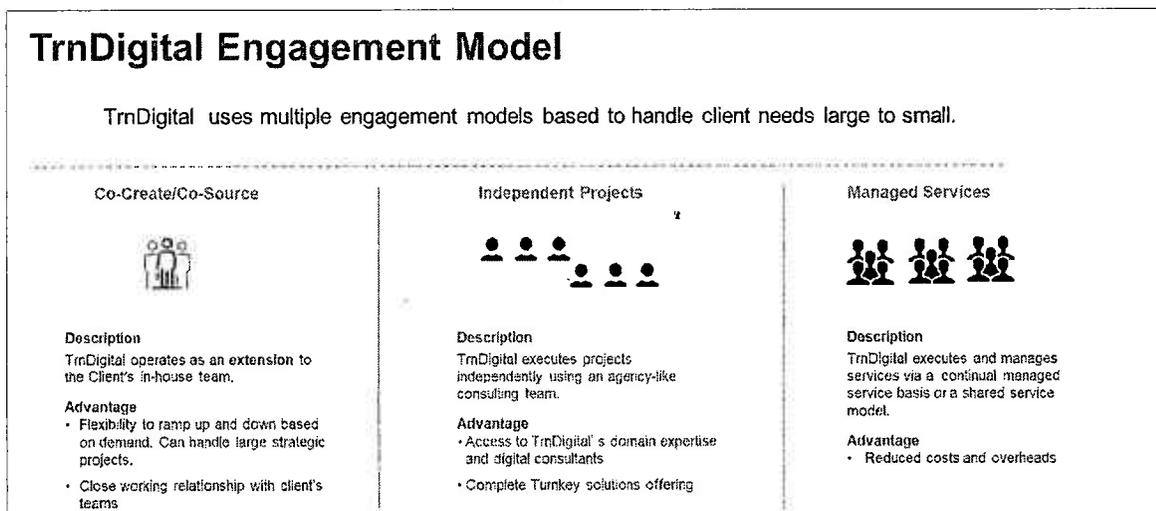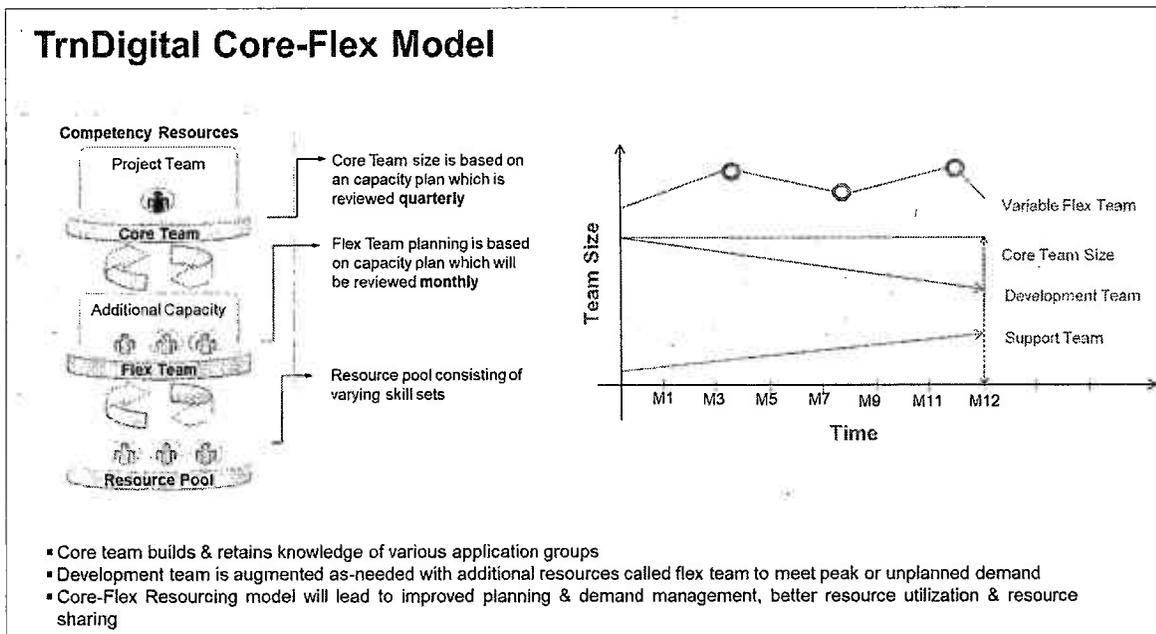
• What deliverables or techniques does your Teams Administrator leverage when it comes to providing system health and monitoring reports, project status updates, staff management (if applicable), resolving conflict/risk, and communicating with clients?

Our administrators take responsibility for managing, monitoring, and reducing risk. We ensure that Management has a track of all the developments and plan the roadmap and implementation through scheduled periodic meeting for tactical and for strategic service review.

TOPIC 11: ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | DEVICES

How you will staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools? Cloud device admin, Desktop analytics admin, Intune admin.
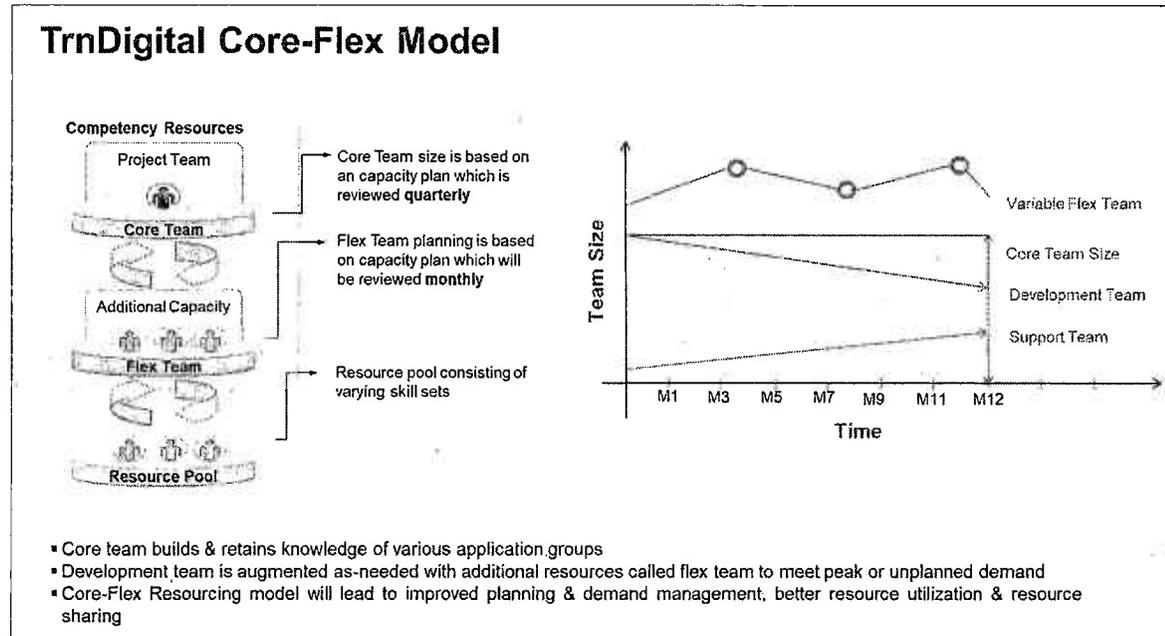
TrnDigital has a Team of Full Stack Experts who are well skilled across multiple Office 365 and Azure services. We usually recommend a Core-Flex engagement model for staffing any Office 365 / Microsoft requirement where the core team comprises of Full Stack Experts, and we bring in the flex team based on specialized skill sets and requirements. For example – During an Office 365 Migration, an Office 365 Architect and Developer will be part of the core team, and the flex team could comprise of Office 365 Security and Compliance experts who are brought in for some time to ensure the right security and compliance controls are in place. We have found this as the most optimized model for most of our customers.

TrnDigital Core-Flex Model

Competency Resources

Project Team

Core Team

Additional Capacity

Flex Team

Resource Pool

- Core Team size is based on an capacity plan which is reviewed **quarterly**
- Flex Team planning is based on capacity plan which will be reviewed **monthly**
- Resource pool consisting of varying skill sets

Variable Flex Team
Core Team Size
Development Team
Support Team

Team Size

M1 M3 M5 M7 M9 M11 M12

Time

- Core team builds & retains knowledge of various application groups
- Development team is augmented as-needed with additional resources called flex team to meet peak or unplanned demand
- Core-Flex Resourcing model will lead to improved planning & demand management, better resource utilization & resource sharing

TrnDigital Engagement Model

TrnDigital uses multiple engagement models based to handle client needs large to small.

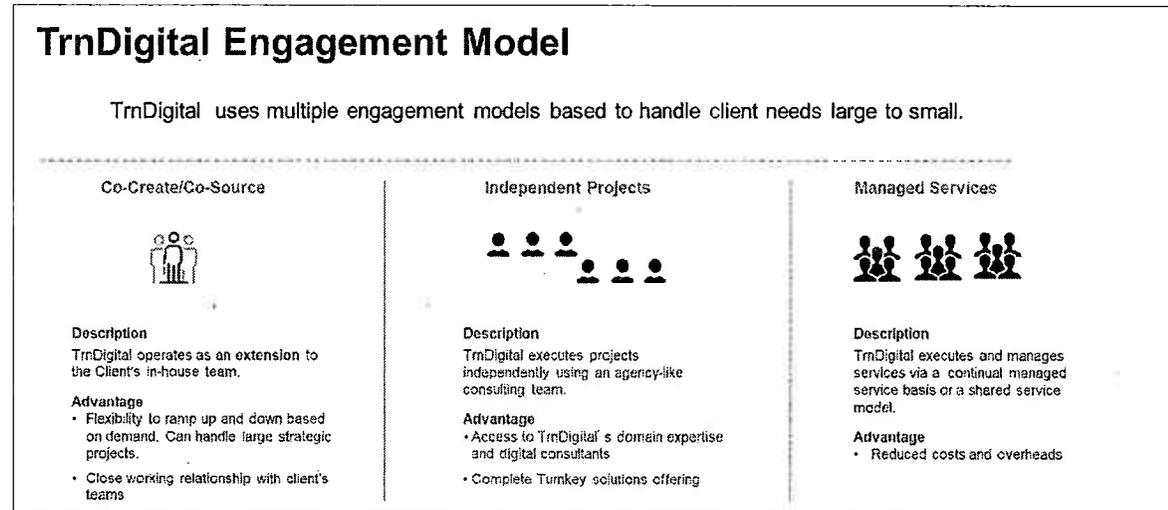| Co-Create/Co-Source	Independent Projects	Managed Services
Description TrnDigital operates as an extension to the Client's in-house team.	**Description** TrnDigital executes projects independently using an agency-like consulting team.	**Description** TrnDigital executes and manages services via a continual managed service basis or a shared service model.
Advantage • Flexibility to ramp up and down based on demand. Can handle large strategic projects. • Close working relationship with client's teams	**Advantage** • Access to TrnDigital's domain expertise and digital consultants • Complete Turnkey solutions offering	**Advantage** • Reduced costs and overheads

TOPIC 12: ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | COLLABORATION

How you will staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools? Kaizala admin, Office apps admin, Power BI admin, Power Platform admin, Search admin, Search editor.

TrnDigital has a Team of Full Stack Experts who are well skilled across multiple Office 365 and Azure services. We usually recommend a Core-Flex engagement model for staffing any Office 365 / Microsoft requirement where the core team comprises of Full Stack Experts, and we bring in the flex team based on specialized skill sets and needs. For example – During an Office 365 Migration, an Office 365 Architect and Developer will be part of the core team, and the flex team could comprise Office 365 Security and Compliance experts who are brought in for some time to ensure the right security and compliance controls are in place. We have found this as the most optimized model for most of our customers.
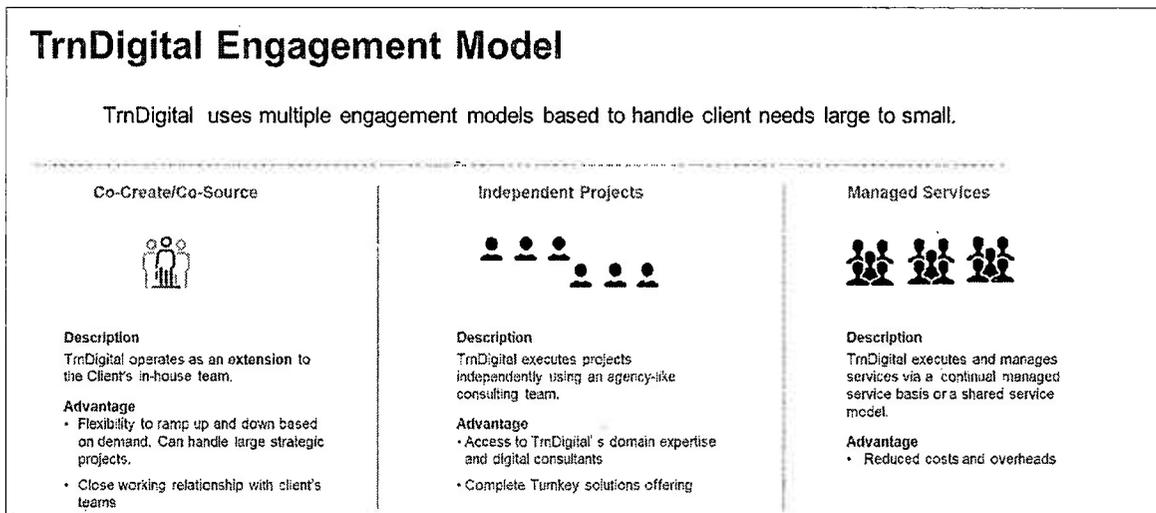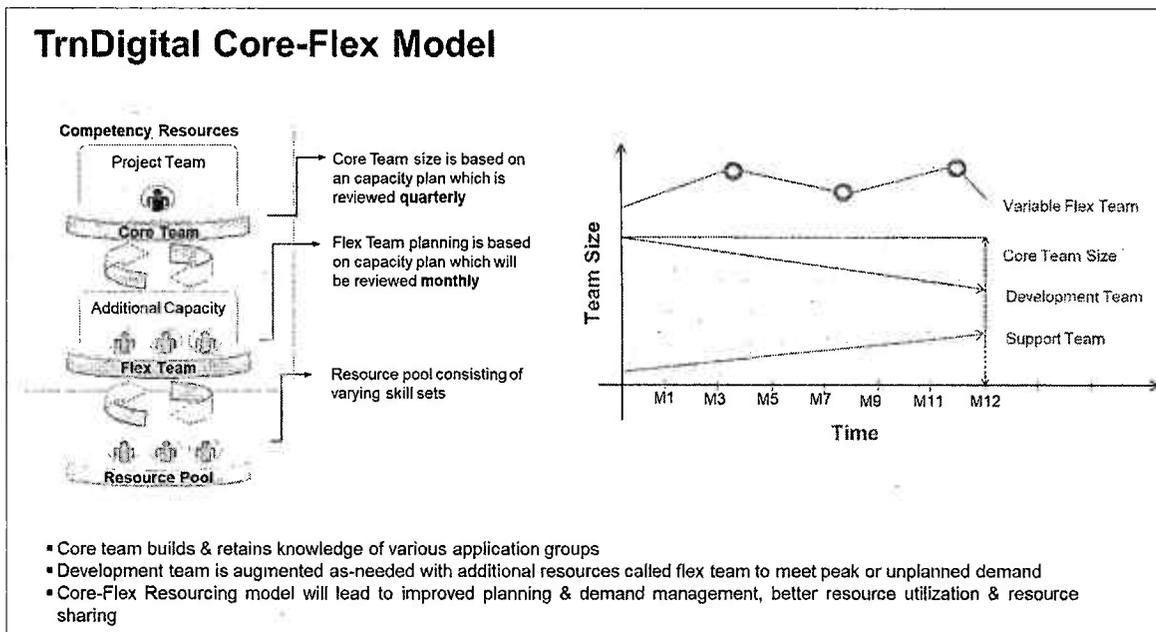

TrnDigital Core-Flex Model

- Core team builds & retains knowledge of various application groups
- Development team is augmented as-needed with additional resources called flex team to meet peak or unplanned demand
- Core-Flex Resourcing model will lead to improved planning & demand management, better resource utilization & resource sharing

TrnDigital Engagement Model

TrnDigital uses multiple engagement models based to handle client needs large to small.

Co-Create/Co-Source	Independent Projects	Managed Services
Description	**Description**	**Description**
TrnDigital operates as an extension to the Client's in-house team.	TrnDigital executes projects independently using an agency-like consulting team.	TrnDigital executes and manages services via a continual managed service basis or a shared service model.
Advantage	**Advantage**	**Advantage**
• Flexibility to ramp up and down based on demand. Can handle large strategic projects.	• Access to TrnDigital's domain expertise and digital consultants	• Reduced costs and overheads
• Close working relationship with client's teams	• Complete Turnkey solutions offering	

TOPIC 13: ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | READ-ONLY

How you will staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools? Global Reader, Message Center Privacy Reader, Message Center Reader, Reports Reader, Security Reader.

TrnDigital has a Team of Full Stack Experts who are well skilled across multiple Office 365 and Azure services. We usually recommend a Core-Flex engagement model for staffing any Office 365 / Microsoft requirement where the core team comprises of Full Stack Experts, and we bring in the flex team based on specialized skill sets and needs. For example – During an Office 365 Migration, an Office 365 Architect and Developer will be part of the core team, and the flex team could comprise Office 365 Security and Compliance experts who are brought in for some time to ensure the right security and compliance controls are in place. We have found this as the most optimized model for most of our customers.
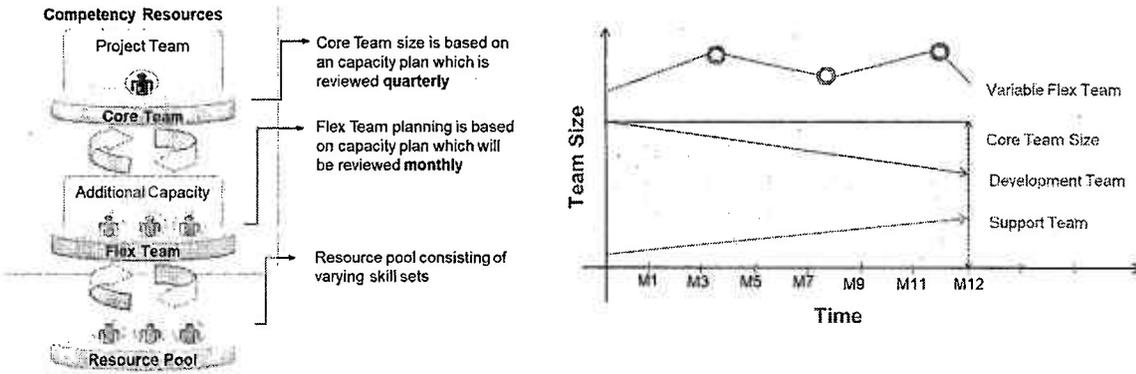
TrnDigital Core-Flex Model

Competency Resources

Project Team

Core Team

Additional Capacity

Flex Team

Resource Pool

Core Team size is based on an capacity plan which is reviewed **quarterly**

Flex Team planning is based on capacity plan which will be reviewed **monthly**

Resource pool consisting of varying skill sets

- Core team builds & retains knowledge of various application groups
- Development team is augmented as-needed with additional resources called flex team to meet peak or unplanned demand
- Core-Flex Resourcing model will lead to improved planning & demand management, better resource utilization & resource sharing

TrnDigital Engagement Model

TrnDigital uses multiple engagement models based to handle client needs large to small.

Co-Create/Co-Source	Independent Projects	Managed Services
Description TrnDigital operates as an extension to the Client's in-house team.	**Description** TrnDigital executes projects independently using an agency-like consulting team.	**Description** TrnDigital executes and manages services via a continual managed service basis or a shared service model.
Advantage • Flexibility to ramp up and down based on demand. Can handle large strategic projects. • Close working relationship with client's teams	**Advantage** • Access to TrnDigital's domain expertise and digital consultants • Complete Turnkey solutions offering	**Advantage** • Reduced costs and overheads

TOPIC 14: ADDITIONAL ADMINISTRATIVE AND OPERATIONAL SUPPORT ROLES | OTHER

how you will staff or support the following administrative roles for the daily maintenance and operation of the State's Microsoft/Office 365 tools? Billing Admin, Service Support Admin.

TrnDigital has a Team of Full Stack Experts who are well skilled across multiple Office 365 and Azure services. We usually recommend a Core-Flex engagement model for staffing any Office 365 / Microsoft requirement where the core team comprises of Full Stack Experts, and we bring in the flex team based on specialized skill sets and needs. For example – During an Office 365 Migration, an Office 365 Architect and Developer will be part of the core team, and the flex team could comprise Office 365 Security and Compliance experts who are brought in for some time to ensure the right security and compliance controls are in place. We have found this as the most optimized model for most of our customers.

TrnDigital Core-Flex Model

Competency Resources

Project Team

Core Team

Additional Capacity

Flex Team

Resource Pool

→ Core Team size is based on an capacity plan which is reviewed **quarterly**

→ Flex Team planning is based on capacity plan which will be reviewed **monthly**

→ Resource pool consisting of varying skill sets

Team Size

Variable Flex Team

Core Team Size

Development Team

Support Team

M1 M3 M5 M7 M9 M11 M12

Time

- Core team builds & retains knowledge of various application groups
- Development team is augmented as-needed with additional resources called flex team to meet peak or unplanned demand
- Core-Flex Resourcing model will lead to improved planning & demand management, better resource utilization & resource sharing

TrnDigital Engagement Model

TrnDigital uses multiple engagement models based to handle client needs large to small.

Co-Create/Co-Source	Independent Projects	Managed Services
Description	**Description**	**Description**
TrnDigital operates as an extension to the Client's in-house team.	TrnDigital executes projects independently using an agency-like consulting team.	TrnDigital executes and manages services via a continual managed service basis or a shared service model.
Advantage	**Advantage**	**Advantage**
· Flexibility to ramp up and down based on demand. Can handle large strategic projects.	· Access to TrnDigital's domain expertise and digital consultants	· Reduced costs and overheads
· Close working relationship with client's teams	· Complete Turnkey solutions offering	

TOPIC 15 – MICROSOFT TECHNICAL ARCHITECT(S)

- Does your Microsoft Technical Architect have at least 5+ years of experience with the Public Sector or Federal Government, and a proven track record of designing successful Microsoft/Office 365/Dynamics 365/Azure Cloud architecture solutions across enterprise IT programs/projects? If yes, please elaborate.

Yes, the average experience of our Microsoft Technical Architect is over 10 Years with 5+ years of experience supporting large scale enterprise, government projects, fortune 500 companies designing and implementing Microsoft/Office365, Azure Cloud Solutions.

- Does your Microsoft Technical Architect have experience with developing/designing Microsoft/Office 365, SharePoint Online, Dynamics 365, and/or Azure architecture solutions? Please describe the techniques, security features, software, process, and architecture model/methodology that the Microsoft Technical Architect leveraged to develop/design an architecture solution for Microsoft within a Government Cloud environment. What was the business value and impact provided from those Microsoft Platform solutions?

TrnDigital's Azure & Office 365 DevOps Framework accelerates establishing a set of practices, roles, and tools that allows organizations of any size to develop, deploy & maintain solutions at scale.

Using our framework, we can streamline the development methodology to deploy both Client and server-side solutions through automation.

TrnDigital Azure & Office 365 DevOps Toolset
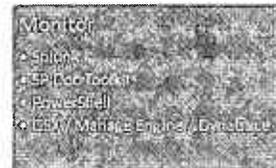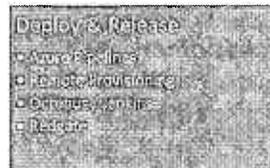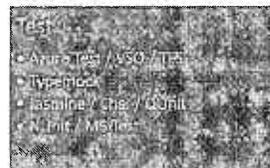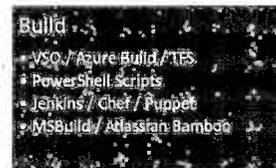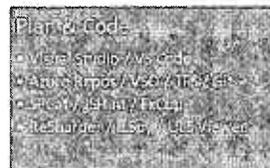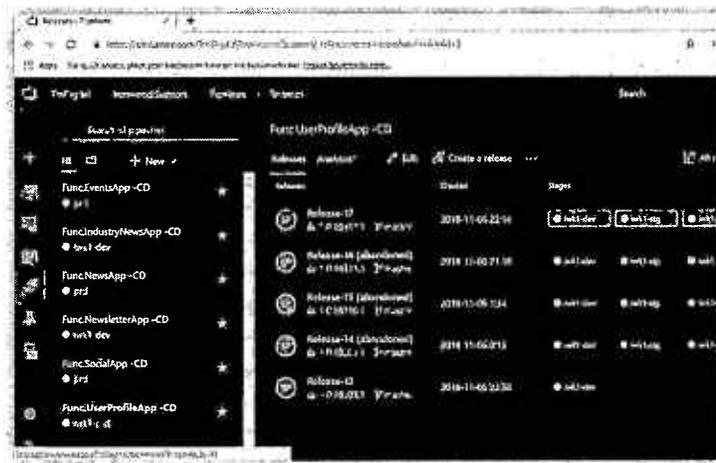
• Were any of the deployed Microsoft Platform architecture models lift and shift (pre-existing solution to be modified for another customer)? If yes, can you please describe the approach that you took to deliver value to the customer to meet rapid delivery?

Yes, we have implemented data move for customers in a lift and shift fashion. We used custom discovery scripts to analyze the existing environment. We have migrated the data using the 'Sharegate Migration Tool,' TrnDigitals team prepared the mapping sheet from site collection to destination for migration. Having source and target mapping for the data migration makes it easy for Sharegate to run the job.

For validated data, we developed additional post-migration scripts that compare source and destination folders and report any missed items. The solution helped quality and legal teams to verify and sign off the migration quickly.

• Describe the Microsoft Technical Architect's experience with deploying Microsoft/Office 365 solutions within an Agile or DevOps environment. Please provide your approach and business value to the customer as a result of the Microsoft Platform solution(s).

Our pre-build cloud implementation solution is designed to speed up application development. It helps in bringing innovative products in the market as early as possible. CloudCore 6X Framework is designed to save time and money of our customers, using CloudCore 6X framework solutions can be implemented up to 6X faster.

TrnDigital Application Development Methodology
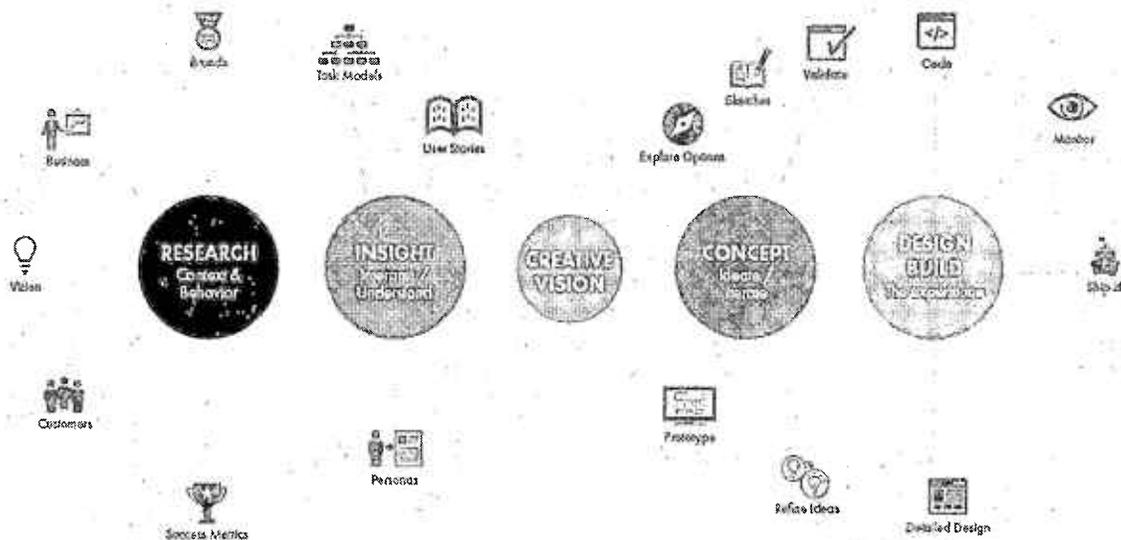
• What were some of the Microsoft Technical Architect's successes and challenges during a Microsoft Platform deployment? What did the Microsoft Technical Architect do to resolve or overcome those challenges, and what was the outcome?

Successes:

- We have provided deep technical expertise and support for Datacenter Transformation, Custom Applications, Data Estate Transformation (ML and AI), and Security/Compliance/Privacy.
- Delivered value via a portfolio of technical engagements optimized to accelerate IP development
- We Delivered deep level technical activities, executing on the defined learning path, and developing technical aspects of critical scenarios outlined in the technology roadmap.
- Enabled and lead activities for Envisioning Briefings, Architecture Design Session (ADS), Proof of Concept projects, architecture guidance on building solutions.
- Developed a multi-cloud technology adoption roadmap and advised partners on its execution according to business priorities

Challenges:

Training: One of the common challenges many Microsoft Technical Architects face is a lack of training of new features and certification. TrnDigital's administrators participate and lead SharePoint community events and participate in events like Microsoft ignite to get an early preview of the new features to come.

TOPIC 16 – SHAREPOINT ONLINE INFORMATION ARCHITECT

- Does your SharePoint Online Information Architect have at least 5+ years of experience with the Public Sector or Federal Government and a proven track record with developing/managing Microsoft SharePoint Online solutions across enterprise IT programs/projects? If yes, please elaborate.

Yes, the average experience our SharePoint Online Information Architect is over 10 Years of experience with 5+ years of experience supporting large scale enterprise, government projects, fortune 500 companies owning large SharePoint farms, leading migrations, and Supporting Online environments with thousands of sites.

• Does your SharePoint Online Information Architect have experience with developing/designing Microsoft/Office 365? Please describe the techniques, security features, software, process, and data model/methodology that the SharePoint Online Information Architect leveraged to design, configure, and implement modern experience SharePoint Online solutions within a Government Cloud environment. What was the business value and impact provided from those Microsoft/Office 365 data solutions?

TrnDigital has a Team of SharePoint Information Architects who are well skilled across multiple Office 365 and Azure services. Having a robust information architecture is an essential prerequisite for realizing a well-maintained and well-performing portal. Designing the optimal structure requires detailed planning; our approach is as below:
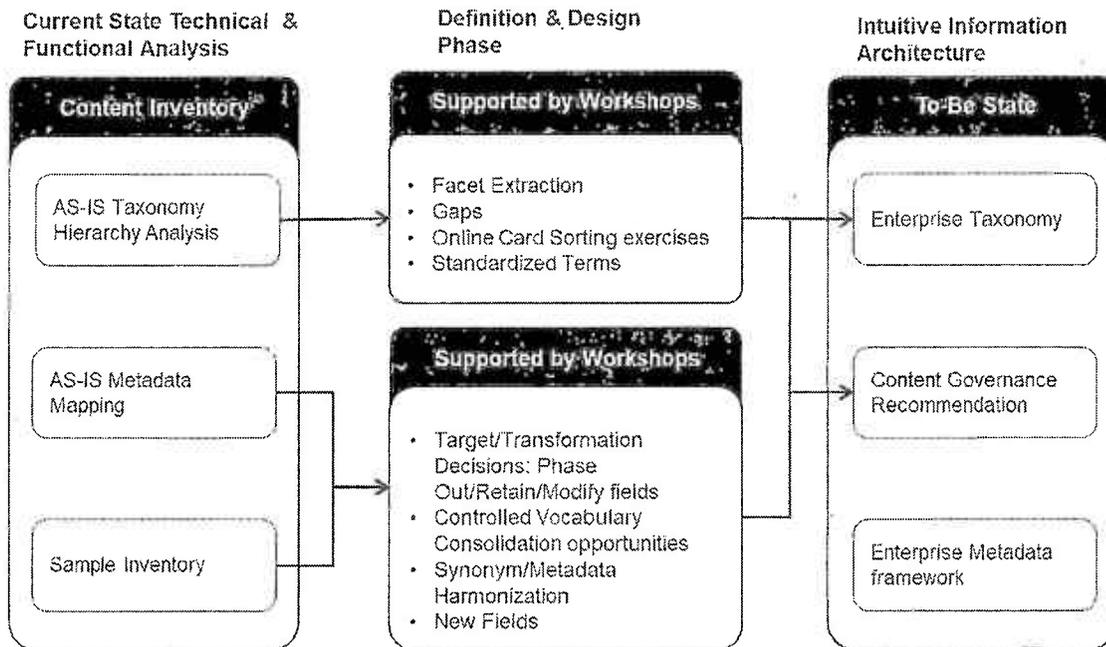
• Were any of the deployed SharePoint Online solutions lift and shift (pre-existing solution to be modified for another customer)? If yes, can you please describe the approach that you took to migrate the data and what software tools did you use? What were the end result and business value provided to the customer?

Yes, we have implemented data move for customers in a lift and shift fashion. We used custom discovery scripts to analyze the existing environment. We have migrated the data using the 'Sharegate Migration Tool,' TrnDigitals team prepared the mapping sheet from site collection to destination for migration. Having source and target mapping for the data migration makes it easy for Sharegate to run the job.

For validated data, we developed additional post-migration scripts that compare source and destination folders and report any missed items. The comparison helped quality and legal teams to verify and sign off the migration quickly.

• Describe the SharePoint Online Information Architect's experience with designing, configuring, and implementing the modern experience of SharePoint Online within an Agile or DevOps environment. Please provide your approach and business value to the customer as a result of the SharePoint Online solution(s):

DevOps is a development culture that focuses on producing a cost-efficient quality product, DevOps Provide an easy way to communicate with all the teams in one place during development. It provides an easy way of testing the deployment pipelines for your solution.

Our SharePoint Information Architect help with:

- Improving the deployment frequency
- Improve testing of the solution
- Improve mean time of recovery in case a rollback of a solution is required
- Ensure the lowest rate of failure for multiple releases

• What were some of the SharePoint Online Information Architect's successes and challenges during a Microsoft/Office 365 and SharePoint Online deployment? What did the SharePoint Online Information Architect do to resolve or overcome those challenges, and what was the outcome?

Successes:

- Recommend best-in-class solution architecture identifying functional as well as non-functional parameters.
- The DevOps Pipelines made the deployment quick and error-free compared to the legacy manual deployment process.
- Documented all architecture decisions, and best practice approaches.

Challenges:

Training: One of the common challenges many Microsoft Technical Architects face is a lack of training of new features and certification. TrnDigital's administrators participate and lead SharePoint community events and participate in events like Microsoft ignite to get an early preview of the new features to come.

TOPIC 17 – MICROSOFT LEAD PLATFORM DEVELOPERS

Our team has several Teams Administrators, who serve as Office 365, SharePoint Online, Dynamics 365, and other Microsoft Azure Cloud Solutions, developers.

- Does your Lead Microsoft Lead Platform Developer have at least 3+ years of experience with the Public Sector or Federal Government, and a proven track record of deploying Microsoft/Office 365 solutions across enterprise IT programs/projects? If yes, please elaborate.

Yes, the average experience our Microsoft Lead Platform Developers is over 10 Years of experience with 3+ years of experience supporting large scale enterprise, government projects, fortune 500 companies deploying Microsoft/Office 365 solutions.

- Does your Lead Microsoft Platform Developer have expert proficiency with PowerShell, C+, and SPFx?

Yes, TrnDigital's Lead Microsoft Platform Developers have expert proficiency with PowerShell, C++, and SPFX.

- Does your Lead Microsoft Developer have experience with developing/deploying Microsoft Platform solutions?

Yes, TrnDigital's Lead Microsoft Platform Developers have extensive experience developing/deploying Microsoft Platform Solutions.

TrnDigital's Azure & Office 365 DevOps Framework accelerates establishing a set of practices, roles, and tools that allows organizations of any size to develop, deploy & maintain solutions at scale.

- Please describe the techniques, security features, software, process, and approach that the Lead Microsoft Platform Developer leveraged to develop/deploy these Microsoft/Office 365 solutions within a Government Cloud environment. What was the business value and impact provided from those Microsoft/Office 365 solutions?

Using our framework, we can streamline the development methodology to deploy both client and server-side solutions through automation.

TrnDigital Azure & Office 365 DevOps Toolset
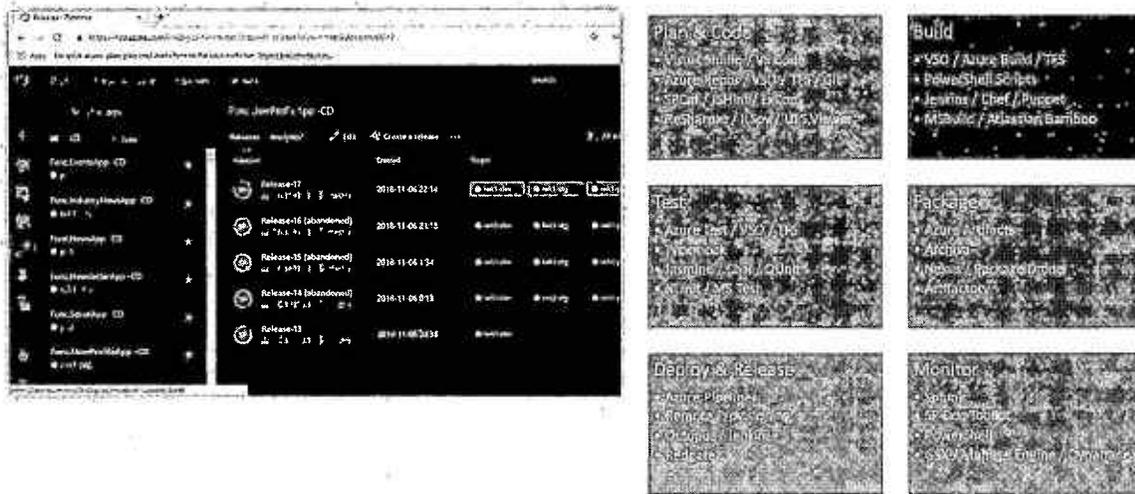
TrnDigital Application Development Methodology
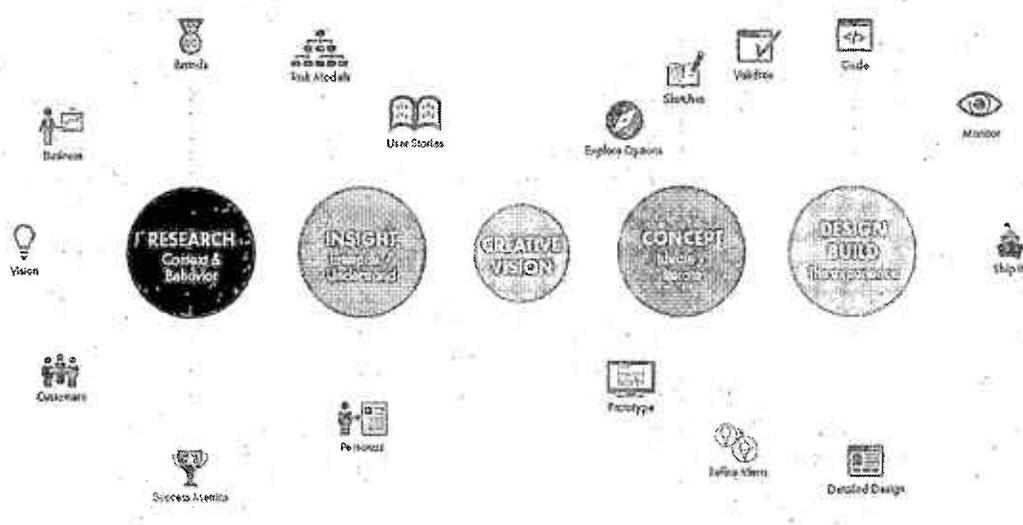
• Were any of the deployed Microsoft/Office 365 solutions lift and shift (pre-existing solution to be modified for another customer)? If yes, can you please describe the approach that you took to deliver value to the customer to meet rapid delivery?

Yes, we have implemented data move for customers in a lift and shift fashion. We used custom discovery scripts to analyze the existing environment. We have migrated the data using the 'Sharegate Migration Tool,' TrnDigitals team prepared the mapping sheet from site collection to destination for migration. Having source and target mapping for the data migration makes it easy for Sharegate to run the job.

For validated data, we developed additional post-migration scripts that compare source and destination folders and report any missed items. The comparison helped quality and legal teams to verify and sign off the migration quickly.

• Describe the Lead Microsoft Platform Developer's experience with deploying Microsoft/Office 365 solutions within an Agile or DevOps environment. Please provide your approach and business value to the customer as a result of the Microsoft/Office 365 solution(s).

• What were some of the Lead Microsoft Platform Developer's successes and challenges during a Microsoft/Office 365 deployment? What did the Lead Microsoft Platform Developer do to resolve or overcome those challenges, and what was the outcome?

Successes:

- Drive detailed Root Cause Analysis (RCA's) and Postmortems for critical Live Site Incidents
- Design and implement real-time telemetry pipelines and monitoring solutions on world-class big data technologies in Azure to automatically discover problems at their source
- Manage budget considerations for new asks and backfill End of Warranty and End Of Life hardware
- Design, write and deliver software to improve network automation, availability, reliability, scalability, security, resiliency, and efficiency of services that deliver specialized compute platforms to the Test Automation
- Contribute in debugging/troubleshooting the complete stack, drive analysis of issues and outages, write software and build automation to resolve production problems with durable system fixes
- Building high-quality metrics and monitoring logic to enable capacity planning, performance analysis, automated incident creation, and scale-out of distributed, multi-service workflows
- Participate actively in code reviews, bug/issue triage with the feature teams, and support well-informed decisions towards business and engineering goals
- Review and influence ongoing design, architecture, standards, and methods for operating software-defined network services and systems; assess design and code changes to drive improvements

We have automated many customer-related processes.

- Onboarding & Offboarding process: Notification emails with the Onboarding and Offboarding.
- Creation and deactivation of AD account, Assigning Phone Numbers and licensee as applicable (M365 E5; O365 E3 & E5) and Intune group.
- The automated scripts create onboarding tickets, sub-tasks, and a dashboard for monitoring.
- Created Dynamic security groups for providing access to users for SharePoint site collections based on their department.
- We developed PowerShell Scripts to identify the explicitly provided access and remove it while offboarding.

Challenges:

Training: One of the common challenges many Microsoft Technical Architects face is a lack of training of new features and certification. TrnDigital's administrators participate and lead SharePoint community events and participate in events like Microsoft ignite to get an early preview of the new features to come.

Supplemental Information

Provide three (3) references from other states or political subdivisions of similar size and complexity for whom you've provided services.

1. **Reference 1**

   a. Company Name: Massachusetts Department of Transportation

   b. Contact Name: Lesly Jean-Paul

   c. Contact Email Address: lesly.jean-paul@state.ma.us

2. **Reference 2**

   a. Company Name: Massachusetts Board of Bar Overseers

   b. Contact Name: Tuan Huynh

   c. Contact Email Address: t.huynh@massbbo.org

3. **Reference 3**

   a. Company Name: Massachusetts Health Connector

   b. Contact Name: April May

   C. Contact Email Address: april.may@state.ma.us