

**Shared
Services**



**Email
Project**

email plus more

Project Charter

March 16, 2011

**Prepared by:
Heidi Brownell, Senior Project Manager**

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A. Business Need or Opportunity

On February 10, 2009, Governor Gregoire issued Governor's Directive 9-02, directing state agencies to provide full assistance and support in the development and implementation of a Shared Services Model. The Governor stated that, "Sharing administrative functions between agencies will allow you to focus on your core missions of providing essential services to Washingtonians. I expect that our new shared services approach and governance structure will capture the benefits of economies of scale in a way that ensures good customer service to the client agencies."

In response to adopting the Shared Services Model and its governance, a Shared Services Email Project was identified and approved by the state CIO's. The overall purpose behind the project is to optimize the value of IT by concentrating like email services across state agencies to a centralized service to lower costs and improve service. The new Shared Services Email was created through adoption of the Washington State Shared Services Model and identified as a learning experience to improve the Shared Services Model.

This project meets the Governor's directive by providing a shared email service. The outcomes from this effort reinforce the generally accepted benefits for a shared service which include:

- Drive cost and effort out of line and support services, including IT services
- Add value to line and support services
- Leverage existing agency resources, data, and processes
- Avoid duplication
- Reduce risk
- Reduce time for problem resolution

B. Vision Statement

In a time of constrained budgets with the state being driven to maximum efficiency, the vision of this project is to maximize email capabilities and functionality available to all agencies and to provide that as a Shared Service.

Included in this vision is:

- access to an email vault
- encryption/secure email
- ease of interface with local business applications
- in-bound and out-bound email filtering
- remote and mobile email access
- a high degree of customer satisfaction
- the flexibility/expandability necessary to meet future business and strategic needs

The technical solution will provide a single reliable platform for all state agencies, allowing them to:

- reduce risk by providing greater discovery functionality
- increase focus on agency core business
- safeguard sensitive data at a reduced cost to the state over a five year period

This initiative will include executive branch agencies, and will also be available to other state government agencies. The solution will be a single source solution hosted in the state data center.

C. Business Objectives

A "To-Be Definitions" (requirements) document was created and approved by the Customer Advisory Board (CAB), and the Executive Steering Committee (ESC), in June 2010. This document was updated to include rates, and was presented and approved, in September 2010 by the Shared Services Executive Steering Committee authorizing the implementation of the project statewide. In January 2011, the Shared Services Email Steering Committee defined the business value listed below to be delivered by the project:

1. Provide a standard service level agreement that will be developed prior to hosting any agency on the new system.
2. Provide access to more efficient, cost effective, secure storage for every user.
3. Provide improved records management, search capability and compliance with records management statutes for file retention and public disclosure.
4. Provide the capability to protect the confidentiality and integrity of sensitive data.
5. Provide reliable, open application interfaces to allow agencies to meet their business needs.
6. Provide a transition strategy for agencies to minimize risk and impacts.
7. Provide new opportunities to enhance multi agency-workflows and processes through a single platform and application interfaces.
8. Provide a single statewide solution which guards against spam, email viruses, malware, and inappropriate language that poses a risk to agency operations.
9. Provide a single, secure remote access method to the state email system for authorized users.
10. Provide secure access to the state email system for authorized devices, while accounting for the differences in agency capability and infrastructure.
11. Provide a solution that complies with all ISB policies and standards.
12. Identify agency requirements for the system interface prior to deployment, and assess customer satisfaction following implementation to ensure a good fit between agency needs and the project solution.
13. Provide an email system that is available 100 percent of the time, given limitations to infrastructure.
14. Provide the opportunity to refocus agency resources on core business functions, instead of on email maintenance.
15. Provide a competitive rate that delivers a return on investment for the state within 5 years.
16. Implement the solution in all executive branch agencies, and make it available to other state agencies based on the approved project plan.
17. Provide a single-source solution hosted in the state data center.

D. Product Description

This project will implement a consolidated, on-premise Shared Services Email solution that encompasses requirements for email delivery, security, and records retention. The email system will be based on the requirements of agencies across the state. It will leverage the availability of new product introductions from vendors, and extend the email service currently offered by DIS.

The solution includes: Exchange 2010 from Microsoft for basic email services, an updated email vaulting capability; and security through the acquisition of a product(s) to provide perimeter security, email filtering, and secure encrypted email.

In addition to these basic services, the architecture and subsequent implementation includes:

- Disaster Recovery
- High availability
- Flexible administration
- Simplified transition to the State Data Center
- Increased control over email integrity
- Improved discovery tools for investigations and public records compliance

The proposed solution is complimentary with existing email systems in the state, as nearly all of the existing email systems are based in Microsoft Exchange.

The system will reduce staff requirements for direct support of email services in the agencies, while continuing to provide the agencies the flexibility to administer their email environment to meet their specific business needs.

The proposed system provides capabilities beyond those currently available in most agencies, and makes all of the extended capabilities available to all participating agencies through a common and centrally managed solution.

E. Key Milestones

Key milestones for this project are predicated on the considerable amount of work that had preceded this document and the still more work required before a detailed project management plan can be developed. To date, some key requirements of the Shared Services Email offering have yet to be defined. Additionally, the complexities of integrating up to 93 potential agency customers with their specific business requirement for mobile messaging, secure messaging and integration into existing applications are not fully documented. These items are detailed as Key Outstanding Issues in the Issues Management section of this document. The key milestones and estimated timeframes for the project are:

| Milestone | Start | End |
|--|--------------|------------|
| › Project Planning | 2/1/2011 | 2/28/2011 |
| › Technical Assessment of the Shared Services Email Offering | 2/1/2011 | 2/28/2011 |
| › Build and Test Technical Environment at DIS | 2/15/2011 | 3/1/2011 |
| › Agency Implementation Planning | 2/15/2011 | 3/31/2011 |
| › Agency Implementations | 5/30/2011 | 6/30/2012 |
| › Project Close | 7/1/2012 | 7/30/2012 |

F. Constraints

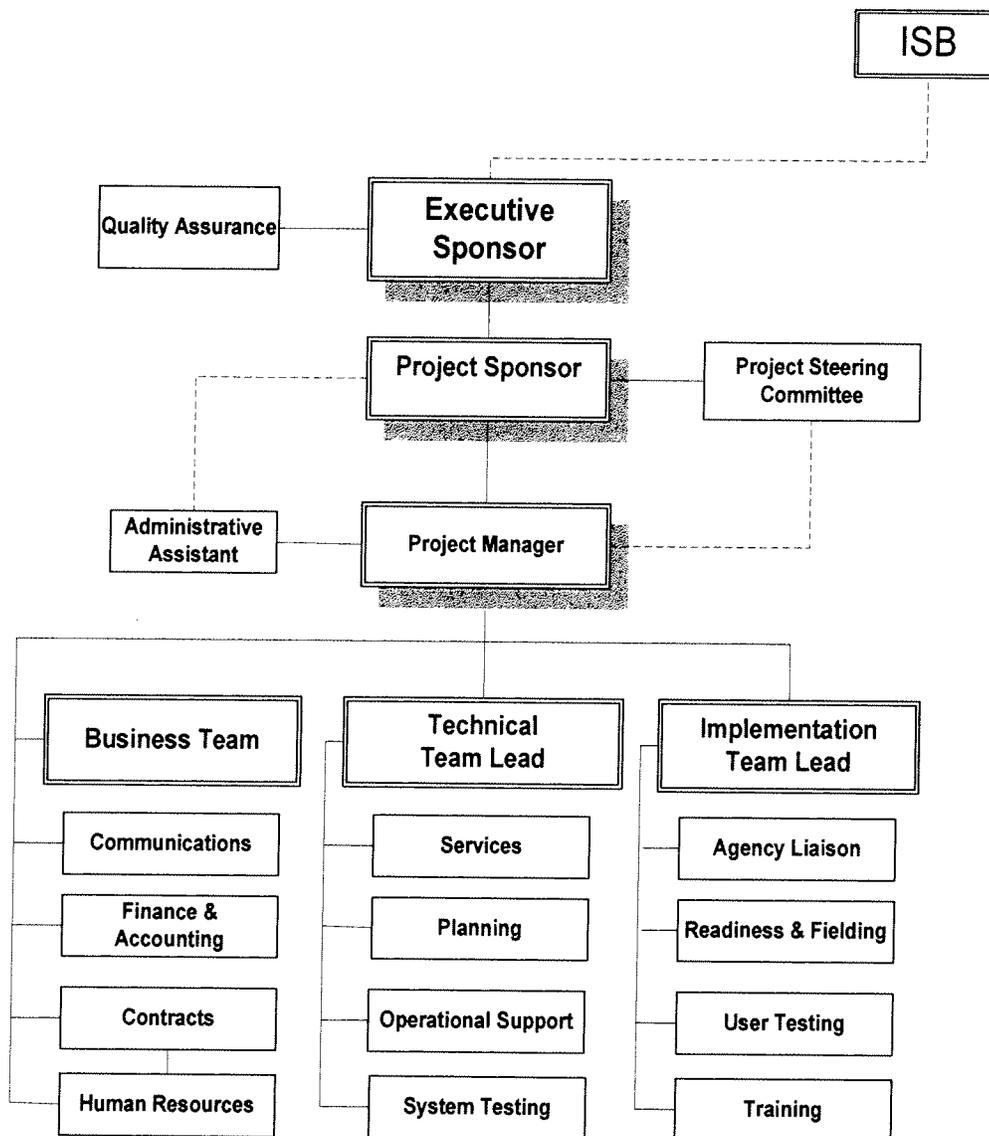
The following limitations and constraints have been identified for this project:

- The majority of executive agencies will be implemented in 2011.
- Vault functionality cannot be implemented for new agencies until Exchange has been brought online and the specific agency accounts have been loaded.
- Agencies such as DSHS have limitations on existing software tools that must be accommodated in the schedule.
- The first “wave” of user implementations can accommodate 48,000 accounts.
- Blackberry is included within the scope of this project; however, ActiveSync is not.
- Filtering may be implemented in parallel with Exchange, and does not constrain that implementation.
- Many agencies currently have internal applications that utilize email functionality. These agencies may not have the resources available to modify these applications by the 2011 deadline.
- Individual agency policy development regarding email use, use of filtering functionality, and vault storage will drive implementation dates for target agencies.
- Some agencies are not currently using Enterprise Active Directory, which is a prerequisite of their implementation of the Shared Services Email.

G. Project Governance

Governance for the project will be provided by the Executive Sponsor and Project Sponsor, with input from the Project Steering Committee. The implementation effort will be guided by representatives from participating agencies, and implemented as the state's first Shared Service.

Project Organization Chart



Roles and Responsibilities

The following roles and responsibilities are anticipated for this project:

| Role | Responsibilities |
|-----------------------------------|--|
| Executive Sponsor | <p>Act as final authority on escalated issues</p> <p>Act as final authority on decisions related to the project budget</p> |
| Project Sponsor | <p>Business owner responsible for organizational, political, and financial support of the project</p> <p>Define strategic vision, assist in project scope management, and convey project importance to agency and external groups</p> <p>Run Project Steering Committee Meetings</p> <p>Define goals and objectives for the project</p> <p>Resolve issues that cannot be resolved at a lower level</p> <p>Ensure project supports agency's strategic business direction</p> <p>Provide budget accountability and contract signature authority</p> <p>Review and approve key project deliverables</p> <p>Drive policy decisions for the project</p> <p>Communicate with stakeholders, external entities, and partners (e.g., OFM, DIS, DOP, etc.)</p> <p>Authorize supplemental personnel resources as required</p> <p>Oversee and assist in resolution of issues associated with quality, scope, risk, schedule, and budget</p> <p>Provide leadership as project champion</p> <p>Approve scope, schedule, and budget changes</p> |
| Project Steering Committee | <p>Reports to/advises the Project Sponsor</p> <p>Address risks and concerns identified by Project Management</p> <p>Advise the Project Sponsor regarding strategic vision and direction, including project scope</p> <p>Assess changes to agency policy as recommended by Project Management</p> <p>Assist the Project Sponsor with priorities; and resolving issues that cannot be resolved at a lower level – and that without resolution can affect time, cost, or performance constraints on the project</p> <p>Review issue and risk management activities and provide feedback</p> <p>Communicate project status and outcomes to stakeholder groups (internal/external)</p> <p>Escalate issues to sponsor(s) that cannot be resolved at this level</p> <p>Make project resources available</p> <p>Approve key deliverables when requested and appropriate</p> |

| Role | Responsibilities |
|-----------------------------------|--|
| External Quality Assurance | <p>Review project activities and project management processes</p> <p>Review project deliverables</p> <p>Provide Executive Sponsor with an independent assessment of project processes and products to ensure that project objectives are realized</p> <p>Regularly report assessments, including project risks and recommended mitigation strategies to Executive Sponsor</p> <p>Investigate or provide an independent assessment of project issues as needed, and make recommendations to address issues</p> <p>Identify concerns related to project performance and success</p> <p>Ensure project follows industry, state, and agency standards</p> |
| Project Manager | <p>Reports to and takes direction from the Project Sponsor and Executive Sponsor</p> <p>The Project Manager will have day-to-day responsibility for management of the project and will perform the following tasks:</p> <ul style="list-style-type: none"> • Attend project meetings with vendor team • Define goals and objectives for the project consistent with executive decisions • Escalate issues to Project Sponsor that cannot be solved at a lower level and may impact time, cost, or quality of the project • Manage the day-to-day tasks performed by the agency project team • Manage the deliverable review process to ensure the delivered solution meets the goals and objectives of the agency • Identify risks and implement risk mitigation strategies • Facilitate and promote stakeholder communication • Serve as the point of contact with the ESC, Information Services Board (ISB), state agencies, and other stakeholder groups • Monitor the deliverable and milestone schedule • Maintain project work plans, action item lists, and issue and risk logs for agency project team • Monitor and report the overall project status, including the status of all vendor deliverables • Keep the Executive Sponsor, Project Sponsor and Project Steering Committee informed of project progress • Develop and manage statement of work documents • Determine project resource requirements and enlist stakeholder support to obtain these resources • Monitor and track project budget, schedule, and quality against defined project objectives • Oversee ongoing financial administration of the project • Ensure vendor and state contract compliance • Oversee all internal and external communication activities • Develop and maintain the communications plan and documentation • Support development of project status reports • Develop stakeholder communication plan • Implement communications plan tasks and activities • Maintain project communications • Oversee management of project library |

| Role | Responsibilities |
|-------------------------------|---|
| Technical Manager | <p>Manage staff responsible for the functional requirements of the systems, systems design, and verification activities</p> <p>Oversee technical/analyst staff assigned to the project</p> <p>Coordinate definition of security profiles with users and implementation of those profiles with vendor</p> <p>Participate in project team activities</p> <p>Ensure involvement in appropriate tasks and on a timely basis</p> <p>Manage day-to-day technical issues that arise</p> <p>Provide technical support during go-live</p> <p>Coordinate the technical preparations of business operations for the application</p> <p>Support the development staff's technical requirements</p> <p>Coordinate activities with external system owners to assist in resolving interface issues</p> <p>Coordinate interface development activities</p> <p>Coordinate data migration activities</p> <p>Purchase and oversee installation of any required software to support the project</p> <p>Configure system and ensure operational readiness for data migration, testing, training, production, etc.</p> <p>Manage technical environment updates, security, and release management</p> <p>Coordinate test development and execution activities</p> <p>Organize people, facilities, and equipment needed for testing</p> <p>Coordinate vendor preparation of test scripts with Test Team</p> <p>Ensure traceability between the solution delivered by the vendor and the defined system requirements</p> <p>Ensure vendor maintains requirements documentation to support traceability</p> <p>Review vendor deliverables and reports for acceptance and defects</p> <p>Manage resolution of testing issues</p> <p>Track defects until resolved</p> |
| Implementation Manager | <p>Develop and execute implementation plan</p> <p>Participate in project team meetings</p> <p>Coordinate activities of agency and vendor project teams in accordance with duties defined by the Project Manager</p> <p>Communicate project status information to the Project Team</p> <p>Manage pilot and production rollout activities focusing on field implementation</p> <p>Prepare state implementation team resources to participate in implementation teams</p> <p>Perform technical readiness activities</p> |

| Role | Responsibilities |
|-------------------------------------|---|
| | <p>Prepare the help desk and help desk personnel for supporting the solution</p> <p>Manage all training activities and deliverables, including: the training plan, training curriculum, training documentation, "train the trainers" activities, and scheduling training sessions</p> <p>Provide oversight for state training staff activities</p> <p>Review and approve vendor supplied training materials and documentation</p> <p>Ensure that end users receive appropriate and timely training suited to their needs</p> <p>Coordinate user test development and execution activities</p> <p>Organize people, facilities, and equipment needed for user testing</p> |
| Agency Liaison | <p>Facilitate appropriate changes to agency procedures, operations, and systems</p> <p>Ensure that project activities are integrated, and coordinated, with other state and agency initiatives and projects</p> <p>Prepare staff for project implementation</p> |
| Business Team | <p>Performs accounting duties for project costs</p> <p>Supports procurement management issues related to the project</p> <p>Ensures appropriate staff planning for the project</p> <p>Business team members report to the Project Manager</p> |
| Subject Matter Experts (SME) | <p>Represent end user and business needs</p> <p>Facilitate resolution of business and technical issues</p> <p>Support acceptance testing activities</p> <p>Support training activities</p> <p>Review deliverables and provide feedback to ensure business needs are met</p> <p>Support definition of interface requirements and testing</p> <p>Participate as "Super Users" during implementation planning and in coordinating for end users</p> <p>Assist in issue, risk, change and problem identification, tracking and resolution</p> <p>Assist in requirements/needs definition</p> <p>Serve as advocates of change</p> |

H. Communications/Reporting Requirements

This section defines the regular communications and reporting that will be provided during the course of the project.

| Communication Event | Audience (who) | Medium (how) | Content (what) | Frequency (when) | Delivered By | Expected Result |
|---|---|---|--|------------------------------|------------------|--|
| 1. Project Steering Committee Meeting | Project Steering Committee members and designees (Project Sponsors) | <ul style="list-style-type: none"> • Status meeting • Exec status report | <ul style="list-style-type: none"> • Overview of project status • Escalated issues, risks, scope • Upcoming decisions • Upcoming milestones • Change requests | Every other Wednesday | Project Sponsor | <ul style="list-style-type: none"> • Informed sponsors • Decisions made on strategic issues |
| 2. Project Staff Team Meeting | Project Staff Team | <ul style="list-style-type: none"> • Status meeting • Status report • Work plans | <ul style="list-style-type: none"> • Accomplishments • Upcoming activities • Work assignments • Issues, risks • Decisions | Weekly – Thursday 9:00-10:00 | Project Manager | <ul style="list-style-type: none"> • Informed team • Deliverable review • Idea generation • Issue resolution • Task progress tracking • Project decisions on tactical issues |
| 3. Project status report (bi-weekly) | <ul style="list-style-type: none"> • Project Sponsors • Project Steering Committee • Project Staff | <ul style="list-style-type: none"> • Emailed status report | <ul style="list-style-type: none"> • Accomplishments • Upcoming activities • Issues, risks, decisions • Project performance | Weekly | Project Manager | <ul style="list-style-type: none"> • Informed staff |
| 4. Working sessions with Operational Team | <ul style="list-style-type: none"> • Operational Team | <ul style="list-style-type: none"> • Face-to-Face ad hoc meetings | <ul style="list-style-type: none"> • Topic-specific | Whenever necessary | Appropriate Lead | <ul style="list-style-type: none"> • Collaboration • Idea generation • Information gathering |

| Communication Event | Audience (who) | Medium (how) | Content (what) | Frequency (when) | Delivered By | Expected Result |
|--|--|--|--|------------------|---------------|---|
| 5. Project Updates as defined in the Project Communications Plan | <ul style="list-style-type: none"> Key Stakeholders | <ul style="list-style-type: none"> Varies | <ul style="list-style-type: none"> Project status Assessment summary Key project risks Observations Recommendations Issues with current systems News regarding changes Other | As necessary | Project Staff | <ul style="list-style-type: none"> Informed stakeholders |

I. Assumptions

The following assumptions were made when developing this Project Charter:

- Agencies will be ready for transition to the Shared Services Email solution as scheduled
- Agencies will complete and implement individual project management plans in advance of their scheduled cut-over dates
- The Project Steering Committee members will support the Project Sponsors, deferring detailed guidance to the Project Manager
- Agencies will appropriately staff prior to, and during, their implementations

J. Key Outstanding Issues

At the time of the charter's authoring, several key issues remain outstanding which have the potential to impact the project's scope, schedule, budget, and implementation approach. It is understood that these issues will be resolved as part of the detailed planning process:

- *Application Integration Compatibility* – The project does not have a clear picture of the size and complexity of agency local applications that will function appropriately in a consolidated Exchange 2010 environment.
- *Project Budget* – The decision package submitted and approved by the Governor was based on assumptions about the project that may no longer be valid. For instance: Staffing costs were not included in the decision package. The budget should be re-estimated based on lessons learned from the pilot and the final approved project scope.
- *Stakeholder Expectations* – Previous documentation has set expectations with agency stakeholders which may be in conflict with the current concept of the project, such as:
 - Roles and responsibilities of the Shared Services Email Project Steering Committee, the Email Advisory Committee, and others. Clearly defined roles and responsibilities will ensure buy-in and cooperation within the stakeholder community.
 - Commitments have been made with agencies with regard to the schedule for Shared Services Email implementation. The Project Team will work with agencies to establish a project schedule for migrations.
 - Service Level Agreement development ownership was previously assigned to the Email Steering Committee. Responsibility should be coordinated by the Project Team, with coordination between the Project Steering Committee and the Project Team.
 - Additionally, it was previously assumed that there would be a single SLA for all state agencies – when in fact there may be a need for multiple versions and/or the need to depart from a baseline SLA to accommodate those agencies.
- *Secure Email/Encryption* – The requirements for this functionality have not been fully defined.
- *Disaster Recovery* – The requirements for this functionality have not been fully defined.
- *Staffing Plan* – The impacts of resourcing the Shared Services implementation and ongoing maintenance of the service on the staffing plan have not been fully developed.
- *Public Disclosure* – Staffing impacts have not been assessed should DIS be required to respond to public disclosure requests for content that resides in the shared service.
- *Customer Test Environment* – A plan to establish a customer test environment or resource needs to be developed.

Changes to the project scope contained in this project charter, resulting from resolution of these issues, will be managed in accordance with the project's approved Change Control Plan.

K. Authorizations

Specific project roles and responsibilities have been agreed-upon as follows:

Executive Sponsor: **Mike Ricchio, DIS Acting Director**

Project Sponsor: **Christy Ridout, DIS Deputy Director of Operations**

Project Manager: **Heidi Brownell, DIS Project Manager**

The Project Charter will be approved by:

Project Sponsor

Executive Sponsor

Project Changes will be approved by:

Project Sponsor

PROJECT CHARTER APPROVAL FORM

Project Name: Shared Services Email Project

Project Manager: Heidi Brownell

The purpose of this document is to provide a vehicle for documenting the completion of the project initiation stage. It is used to reach a satisfactory level of mutual agreement among the executive sponsor, the project sponsor, and the project manager on the high level objectives and scope of the project before significant resources are committed and expenses incurred.

I have reviewed the information contained in this Project Charter and agree this project should continue as defined in this document.

Mike Ricchio 3/21/11
Executive Sponsor: Mike Ricchio, DIS Acting Director Date

Christy Ridout 3/18/11
Project Sponsor: Christy Ridout, DIS Deputy Director of Operations Date

Appendix A – To Be Definitions

This document contains the “To-Be Definitions” (also known as requirements) that the Customer Advisory Board (CAB) and the Executive Steering Committee (ESC) approved in June 2010.



5-11-10 E-mail CAB
To Be Requ...

Appendix B - Shared Email Definition and Rates

This document is the Shared Email Definition and Rates document that was approved by the CAB and ESC in September 2010.



9-15-10 Shared
Email Service D...

E-mail Shared Services To-Be Definition

CAB Meeting Presentation - June 11, 2010

Introduction

- Team worked together to construct the as-is and to-be models of the email service.
- To-be model presented to the Email Shared Services CIO workgroup.
- Service definition was sent to the DIS development team for incorporation into the existing projects

Major Service Components

Exchange 2010

- Improved management of mailboxes
- Support for high availability
- No lost emails
- Improved search and discovery
- Improved administrative flexibility – two levels
 - full agency management of mail resources
 - central administration

Gateway

- Email content filtering
- Improved agency administration
- Single filtering solution for the state
- Secure email

Vault

- Secure retention
- Advanced search and discovery
- Ability to change retention policies after implementation
- Significantly reduces storage costs – reducing the cost of the shared service

Additional Components

- Blackberry support
- ActiveSync
- Fax – not currently defined
- Unified Messaging

Assumptions

- Exchange 2010 is the preferred platform
- Outlook client is 2007 or later
- Mac version is Entourage 2010
- Agencies must be in the Enterprise Active Directory to use Email Shared Service
- Everyone uses the vault and will pass through the gateway
- Data at rest on the exchange server will not be encrypted.
- Secure email is supported by:
 - encrypting the tunnel
 - providing optional encryption of messages at rest
 - gateway controls for external email

Key Recommendations

- Deleted items retention is 31 days
- Deleted items will not be vaulted.
- Remaining items will move to the Vault after 30 days.
- Attachment size set at 30MB maximum
- Set mailbox size limit to 1gb
- All users of the shared service will use the vault
- All agencies will use Enterprise Active Directory

Next Steps

- Begin planning for implementation
- Analyze impact on applications
- Determine agency roles in implementation
- Determine conversion priorities
- Assess impact of caching
- Cost determination and pricing

Requirements

Email

1. Recipient management can be customized for an agency. E.g. Mailbox and distribution list administration can be delegated to agency staff or done by DIS staff if agency chooses
2. Support for applications that read and write to the exchange database
3. Support staff of the shared servers for any function may be required to have background checks including finger printing to be performed by the agency.
4. Deleted item retention setting can be customized at the exchange database.
5. Attachment size needs to be configurable for each agency due to network, bandwidth considerations (See recommendations.)
6. Ability for agency admin to purge deleted items from Exchange server
7. Ability to produce a 'point in time' view of a mailbox

8. Ability to push agency defined folders from the exchange server
9. Flexible search delegation – ability to delegate to an individual to review a sub-set of users only as well as staff permissioned to look at all agency users
10. Deleted items need to be maintained when mail box is moved from one server or database to another within the deleted item retention period (30 days).
11. Exchange message monitoring ability delegated to agency.
12. Exchange needs to support SMTP and POP3 interfaces with applications
13. Ability to set auto deletion from folders based on time limit, by agency such as, calendar items.
14. Mailbox sizes set by agency (See recommendations.)
15. Ability to maintain previous client versions
16. Design preference includes the use of Cache for better performance
17. Ability for an agency to recover deleted items for their employee
18. Capacity to journal individual mailboxes
19. Delegate public folder administration to agency level
20. Ability to implement standard signature blocks at the user level – agency delegated.
21. Ability to review queues and logs, delegate to agency
22. Ability to use RPC over HTTPS
23. Exchange servers will have anti-virus on the databases
24. Ability to recover a users mailbox back to 30 days

Gateway

1. Shared Service needs to provide secure email transmission, encryption and 3rd party certificates.
2. Outbound blocking for SSN.
3. Email Filtering outbound to the internet delegated to the agency
4. Attachment scanning – agency delegated, files types to be blocked
5. Virus Scanning
6. Quarantine area can be delegated down to the agency and the agency user level
7. Service allows for delegation of message tracking to the individual agency
8. Service allows for delegation of white and black list creation and maintenance at the individual agency level
9. Service provides for inbound filtering
10. Agency statistical reporting ability
11. Real time monitoring tool/portal for agencies

Vault

1. Ability to set up agency specific rules to store or exclude mail items in the vault by specific retention parameters. (See recommendations.)
2. Discovery Accelerator available for agencies to permission some or all staff as a tool to search the vault
3. Search tool needs to perform subject line, message body and attachments
4. Ability to send a mail item from the Vault as a new mail item to recipients' in box.
5. Ability to present folders from the vault

FAX

1. Blackberry/ActiveSync
2. Unified Messaging - Store voice mail messages in email
3. Disaster Recovery Requirements
4. Customer Expectations/Improvements
5. SMTP Relay – agencies have a need to have server(s) to use for smtp relaying

E-mail Shared Services Rates Analysis

CAB Presentation - September 15, 2010

Introduction

After the shared Email service definition was approved by the Executive Steering Committee (ESC), the Shared Email Advisory Committee and the CAB Rates Sub Committee joined together to analyze and agree on rates for shared Email. This document summarizes the service components, rates, assumptions and next steps for shared Email.

Attachment 1: Summarizes the major new features and benefits for shared Email

Attachment 2: Rates Analysis for Shared Email

Attachment 3: Service Definition for Shared Email, as presented to the CAB on June 11, 2010

Attachment 4: Shared service implementation topics – from the shared services model.

Major Service Components and Rates

| | |
|---|---------------|
| Exchange 2010 | \$2.64 |
| Filtering Gateway | \$.44 |
| <u>Vault: Secure Retention and Search</u> | <u>\$1.82</u> |
| Shared Email Monthly Mailbox Rate | \$4.90 |

Other costs

Vault Storage - Monthly Rate \$4.27/ GB

(Rate should decrease with planned acquisition)

Optional Secure Email - Per user Monthly Rate \$.83

(Assumes 10,000 users. Rate could still decrease)

Agency conversion costs will be determined by completing the readiness checklist

Assumptions

- Agencies continue to provide their own Tier 1 help desk support to manage their customer relationships
- Since agencies will continue to update Active Directory, administering mailbox adds and changes requires little extra effort. Agencies administer their own mailboxes.
- Use Outlook client 2007 or later
- Agencies must be in the Enterprise Active Directory to use Email Shared Service

- Everyone uses the vault and will pass through the filtering gateway

Key Recommendations

- Recommend the \$4.90 / month mailbox rate for ESC adoption
- Move forward with implementation activities pending ESC approval

Next Steps

- Continue to collect outstanding agency data and verify the statewide business case
- Form a sub-group to complete performance measures for the service level agreement
- Commence Implementation activities under Advisory Committee direction:
 - Complete and approve the implementation work plan
 - Complete agency readiness assessments using the checklist and develop agency conversion plans and schedules
 - Add agency conversion plans and schedules to the overall work plan
 - Increase outreach to the public records officers for vault implementation
 - Acquire the next planned increment of Exchange 2010 infrastructure pending ESC approval of the rate. This increases capacity from 8,000 to 48,000 users.
- Address staffing, communications, financial considerations, and other implementation topics listed in Appendix 2 of the Shared Services Model (see Attachment 4)

Issues / Lessons Learned

The shared Email Advisory Committee has surfaced the following key issues which other shared service initiatives will encounter. Experience in addressing these issues for shared Email will provide important lessons learned for

- Recommend the \$4.90 / month mailbox rate for ESC adoption
- Move forward with implementation activities pending ESC approval

These and other issues were anticipated in when the shared service model was developed.

Attachment 1
Shared Email Features and Rates
 September 15, 2010

| | Significant New or Improved Features | Cost per Mailbox |
|-------------------|--|-------------------------|
| Exchange | Exchange 2010 Greater Administration Flexibility High Availability Tier Support No Lost Email Encrypted Transmission Inside SGN Improved Outlook Web Access Disaster Recovery | 2.64 |
| Gateway | Virus Protection Spam Filtering Inbound and Outbound Content Filtering Data Loss Prevention Secure Email Disaster Recovery | 0.44 |
| Vault | Secure Email Records Retention Advanced Search and Discovery Reduced Staff Time for Search Reduced Storage Costs Automated Retention Policies Single Instance Store Retention Periods can be Changed Disaster Recovery Data De-duplication | 1.82 |
| Total Cost | | \$4.90 |

Note: Some agencies have some of these features in current agency email systems.

Attachment 2
Rates Analysis for Shared E-Mail
 September 15, 2010

Software

Symantec

| | | | | | | | | |
|----------------------------------|-------|-------|----|-------|----|--------------|----|------|
| Symantec EV Licenses (one time) | Vault | 75000 | \$ | 15.00 | \$ | 1,125,000.00 | \$ | 0.25 |
| Symantec EV Maintenance per Year | Vault | 75000 | \$ | 5.00 | \$ | | \$ | 0.42 |

Server Licenses (one time)

| | | | | | | | | |
|------------------------------------|----------|----|----|----------|----|------------|----|------|
| Windows 2008 R2 | Exchange | 22 | \$ | 472.82 | \$ | 10,402.04 | \$ | 0.00 |
| Windows 2008 R2 Enterprise (4 TMG) | Gateway | 58 | \$ | 1,535.00 | \$ | 89,030.00 | \$ | 0.02 |
| SQL Server 2008 | Exchange | 4 | \$ | 5,594.15 | \$ | 22,376.60 | \$ | 0.00 |
| Exchange 2010 Enterprise | Exchange | 50 | \$ | 2,638.00 | \$ | 131,900.00 | \$ | 0.03 |
| MS Threat Management Gateway | Gateway | 3 | \$ | 3,753.00 | \$ | 11,259.00 | \$ | 0.00 |
| Microsoft MOM Agents | Exchange | 76 | \$ | 281.20 | \$ | 21,371.20 | \$ | 0.00 |

| | | | | | | | | |
|--|---------|---|----|--------|----|--------|----|--------|
| 2 SSL Certificates (Threat Management Gateway) | Gateway | 2 | \$ | 175.00 | \$ | 350.00 | \$ | 0.0004 |
|--|---------|---|----|--------|----|--------|----|--------|

Hardware

Already Purchased:

| | | | | | | | | |
|---------------------|--|---|----|-----------|----|------------|----|------|
| Blade Chassis (DAS) | | 3 | \$ | 32,402.64 | \$ | 97,207.92 | \$ | 0.02 |
| Mailbox | | 3 | \$ | 9,840.01 | \$ | 29,520.03 | \$ | 0.01 |
| Public Folder | | 3 | \$ | 9,840.01 | \$ | 29,520.03 | \$ | 0.01 |
| CAS | | 2 | \$ | 7,308.00 | \$ | 14,616.00 | \$ | 0.00 |
| Hub | | 2 | \$ | 6,711.00 | \$ | 13,422.00 | \$ | 0.00 |
| Hub/CAS | | 1 | \$ | 9,629.01 | \$ | 9,629.01 | \$ | 0.00 |
| MDS 600 | | 3 | \$ | 51,829.00 | \$ | 155,487.00 | \$ | 0.03 |

| | | | | | |
|----------|-------------|----|------------|----|------|
| Exchange | Actual Cost | \$ | 241,003.41 | \$ | 0.05 |
|----------|-------------|----|------------|----|------|

To Be Purchased:

| | | | | | | | | |
|---|----------|-----|----|-----------|----|------------|----|------|
| Mailbox | Exchange | 24 | \$ | 9,840.01 | \$ | 236,160.24 | \$ | 0.05 |
| CAS | Exchange | 7 | \$ | 7,308.00 | \$ | 51,156.00 | \$ | 0.01 |
| Hub/CAS | Exchange | 1 | \$ | 9,629.01 | \$ | 9,629.01 | \$ | 0.00 |
| Storage: | Exchange | | | | \$ | | \$ | - |
| MDS 600 w/70 600 GB Drives | Exchange | 9 | \$ | 51,829.00 | \$ | 466,461.00 | \$ | 0.10 |
| 600 GB Drives to fill out exiting storage | Exchange | 120 | \$ | 642.00 | \$ | 77,040.00 | \$ | 0.02 |

WASERV EV 9.0 Upgrade

| | | | | | | | | |
|---|-------|----|----|-----------|----|------------|----|------|
| ProLiant DL460C Blade w/8 GB & 8-way Proc (MB Archive Serv Vault) | Vault | 16 | \$ | 6,711.00 | \$ | 107,376.00 | \$ | 0.02 |
| ProLiant DL460C Blade w/8 GB & 8-way Proc (Journal) | Vault | 2 | \$ | 6,711.00 | \$ | 13,422.00 | \$ | 0.00 |
| ProLiant DL460C Blade w/16GB & 8-way Proc (Discovery) | Vault | 4 | \$ | 7,308.00 | \$ | 29,232.00 | \$ | 0.01 |
| SQL Cluster | Vault | 4 | \$ | 9,840.00 | \$ | 39,360.00 | \$ | 0.01 |
| Blade Chassis (SAN) | Vault | 2 | \$ | 48,282.44 | \$ | 96,564.88 | \$ | 0.02 |

Threat Mgt Gateway

| | | | | | | | | |
|------------------|---------|---|----|----------|----|-----------|----|------|
| HP DL360 Servers | Gateway | 3 | \$ | 4,141.00 | \$ | 12,423.00 | \$ | 0.00 |
| HP DL360 Servers | Gateway | 1 | \$ | 5,243.01 | \$ | 5,243.01 | \$ | 0.00 |

Virtual Servers

| | | | | | | | | |
|--|----------|----|----|--------|----|-----------|----|------|
| Virtual Machines for WaSERV DR (Standby) | Vault | 24 | \$ | 250.00 | \$ | 6,000.00 | \$ | 0.08 |
| VM for Agency Domain Controllers | Exchange | 70 | \$ | 250.00 | \$ | 17,500.00 | \$ | 0.23 |

Attachment 2
Rates Analysis for Shared E-Mail
 September 15, 2010

Virus Protection

Trend Micro

| | | | | | | | | |
|--------------------|----------|-------|----|------|----|------------|----|------|
| One Time Cost | Exchange | 75000 | \$ | 8.43 | \$ | 632,250.00 | \$ | 0.14 |
| Annual Maintenance | Exchange | 75000 | \$ | 2.81 | \$ | 210,750.00 | \$ | 0.23 |

Hardware - One time

| | | | | | | | | |
|----------------------------|---------|---|----|--------|----|-----------|----|------|
| IronPort C660, Std Config | Gateway | 3 | \$ | 32,475 | \$ | 97,425.00 | \$ | 0.02 |
| Rails | Gateway | 4 | \$ | 175 | \$ | 700.00 | \$ | 0.00 |
| IronPort M1060, Std Config | Gateway | 1 | \$ | 14,975 | \$ | 14,975.00 | \$ | 0.00 |

Licensing - Annual Cost

| | | | | | | | | |
|-------------------------------------|---------|-------|----|----------|----|-----------|----|------|
| IronPort Anti-Spam | Gateway | 75000 | \$ | 1.12 | \$ | 84,000.00 | \$ | 0.09 |
| Sophos | Gateway | 75000 | \$ | 0.54 | \$ | 40,500.00 | \$ | 0.05 |
| VOF | Gateway | 75000 | \$ | 0.66 | \$ | 49,500.00 | \$ | 0.06 |
| IronPort Centralized Mgmt for C660 | Gateway | 3 | \$ | 990.00 | \$ | 2,970.00 | \$ | 0.00 |
| Email Security Mgmt Bundle for C660 | Gateway | 3 | \$ | 2,202.67 | \$ | 6,608.01 | \$ | 0.00 |

Facilities, Firewall, Network

| | | | | | | | | |
|-----------------------------------|----------|----|----|----------|----|----------|----|------|
| Replication Network | Exchange | 1 | \$ | 6,589.00 | \$ | 6,589.00 | \$ | 0.09 |
| ACE Load Balancers | Exchange | 1 | \$ | 4,319.84 | \$ | 4,319.84 | \$ | 0.06 |
| Messaging Firewalls | Exchange | 4 | \$ | 1,500.00 | \$ | 6,000.00 | \$ | 0.08 |
| Facilities Infrastructure | Exchange | 74 | \$ | 125.00 | \$ | 9,250.00 | \$ | 0.12 |
| Network Ports on Dedicated Switch | Exchange | 24 | \$ | 50.00 | \$ | 1,200.00 | \$ | 0.02 |

Vendor Support

| | | | | | | | | |
|---|----------|---|----|------------|----|--|----|------|
| EV Business Critical Support | Vault | 1 | \$ | 50,000.00 | \$ | | \$ | 0.06 |
| Microsoft Premier Support | Exchange | 1 | \$ | 100,000.00 | \$ | | \$ | 0.11 |
| Platinum Support for Cisco IronPort C660 | Gateway | 3 | \$ | 7,685.33 | \$ | | \$ | 0.03 |
| Platinum Support for Cisco IronPort M1060 | Gateway | 1 | \$ | 2,964.50 | \$ | | \$ | 0.00 |

FTE Support

| | | | | | | | | |
|-------------|-----------------------------|--|----|--|----|--|----|------|
| FTE Support | See next page for breakdown | | \$ | | \$ | | \$ | 2.39 |
|-------------|-----------------------------|--|----|--|----|--|----|------|

Total Monthly Mailbox Cost

Monthly Cost per Mailbox \$ 4.90

Attachment 2

Rates Analysis for Shared E-Mail

September 15, 2010

Note: the following two tables show how the FTE costs were derived. The first table shows the spread of FTE effort across ITS job classes, and the second table shows what activities the FTEs are to perform

FTE requirements for M & O

| | | | | | | | | |
|---|-------------------------|------------|-------------|-----------|------------|-----------|-------------|--|
| Call Center | 0.00 | 0 | | | | | | |
| Exchange | 6.75 | | 2.5 | 2 | 1 | 1 | 0.25 | |
| Vault | 4.75 | | 1.25 | 1.5 | 1 | 1 | | |
| Gateway | 1.00 | | | 1 | | | | |
| Physical Server Admin | 1.50 | | | 1.5 | | | | |
| Active Directory | 0.50 | | | | | | 0.5 | |
| Maintenance and Op's FTE support Total | 14.50 | 0 | 3.75 | 6 | 2.5 | 2 | 0.25 | |
| | Monthly cost per ITSx | \$ 10,720 | \$ 11,450 | \$ 12,154 | \$ 12,925 | \$ 13,779 | \$ 14,240 | |
| | Monthly total per class | \$ - | \$ 42,937 | \$ 72,922 | \$ 32,312 | \$ 27,557 | \$ 3,560 | |
| | Monthly total overall | \$ 179,289 | | | | | | |

| | | |
|-----------------------|-------------|--|
| Call Center | 0 | 7x24 |
| Exchange | | Assumes 1 FTE/10,000 Mailboxes = 7.5 FTE spread across the tiers listed below |
| T1 | 2.5 | First line support (7x24 command center) |
| T2 | 3 | Monitor, capacity mgmt, problem resolution, patches |
| T3 | 1.25 | Planning, architecture, problem resolution, and supervision |
| Enterprise Vault | | |
| T1 | 1.25 | Discovery Accelerator level 1 (litigation holds, public disclosure, records retention) and storage |
| T2 | 2.5 | Discovery Accelerator Admin and EV Admin |
| T3 | 1 | EV System Admin |
| Gateway | 1 | Data security, scan mail, gateway, firewall, policies |
| Server Administration | | |
| Physical Server Admin | 1.5 | 1 FTE per 50 Servers |
| Active Directory | 0.5 | |
| Total | 14.5 | |

| | | | |
|--------------|----------------|----------------|----------------|
| | \$ 1.37 | \$ 1.27 | \$ 2.64 |
| | \$ 0.87 | \$ 0.95 | \$ 1.82 |
| | \$ 0.28 | \$ 0.16 | \$ 0.44 |
| Total | \$ 2.51 | \$ 2.39 | \$ 4.90 |

Attachment 3

Email Shared Services To-Be Definition June 11, 2010 CAB Presentation

Introduction

- Team worked together to construct the as-is and to-be models of the email service.
- To-be model presented to the Email Shared Services CIO workgroup.
- Service definition was sent to the DIS development team for incorporation into the existing projects

Major Service Components

Exchange 2010

- Improved management of mailboxes
- Support for high availability
- No lost emails
- Improved search and discovery
- Improved administrative flexibility – two levels
 - full agency management of mail resources
 - central administration

Gateway

- Email content filtering
- Improved agency administration
- Single filtering solution for the state
- Secure email

Vault

- Secure retention
- Advanced search and discovery
- Ability to change retention policies after implementation
- Significantly reduces storage costs – reducing the cost of the shared service

Additional Components

- Blackberry support
- ActiveSync
- Fax – not currently defined
- Unified Messaging

Assumptions

- Exchange 2010 is the preferred platform
- Outlook client is 2007 or later
- Mac version is Entourage 2010
- Agencies must be in the Enterprise Active Directory to use Email Shared Service

Email Shared Services To-Be Definition June 11, 2010 CAB Presentation

- Everyone uses the vault and will pass through the gateway
- Data at rest on the exchange server will not be encrypted.
- Secure email is supported by:
 - encrypting the tunnel
 - providing optional encryption of messages at rest
 - gateway controls for external email

Key Recommendations

- Deleted items retention is 31 days
- Deleted items will not be vaulted.
- Remaining items will move to the Vault after 30 days.
- Attachment size set at 30MB maximum
- Set mailbox size limit to 1gb
- All users of the shared service will use the vault
- All agencies will use Enterprise Active Directory

Next Steps

- Begin planning for implementation
- Analyze impact on applications
- Determine agency roles in implementation
- Determine conversion priorities
- Assess impact of caching
- Cost determination and pricing

Requirements

Email

1. Recipient management can be customized for an agency. E.g. Mailbox and distribution list administration can be delegated to agency staff or done by DIS staff if agency chooses
2. Support for applications that read and write to the exchange database
3. Support staff of the shared servers for any function may be required to have background checks including finger printing to be performed by the agency.
4. Deleted item retention setting can be customized at the exchange database.
5. Attachment size needs to be configurable for each agency due to network, bandwidth considerations (See recommendations.)
6. Ability for agency admin to purge deleted items from Exchange server
7. Ability to produce a 'point in time' view of a mailbox
8. Ability to push agency defined folders from the exchange server
9. Flexible search delegation – ability to delegate to an individual to review a sub-set of users only as well as staff permissioned to look at all agency users
10. Deleted items need to be maintained when mail box is moved from one server or

Attachment 3

Email Shared Services To-Be Definition June 11, 2010 CAB Presentation

database to another within the deleted item retention period (30 days).

11. Exchange message monitoring ability delegated to agency.
12. Exchange needs to support SMTP and POP3 interfaces with applications
13. Ability to set auto deletion from folders based on time limit, by agency such as, calendar items.
14. Mailbox sizes set by agency (See recommendations.)
15. Ability to maintain previous client versions
16. Design preference includes the use of Cache for better performance
17. Ability for an agency to recover deleted items for their employee
18. Capacity to journal individual mailboxes
19. Delegate public folder administration to agency level
20. Ability to implement standard signature blocks at the user level – agency delegated.
21. Ability to review queues and logs, delegate to agency
22. Ability to use RPC over HTTPS
23. Exchange servers will have anti-virus on the databases
24. Ability to recover a users mailbox back to 30 days

Gateway

1. Shared Service needs to provide secure email transmission, encryption and 3rd party certificates.
2. Outbound blocking for SSN.
3. Email Filtering outbound to the internet delegated to the agency
4. Attachment scanning – agency delegated, files types to be blocked
5. Virus Scanning
6. Quarantine area can be delegated down to the agency and the agency user level
7. Service allows for delegation of message tracking to the individual agency
8. Service allows for delegation of white and black list creation and maintenance at the individual agency level
9. Service provides for inbound filtering
10. Agency statistical reporting ability
11. Real time monitoring tool/portal for agencies

Vault

1. Ability to set up agency specific rules to store or exclude mail items in the vault by specific retention parameters. (See recommendations.)
2. Discovery Accelerator available for agencies to permission some or all staff as a tool to search the vault
3. Search tool needs to perform subject line, message body and attachments
4. Ability to send a mail item from the Vault as a new mail item to recipients' in box.
5. Ability to present folders from the vault

FAX

1. Blackberry/ActiveSync
2. Unified Messaging - Store voice mail messages in email
3. Disaster Recovery Requirements
4. Customer Expectations/Improvements
5. SMTP Relay – agencies have a need to have server(s) to use for smtp relaying

