



Quality Assurance Monthly Report

This plan was independently prepared by Briskin Consulting and its associates in accordance with State of Washington Information Services Board policies governing independent quality assurance of Washington State information technology projects.

A handwritten signature in black ink that reads "Porsche Everson".

Porsche Everson

May 3, 2012

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CTS Shared Services Email Project – Quality Assurance Monthly Assessment for April 2012

Quality Assurance Assessment

Project Vision

The Shared Services Email Project’s vision is to maximize email capabilities and functionality available to all agencies and to provide email as a shared service, thus reducing cost and risk. The vision includes the following functions:

- Hosted email services
- Vault email retention
- Secure email
- Remote and mobile email access
- Interfaces with state agency applications that use email
- Service level agreements and high customer satisfaction
- Future extensibility

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

The overall purpose behind the project is to optimize the value of IT by concentrating email services across state agencies to a centralized service to lower costs and improve service.

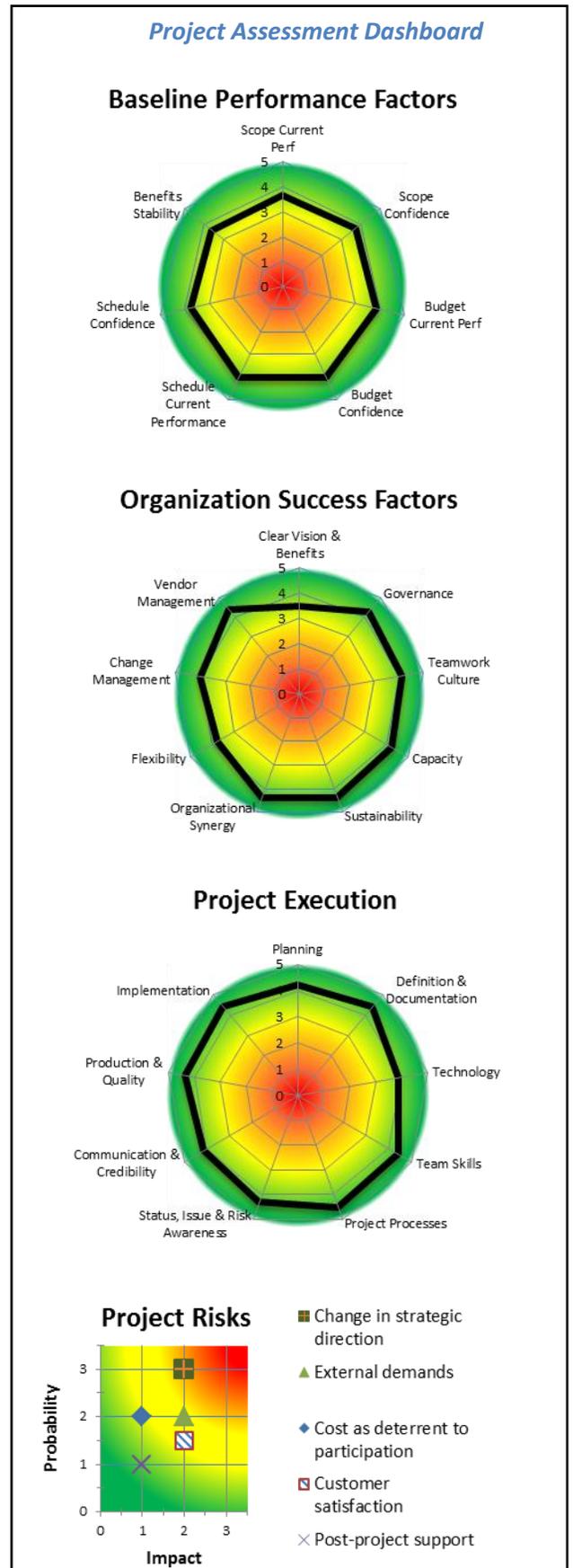
Status Overview

This month’s report will focus on the following areas:

- Operational activity
- Change in executive leadership at CTS
- Secure email implementation status
- SMTP relay services and server decommissioning
- Disaster Recovery/Business Continuity services

Operational Activity

Work continues on the remaining aspects of the project. Mailbox migrations and Vault implementations are occurring without incident, and are a fairly stable part of the project, however, Vault implementations are falling far short of target. A few agencies have elected to forego or indefinitely delay their planned implementations, pending a final decision on the potential adoption of Office365 cloud services. Other agencies are moving ahead as planned. The anticipated total number of migrated mailboxes remains at approximately 57,000, down from the original projections of 66,000. Over 47,000 mailboxes have been migrated, which



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represents 83% of the current expected total of 57,000 mailboxes. Vault migration is progressing more slowly, with 19,228 complete as of the end of April, or 34% of the expected 57,000 mailboxes. Several large agencies (DOC, DES, DOL, DRS and others) are still working to move forward with Vault ingestions, so activity should spike in the coming months. While it does not seem likely that the project will meet expectations related to Vault migrations by the end of the project, the same Vault team will continue to work with customers after July to complete the work, possibly under the auspices of the Maintenance and Operations team.

There were approximately 123 issues reported in April. Forty percent were resolved within 24 hours, with an average response time of 145 minutes. This continues the trend of responsiveness from the production support staff. It is worth noting that while the number of email users has been steadily increasing, the number of issues logged each month is declining or flat.

ActiveSync service setup is complete and the Service Level Agreement (SLA) has been updated to include this service. Agencies are expected to sign the new SLA and establish usage policies prior to implementing the service.

Early in the month, Microsoft Consulting Services performed a comprehensive review of the email system. The Exchange Risk and Health Assessment report was very positive, and had no major issues, risks or findings. The Microsoft report concluded with the following statement:

The Washington State CTS messaging team has done an outstanding job on the management of the Exchange 2010 server environment. For the most part, there are only minor configuration and operational issues that need to be addressed in order to enable the environment to operate even better. In addition, the messaging team has done a great job in following prescriptive guidance for Exchange 2010 and being proactive versus highly reactive in managing Exchange 2010. This is not commonplace for environments of this size and complexity.

A steering committee member from a mid-size agency provided candid feedback related to the project. Overall, he felt the project is progressing well, especially since Heidi Brownell became project manager. He felt support from the project staff was sufficient, and that the tools provided, like the pre-cutover guides, really helped his staff understand what needed to be done and what would happen during their cutover. He is most pleased with the reduction in cost his agency is experiencing with the economies of scale gained with the project. With approximately 200 employees and 350 mailboxes, he calculated an approximate cost of \$24/mailbox/month for the total costs of maintaining their own email system. The current rate for SSEP represents a 75% decrease in costs for the agency.

Change in Executive Leadership

Mid-month, Mike Ricchio left his position as Director of Consolidated Technology Services. The Director of CTS is the project's Executive Sponsor, so this transition affects the project. Christy Ridout, Deputy Director of CTS and Project Sponsor will continue to have the SSEP as a major focus of her work. Rob St. John is stepping in to the role of Director of CTS. As the former CIO of DSHS, he was heavily involved in the early phases of SSEP, and is very knowledgeable about the project. He transitioned to the OCIO as it was forming, so has strong relationships with the new state CIO Bharat Shyam and other key decision makers. The change in executive leadership is not anticipated to have a major impact on the project.

Secure Email

Secure email services are operational and work is underway with several early adopter agencies to configure their policies, train users and initiate service. Testing is complete. CTS has developed all the necessary service documentation, including end user training guides, pre-cutover checklists, and policy templates.

All outgoing messages with an external destination email address will be scanned to determine if the message needs to be encrypted. Depending upon individual agency policy settings, messages that contain the string *[Secure]* in the subject line, have an Outlook flag set, and/or whose content matches specific words or string patterns (ex. SSN number format) will be routed through the secure email service, where the message and any attachments will be encrypted and stored on a secure server. External recipients will receive an email notifying them that they have received a secure message and which then directs them to a State of Washington-branded portal to log in and retrieve their message.

Some agencies have existing tools in place to encrypt sensitive messages outside the State Government Network (SGN). Of particular interest to them is the M86/Zix self-management system for end user setup and password resets. Most of the existing secure email tools in use today require the agencies to set up external users and provide first tier support for common login issues, like forgotten passwords. This represents an administrative burden that will be transferred to a self-managed system, where external recipients can set up their own accounts and passwords, and reset a forgotten password on demand.

The secure email vendor, M86 was on-site in late April for a week, meeting with individual agency technical staff and other key stakeholders. Feedback from the early adopters indicates that users are pleased with the simplicity of the service.

SMTP Relay, Agency Applications and Server Decommissioning

Simple Mail Transport Protocol (SMTP) Relay services provide routing and delivery for messages destined for external recipients. Normal delivery of email messages from users to external recipients is handled by the Exchange 2010 servers and has been operational since the first pilot project in early 2011.

Several state agencies use applications to generate *batch* emails for delivery to large numbers of external recipients. For example, Department of Licensing has an application that regularly generates a high volume of outgoing external email notifying citizens of the need to renew their car tabs. SMTP relay services within the context of this project are designed to support delivery of high volume batch email jobs from applications rather than end users. The tricky thing about sending out mass emails involves distinguishing legitimate bulk email and spam. Sometimes, legitimate bulk email gets flagged as spam, and the originating IP addresses of the sending servers are blacklisted. This prevents additional bulk email output until the IP addresses are “healed” through “better behavior” and/or “corrective action”.

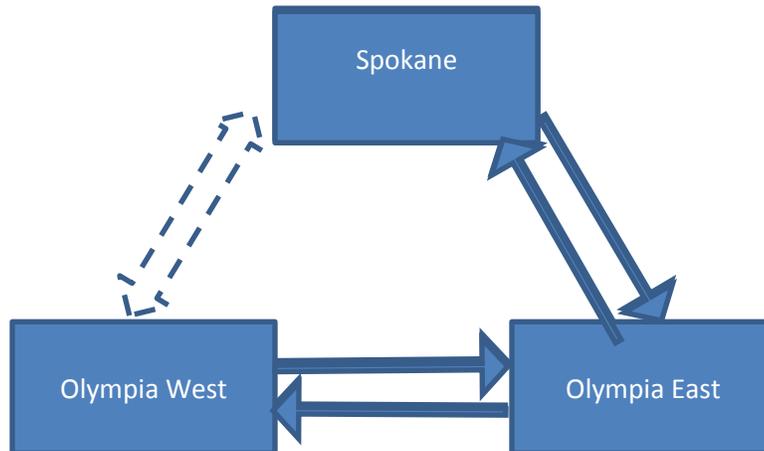
SMTP relay services are nearing completion. Department of Early Learning is expected to be the first production client, going live in early May. A key staff person has recently returned from extended leave, and is heavily focused on completing this work. This part of the project is significantly delayed, because it has been considered a lower priority service, compared with other project demands.

Several agency applications that conform to current Exchange Web Services standards have been utilizing hosted SMTP relay services for several months. However, there are a few agencies with legacy applications that are coded to use Exchange 2003-specific data calls, and do not work in the 2010 environment. Project staff discovered that they needed to provide a virtual Exchange 2003 environment within the hosted

services to support the legacy applications. Part of delay in this part of the project was establishing an integrated temporary 2003 environment to support the legacy applications. However, Exchange 2003 support from Microsoft will be phased out by the end of 2014, and CTS expects to also phase out any remaining 2003 environments at that time. Thus, the legacy agency applications must be updated to use the current Exchange Web Services instead of direct calls to the 2003 system by end of 2014 at the latest. This work to transition legacy applications is outside the scope of the project, and will mostly be completed after the project ends.

Disaster Recovery/Business Continuity

A key aspect of the shared services email project is a service level guarantee of 99.5% uptime for end users. The project has developed a three-site disaster recovery/business continuity (DR/BC) model to ensure access to email services and data, within a variety of planning scenarios. Two of the three sites have been operational since production use of the SSEP started. The third site, in Spokane, had several infrastructure challenges to be addressed before full build-out could occur, including lack of physical space, limited electrical capacity and overloaded HVAC systems. Each of those physical plant issues have been resolved, and most of the build-out in Spokane is complete.



The (DR/BC) site in Spokane has been operational in a limited capacity for several months. Completion of this area of project work is 95 days behind schedule.

Hardware and software have for the most part been procured and installed, especially for the Exchange DR/BC solution. This part of the DR/BC work has been completed for several months, and has been proven operational, both in testing and actual cutover of production Exchange services. Of particular concern, DR/BC services for the **Vault** system are not complete for both the Olympia and the Spokane DR sites. The project team has completed a proposed system design for the DR/BC Vault solution that mirrors the existing Exchange DR/BC solution. It requires a project investment of approximately \$134,000 in additional hardware and software for both the Spokane and Olympia sites. Project leadership is evaluating the proposed solution, particularly in light of the potential change in strategic direction for shared email services.

The types of outstanding tasks for the Spokane site include:

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- Get final approval on design (for Vault backup and DR build out)
- Request and complete Security Design Review (for Vault backup and DR build out)
- Resolve DOC NAT (network address translation) issue
- Create request for load balance configuration in Spokane
- Create request for firewall work
- Re-install and configure TMG (threat management gateway)
- Ensure request for DC (domain controller) services in Spokane has been completed

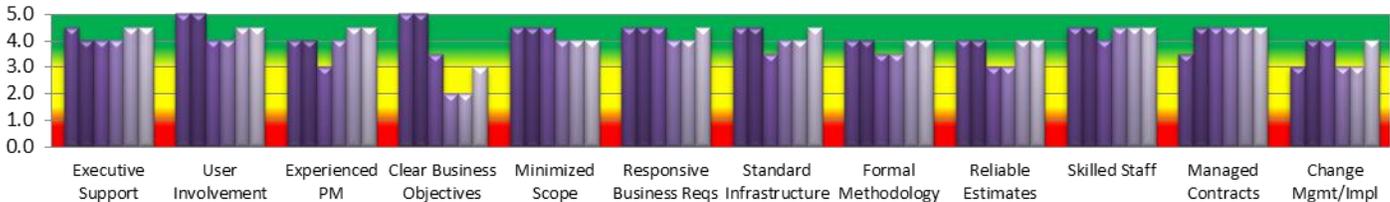
There were a few brief service outages in April, which initially appeared to be the result of a failing cable connecting the East and West data centers. After further analysis the chassis switch module which the cable plugged into was identified as the likely source of the outages. The part is being delivered and replaced. In most cases the outages were very brief, of only a few seconds duration. However the intermittent hardware failure triggered the automatic business continuity cutover process. System administrators stopped the cutover process in each instance, since the network connectivity was restored moments after it failed.

For the most part, end users never see evidence of an effective DR/BC solution in action; they simply experience continuous coverage. An example of this occurred on March 15, 2012. In the production data center, a cascading series of hardware failures happened with the Exchange system. Seven related failures occurred that day. System administrators had all the components replaced within one business day. However, the end users were not even aware that a problem existed, because the business continuity systems automatically switched on, and service continued across the state, uninterrupted.

OCIO Success Factors

The Washington Office of the Chief Information Officer (OCIO) provides a framework for project management and quality assurance. Through evaluation of hundreds of projects, evaluation and research, the state has established a concise list of critical success factors that predict project success. See ofm.wa.gov/ocio/policies/documents/131appendix.pdf for more information. This framework provides a quick overall dashboard of the project success potential. The overall QA analysis presented in this report is deeply rooted in this framework, and goes beyond this high level project review.

OCIO Success Factors



OCIO Success Factors	Rating	Observation
Executive Management Support	4.5	The executive sponsor is no longer with CTS. The new director has been heavily involved in the project in the past. Aside from normal change in control issues, no impacts to the project are expected.
User Involvement	4.5	The Project Steering Committee is meeting regularly, and addressing complex topics. The group has agreed to be the steering committee for the Office 365 project as well, helping ensure continuity between the two highly related projects.
Experienced Project Manager	4.5	Users consistently express confidence in the PM's leadership. Project processes are strong and operations are smooth.
Clear Business Objectives	3.0	At present, the project is continuing under the existing plans.
Minimized Scope	4.0	While there is no pressure for increasing the scope of this project, the potential exists that the scope will be trimmed or deferred to adjust for the change in strategic direction from the OCIO. This is a rational approach, given constrained resources.
Responsive Business Requirements Process	4.5	The project team sought input from agency users about the secure email solution and have used that feedback to shape implementation plans.
Standard Infrastructure	4.5	Microsoft Consulting Services performed an Exchange Health and Risk Assessment earlier in the month, and reported that the project used best practices for design and implementation.
Formal Methodology	4.0	(Repeat comment) Project processes are in place and are being used consistently. DES Budget tracking remains a

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		minor concern.
Reliable Estimates	4.0	Current task deadlines are being met consistently.
Skilled Staff	4.5	There is strong evidence that the staff have mastery of the shared email system. They are using lessons learned from prior implementations to ensure current and upcoming implementations progress smoothly. Many 2nd tier issues are being addressed within 24 hours.
Managed Contracts	4.5	All contracts are performing well, at or under budget.
Change Management/ Implementation	4.0	While some agencies have elected to defer implementation of the shared email solution to take advantage of the Office 365 pilot, others are progressing as planned. The target is now approximately 57,000 mailboxes, down from the original 66,000.

QA Findings and Recommendations

There are no formal findings or recommendations during this reporting period.

Baseline Performance Assessment

Will the approved investment of money and time to complete the scope deliver the benefits and outcomes as promised?

Success Factors	QA Observations – Strengths and Challenges
Scope Stability – Scope is well defined and baselined, churn is low, and changes are managed.	<p>Strengths: Additional detail is defined in the project plan for SMTP relay and DR/BC work. The SLA has been updated.</p> <p>Costs are continuing to trend below budget.</p> <p>Challenges: Some of the planned benefits are at risk, given the change in strategic direction.</p> <p>Prior delays in some parts of the project or implementation schedule are impacting the current schedule, particularly with regard to secure email. It is possible that not all secure email implementations will be completed before July.</p>
Scope Confidence – Looking ahead, it is likely that the scope will be delivered as planned.	
Budget Stability – Budget is well defined and baselined, churn is low, and changes are managed.	
Budget Current Performance – Current baseline spending is consistent with plan and value delivered; estimates have been realistic.	
Budget Confidence – Looking ahead, it is likely that the budget will be expended as planned.	
Schedule Stability – Schedule is well defined and baselined, churn is low, and changes are managed.	
Schedule Current Performance – Milestones in recent months have been completed on schedule and estimates have been realistic.	
Schedule Confidence – Looking ahead, it is likely that milestones will be met as planned.	
Benefits Stability – Benefits are well defined, churn is low, and any changes consider impact on benefit.	
Benefits Confidence – Benefits expected of the project are likely to be delivered as a result of project efforts.	



Organization Support Success Factors Assessment

Is the organization environment the project is part of supporting its success?

Success Factors	QA Observations – Strengths and Challenges
Clear Vision and Benefits – <i>The organization and stakeholders have a clear shared vision of the business outcomes, priorities, and benefits</i>	<p>Strengths: The Project Steering Committee will also oversee the O365 project, which will provide critical coordination between the two highly related projects.</p> <p>Staff are busy, but are able to complete the prioritized work expected of them in a timely manner. Work estimates are realistic.</p> <p>M&O staff and management received training on secure email prior to product release, enabling them to be able to provide support immediately.</p> <p>Planning and collaboration with agencies related to the secure email solution was very strong. Materials are available to agencies to assist with training and implementation efforts.</p> <p>Challenges: (Neutral, but notable) The executive sponsor is no longer with CTS. The new director has been heavily involved in the project in the past. Aside from normal change in control issues, no impacts to the project are expected.</p> <p>Schedule pressure is present. Little flexibility remains, but it appears most of the work will be done by the end of the project. It seems likely that some implementation work will not be completed by the end of July.</p>
Governance – <i>There are complementary governance and project structures that prioritize resources, make decisions, and solve problems</i>	
Teamwork – <i>Trust, problem solving, commitment, accountability, and collaboration are supported by the organization and in evidence on the project</i>	
Capacity – <i>The organization has and provides the leadership, resources, skills, and experience to address the work and risk of the project</i>	
Sustainability – <i>There is a long term view of achieving benefits and supporting the changes and new operations resulting from the project</i>	
Organizational Synergy – <i>The organizational units involved work together to support one another’s needs and ensure project success</i>	
Flexibility – <i>Projects are allowed to learn and adjust scope or approach to address changes, risks, and opportunities to improve results</i>	
Change Management – <i>There is recognition and support of needed change to policy, practices, or attitudes to achieve business benefits</i>	
Vendor Management – <i>There are functions and skills to procure, contract, and manage productive vendor relationships</i>	

Organization Success Factors



Project Execution Success Factors Assessment

Is the project performing effectively in managing resources and risk, and delivering value?

Success Factors	QA Observations – Strengths and Challenges
Planning – Tasks, estimates, dependencies, and resources form a realistic plan that allows collaboration, tracking, and adjustments.	<p>Strengths: Project plan has been updated to reflect all the work that will be occurring in the remaining months.</p> <p>Microsoft Consulting Services performed an Exchange Health Risk Assessment in early April. There were no significant findings or issues, and MCS reported that the architecture and implementation was exceptionally strong.</p> <p>Secure email documentation is thorough and consistent with other end user products.</p> <p>Project processes are very repeatable. Evidence=use of pre-cutover guides, agency implementation order, migrations and ingestion processes.</p> <p>Challenges The vault DR/BC solution is being evaluated, and may be adjusted to balance risk and cost.</p>
Definition and Documentation – Deliverables, requirements, designs, decisions, and standards are well defined and accessible when needed.	
Technology – Technology applied reflects appropriate application and validation of tools, infrastructure, architecture, and methodologies.	
Team Skills – Business, technical, management, and leadership skills are available as needed and mesh effectively.	
Project Processes – Processes appropriate to the work bring together participants in consistent, organized, and productive collaboration.	
Status, Issue, and Risk Awareness – Timely and objective assessments of status, issues, and risks lead to effective action and decisions.	
Communications and Credibility – Honest consistent communication builds trust, confidence, integrity of actions, and stakeholder support.	
Momentum and Velocity – The project persistently builds momentum and velocity toward clear and achievable milestones.	
Production and Quality – Project work is completed in a predictable high quality manner including technical and business driven testing.	

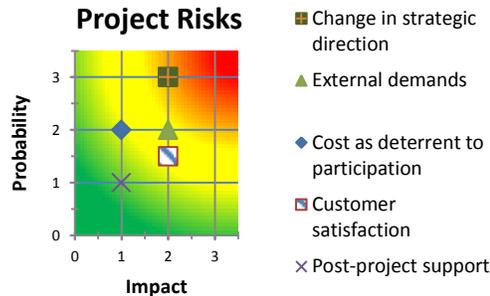


There are no changes in this section from the previous report.

Risk Tracking

What could happen that could affect the project’s level of performance and outcomes?

This section reports critical risks to project success that are or should be under management by the project’s management team, based on QA analysis. Not all risks identified by the project are reported here.



Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
<p>Risk: Change in strategic direction OCIO recently released the 2012 Technology Strategy, which changes the approach for shared services email, to include Office365 alternatives.</p> <p>Impact: Costs and benefits could be significantly impacted for the SSEP project.</p>	3	2	<p>Assess the potential impact on project targets for usage, costs, and on strategies for communication and change management.</p> <p>UPDATE 4/1/12: The impact level was changed to medium, down from high. This is because many of the proposed project benefits can be realized through a complete implementation of the Office365 approach. This is a high-watch area in the coming months as plans unfold.</p>
<p>Risk: External demands External demands can pull resources away from project activities.</p> <p>Impact: Schedule and quality could be impacted.</p>	1	2	<p>The PM, Implementation Manager and key staff have other responsibilities outside the project. These external factors could impact schedule and quality.</p> <p>UPDATE 12/30/11: SDC project work being re-planned. Risk is lower at present.</p> <p>UPDATE 3/1/12: Office365 pilot may partially impact some project staff.</p>
<p>Risk: Cost as a deterrent to participation The cost of Vault storage and mandatory secure email services may discourage agency participation.</p> <p>Impact:</p>	2	1	<p>Re-confirm March 2011 decision to make secure email services mandatory. Compare costs and benefits/services to private sector solutions.</p> <p>UPDATE 3/1/12:</p>

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Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
Some agencies may end up not participating in the project, losing out on the benefits of a shared solution. Email costs were based on a projected number of participants, and a significant change in the base may impact costs for the remaining participants.			A significant shift to Office365 will likely impact costs for remaining users.
<p>Risk: Customer satisfaction Customers may not be satisfied with the final project offerings.</p> <p>Impact: Some customers may end up unraveling from the shared solution if their experiences are poor or if they find the solution to be of little value. Future shared solution projects could suffer from a lack of participation.</p>	2	2	Continue to compare project offerings with original benefits plan. Seek customer feedback through quarterly SLA surveys and other venues.
<p>Risk: Post-project support Support may degrade after the project ends.</p> <p>Impact: Some customers may end up unraveling from the shared solution if their experiences are poor. Future shared solution projects could suffer from a lack of participation.</p>	1	1	<p>Continue to work on issue response and issue resolution times to improve service.</p> <p>UPDATE 3/1/12: Issue response times are within expected ranges. Resolution process is strong.</p>
<p>Risk: Volume impacts on service When volume increases, there could be issues that impact migrations or production use.</p> <p>Impact: Migrations could be delayed. Production issues, loss of service or poor application response time could result.</p>	1	3	<p>Monitor service and throughput. Evaluate load balancing.</p> <p><i>Risk closed 3/1/2012.</i></p>

Risk scoring is applied to impact and probability levels. Impact represents how much realization of a risk might affect achieving project objectives. For example, on this project, if a subproject exceeds its allotted time, overall the project may have to cut scope which would undermine delivering on its objectives. Probability level represents the present estimation of how likely the risk is to occur. A high probability score would indicate a high likelihood – say greater than 80% - that the risk will turn into a real problem for the project.

Issue Tracking

What has happened that is affecting the project’s level of performance and outcomes?

This section reports issues that impact project success that are or should be under management by the project’s management team, based on QA analysis. Not all issues identified by the project are reported here.

Issue/Description	Status	QA Analysis
There is a shift in strategic direction related to shared services email which reduces the number of hosted mailboxes and potentially impacts the original project objectives related to cost recovery.	Active	The introduction of a new strategic direction involving Office 365 has an impact on the original project benefits outlined in the SSEP charter. Fewer mailboxes will be hosted. Cost recovery may not be realized as planned.
Meeting the implementation schedule depends upon agency and CTS readiness.	Active	<p>Agencies have made initial commitments regarding their planned implementation dates. They retain control over the actual migration timelines, however, CTS is evaluated based on how well they meet the current implementation schedule. CTS has no authority to enforce plan dates with the external agencies.</p> <p>UPDATE 12/30/11: This issue is being resolved, and could be relegated back to risk status.</p> <p>UPDATE 1/31/12: Serious Vault issues are undermining agency confidence. Vault implementations are being deferred until the issues are resolved.</p> <p>UPDATE 3/1/12: Vault implementations are restarting. System appears stable.</p> <p>UPDATE 4/1/12: Some agencies may be foregoing migration and other shared services, choosing instead to wait for the Office365 pilot to complete.</p> <p>Update 5/1/12: Vault ingestions are significantly behind plan. Many customers are deferring this work until clear plans emerge for the Office365 project. Work will likely continue past the project end date to handle the backlog of Vault ingestions.</p>
Multiple issues with Vault services resulted in intermittent loss of access, some loss of data and have shaken customer confidence. Work is underway to identify root causes.	Closed 5/1/12	<p>This issue has undermined customer confidence. Significant effort must be expended to identify root cause and ensure that the system is stable.</p> <p>UPDATE 3/1/12: Architectural changes were made to remove the problem that was causing loss of data. The</p>

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Issue/Description	Status	QA Analysis
		<p>extent of the data loss is not yet quantified. The system has been stable since the fix was put in place. PM and team personally visited agency leaders to explain the issue.</p> <p>UPDATE 4/1/12: System is stable; data loss is being quantified and appears consistent with original assumptions. Recommend closing this issue.</p>
Project scheduling and tracking work is falling behind.	Closed 5/1/12	<p>A new scheduler is expected to start in mid-January, which should help with this issue.</p> <p>UPDATE 3/1/12: Scheduler hiring process is stalled. PM and support staff working to address scheduling work, which is in progress, but is not complete.</p> <p>UPDATE 5/1/12: Existing team has been managing project schedule and tracking. At this point in the project, there is no need to add additional staff. Issue is closed.</p>
Secure email implementation work is significantly behind schedule.	Closed 5/1/2012	<p>Contract was signed on 12/30, and planning work is starting in January.</p> <p>UPDATE 1/31/12: Contractor on site this week for project kickoff. Schedule will be finalized in early February.</p> <p>UPDATE 3/1/12: Secure email schedule is drafted, will be communicated to agencies soon.</p> <p>UPDATE 4/1/12: Plan has been updated. Project team met new milestones for implementing service. Recommend closing this issue.</p>
Issue response time doesn't meet expectations.	Closed 4/1/2012	<p>Service level metrics for the past three months show unacceptably long response times for reported incidents. Analysis indicates that processes for handling issues are not well developed. CTS is working on process improvement.</p> <p>UPDATE 12/30/11: Issue response time for Nov/Dec is better than Sept/Oct, but still hovers around 4-5 hours.</p> <p>UPDATE 3/1/12: Issue response time during the first two months of 2012 was within expected ranges. Processes are well established. Recommend closing this issue.</p> <p>UPDATE 4/1/12: Issue closed.</p>
Secure Email RFP needs to be re-issued, which is causing a delay in that part of the project, but is not impacting the core migration	Closed 10/5/11	

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Issue/Description	Status	QA Analysis
activities.		
Secure email contract delayed.	Closed 12/30/11	The ASV was announced around October 1. As of 11/30, the contract was not yet finalized. UPDATE 12/30/11: Contract is finalized. Planning will get underway in January.

Appendix 1: Baselines and Recommendations History

Scope and Schedule Baselines

The table below itemizes the scope of work and shows the schedule from the project which can be considered to be the current schedule baseline.

Actual mailbox migrations are very different than planned. There are two factors contributing to this difference. First, the blue line shown on the Cumulative Email Migration Activity graph on the next page represents a theoretical, measured plan for implementations that was generated at the very beginning of the project. For current planning purposes, project staff use the Agency Implementation Order and other supporting tools, which contains far more detailed information, including the number and size of waves of agency mailboxes to be migrated, and the dates those waves are scheduled to occur. The actual implementation schedule is much more discontinuous than smooth, and takes into account agency readiness for migrating. The second factor contributing to the difference between planned and actual is that there will ultimately be fewer total mailboxes to migrate than originally planned; 57,000 versus the original plan of 66,000. The difference is attributable to agencies who are participating in the Office365 pilot instead of SSEP, and the decline in the number of state employees across all agencies since the plan inception. Vault migrations are significantly off plan, due mostly to issues related to Vault readiness and stability, and a conservative approach to implementation on the part of remaining agencies.

Key Milestone/Deliverable	Planned Finish Date	Actual Finish Date	Finish Variance (work days)
Blackberry Ready for 1 st Agency	2/1/2011	2/1/2011	0
Exchange 2010 Ready for 1 st Agency	5/16/2011	5/16/2011	0
Phase 1 CTS Readiness Complete	5/23/2011	5/23/2011	0
Service Level Agreement Finalized	5/27/2011	7/13/2011	34
Secure Email Ready for 1 st Agency	8/22/2011 ¹ 3/30/2012 ²		160 0
Vault System Ready for New Customers	9/28/2011	9/28/2011	0
Agency Implementations 25% Done (16,500 mailboxes)	10/30/2011	11/11/2011	10
Agency Implementations 50% Done (33,000 mailboxes)	11/30/2011	12/14/2011	11
Agency Implementations 75% Done (49,500 mailboxes ³)	12/30/2011		87 to date
Agency Implementations 100% Done (66,000 mailboxes)	6/30/2011		
Project Close	7/30/2012		

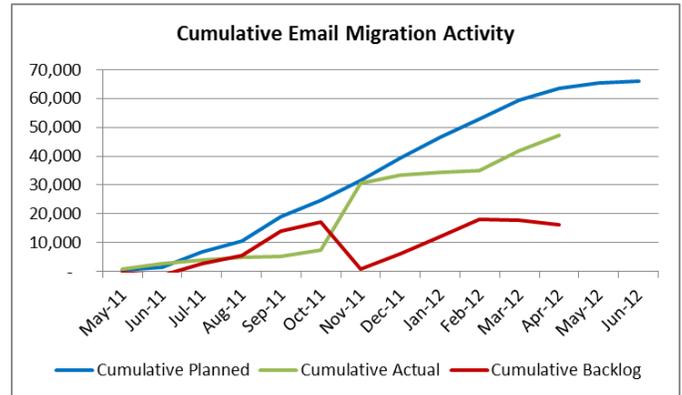
¹ Original baseline.

² Current projection.

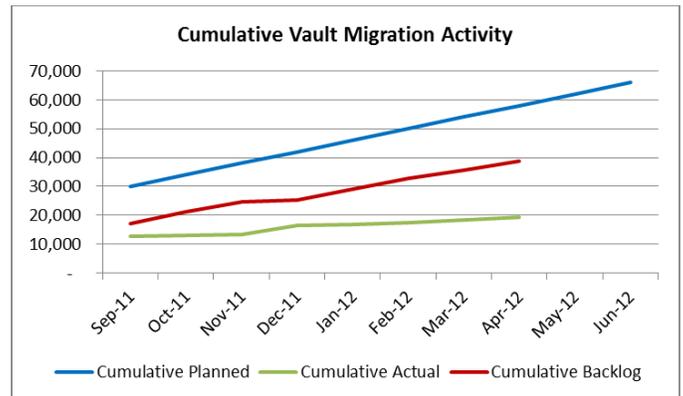
³ The current total projected number of migrated mailboxes is 57,000. 75% of that would be 42,750, which was reached in early April, 2012.

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Email Migration Activity			
Implementation Activity	Planned Migrations	Actual Migrations	Cumulative Variance
May-11	497	859	(362)
Jun-11	916	1,826	(1,272)
Jul-11	5,221	1,308	2,641
Aug-11	3,876	973	5,544
Sep-11	8,500	203	13,841
Oct-11	5,500	2,158	17,183
Nov-11	7,000	23,312	871
Dec-11	8,000	2,739	6,132
Jan-12	7,000	1,058	12,074
Feb-12	6,500	663	17,911
Mar-12	6,500	6,330	17,733
Apr-12	4,000	5,510	16,223
May-12	2,000		
Jun-12	490		
Total	66,000⁴	47,287	



Vault Migration Activity			
Implementation Activity	Planned Migrations	Actual Migrations	Cumulative Variance
Sep-11	30,000	12,787	17,213
Oct-11	4,000	168	21,045
Nov-11	4,000	531	24,514
Dec-11	4,000	3,096	25,418
Jan-12	4,000	241	29,177
Feb-12	4,000	513	32,664
Mar-12	4,000	1,284	35,599
Apr-12	4,000	827	38,772
May-12	4,000		
Jun-12	4,000		
Total	66,000	19,228	



⁴ The total expected email migrations are closer to 57,000 at present.

There are no changes in this section from the previous report.

Benefits Baseline

What business benefits and objectives are sought, and is the project on track to achieve them? The table below itemizes the business benefits and objectives expected from the project as described by the project charter. This can be considered to be the current benefits baseline.

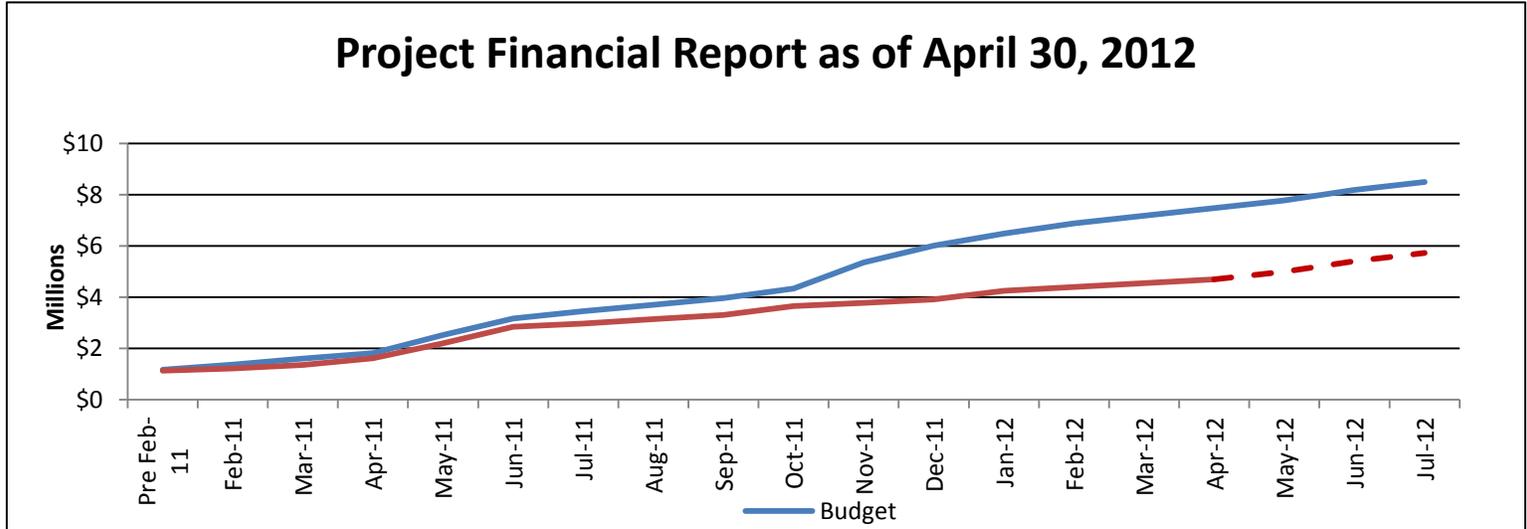
Many of the financial and efficiency benefits of the shared services email project (SSEP) depend on participation by most of the state’s email users. The change in strategic direction involving Office365 is producing a period of significant uncertainty. If Office365 proves feasible and most state agencies eventually move to the Office365 platform, the consolidation related business benefits originally expected of SSEP are likely to be realized. However, if the change in direction results in a mix of email platforms and services for an extended period of time, achievement of benefits may be delayed or not realized. Several benefits in the table below are marked “at risk” for this reason. QA recommendation #14 in the Findings and Recommendations History table urges SSEP and the OCIO to reconcile the new Technology Strategy with SSEP, set new email consolidation objectives, and update the benefits expected from the new objectives.

Proposed Business Benefit/ Objective	Current Status
1. Provide a standard service level agreement that will be developed prior to hosting any agency on the new system.	In scope
2. Provide access to more efficient, cost effective, secure storage for every user.	At risk
3. Provide improved records management, search capability and compliance with records management statutes for file retention and public disclosure.	In scope
4. Provide the capability to protect the confidentiality and integrity of sensitive data.	In scope
5. Provide reliable, open application interfaces to allow agencies to meet their business needs.	In scope
6. Provide a transition strategy for agencies to minimize risks and impacts.	In scope
7. Provide new opportunities to enhance multi-agency workflows and processes through a single platform and application interfaces.	At risk
8. Provide a single statewide solution which guards against spam, email viruses, malware and inappropriate language that pose a risk to agency operations.	At risk
9. Provide a single, secure remote access method to the state email system for authorized users.	At risk
10. Provide secure access to the state email system for authorized devices, while accounting for the differences in agency capability and infrastructure.	In scope
11. Provide a solution that complies with all ISB policies and standards.	In scope
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.	In scope
13. Provide an email system that is available 99.5% of the time, given limitations to infrastructure.	In scope
14. Provide the opportunity to refocus agency resources on core business functions, instead of on email maintenance.	In scope
15. Provide a competitive rate that delivers a return on investment for the state within 5 years.	At risk

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Proposed Business Benefit/ Objective	Current Status
16. Implement the solution in all executive branch agencies, and make it available to other state agencies based on the approved project plan.	At risk
17. Provide a single-source solution hosted in the state data center.	At risk

Budget Baseline



Expenses continue to be below budget and show no evidence of changing from this trend. The financial report is based on figures obtained from project staff. Planned cumulative expenses for April were \$7.48 million, compared to actual cumulative expenses of \$4.67 million. This represents a cumulative spend rate of 63% of target, to date.

Findings and Recommendations History

How can the performance of the project be improved?

#	Date Created	F/R	Finding/Recommendation	Current Status and Comments
1.	9/1/2011	R	Carefully monitor migration progress, especially in September and October to ensure that the project meets projections. Ensure the project team has a good understanding of the impact of any delays in one part of the schedule on commitments to agencies. Provide adequate buffers, to the extent possible, to avoid schedule disruptions.	Done.
2.	9/1/2011	R	Update the project charter to clarify project benefits and bring into alignment with Service Level Agreement.	No action taken.
3.	9/1/2011	R	Ensure that sufficient knowledge transfer is occurring between contracted vendors and CTS.	Done.
4.	9/1/2011	R	Recommend that Maintenance and Operations staff gather, monitor and address service metrics as identified in the Service Level Agreement on a regular basis to ensure that their capacity for support is sufficient, given the high volume of planned mailbox migrations in the next four months.	Done.
5.	9/1/2011	R	Initiate periodic formal risk and issue assessment meetings.	Done.
6.	10/5/2011	R	Ensure that communications with clients clearly demonstrate how project objectives are met by the planned scope, schedule, and budget.	Done.
7.	10/5/2011	R	Provide greater visibility into product and service performance, actual costs per mailbox, and plans for system updates/enhancements.	Done.
8.	10/5/2011	R	Assure that the project has the capacity to stay on schedule, especially around holidays and after intensive implementations.	Done.
9.	12/1/2011	F	Issue response time is unacceptably high	Done.
10	12/1/2011	F	The secure email contract is significantly delayed	Done.
11.	12/1/2011	R	The scope of agency application support and SMTP relay testing is unclear to some agencies.	In progress. The project staff will begin work with agencies in January. UPDATE 1/31/12: Initial design work started. Schedule is not yet

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#	Date Created	F/R	Finding/Recommendation	Current Status and Comments
				<p>finalized. Work with agencies scheduled to start in February.</p> <p>UPDATE 3/1/12: The security design review took longer than expected. It is now complete. Remaining work will be transitioned to a different team member to finish.</p> <p>UPDATE 5/1/12: Department of Early Learning will be the first agency to utilize SMTP relay in production, expected in early May.</p>
12	2/1/2012	F	<p>Multiple issues with Vault services resulted in intermittent loss of access, some loss of data and have shaken customer confidence. Work is underway to identify root causes.</p> <p>Recommendation: Continue to identify root causes. Evaluate Vault architecture to ensure it is sufficient to meet user expectations for uptime and avoidance of data loss. Explore process improvements to ensure system stability. Provide detailed communications to end users.</p>	Done.
13	2/1/2012	R	Update schedule, milestones and baselines as necessary, communicate new schedule and milestones to agencies.	Done.
14	3/1/2012	R	Actively communicate with agencies to understand their response to the OCIO Technology Strategy that creates the Office365 alternative to shared services email. Assess the potential impact on project targets for usage, costs, and on strategies for communication and change management. Formally adjust and communicate project targets and objectives as needed.	In progress.
15	3/1/2012	R	Adjust schedule and baselines as necessary, communicate new schedule and milestones to agencies. Develop new interim/detailed milestones for secure email sub-project and remaining work. (repeat recommendation)	<p>Done.</p> <p>UPDATE 4/1/12: Secure email planning is complete. Other work in this phase needs more definition.</p> <p>UPDATE 5/1/12: Project plan and milestones for the final phases of the project are complete.</p>