



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.

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January 6, 2012

Contents

Quality Assurance Assessment.....	3
Project Vision	3
Status Overview	3
Secure Email	4
Vault Migrations.....	4
Incident Response Time	4
Technical Documentation	5
Inclusion of Other Agencies	5
DIS Success Factors	7
QA Findings and Recommendations.....	8
Baseline Performance Assessment.....	9
Organization Support Success Factors Assessment.....	10
Project Execution Success Factors Assessment	11
Risk Tracking	12
Issue Tracking.....	14
Appendix 1: Baselines and Recommendations History.....	16
Scope and Schedule Baselines	16
Benefits Baseline.....	17
Budget Baseline	18
Findings and Recommendations History	19

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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:

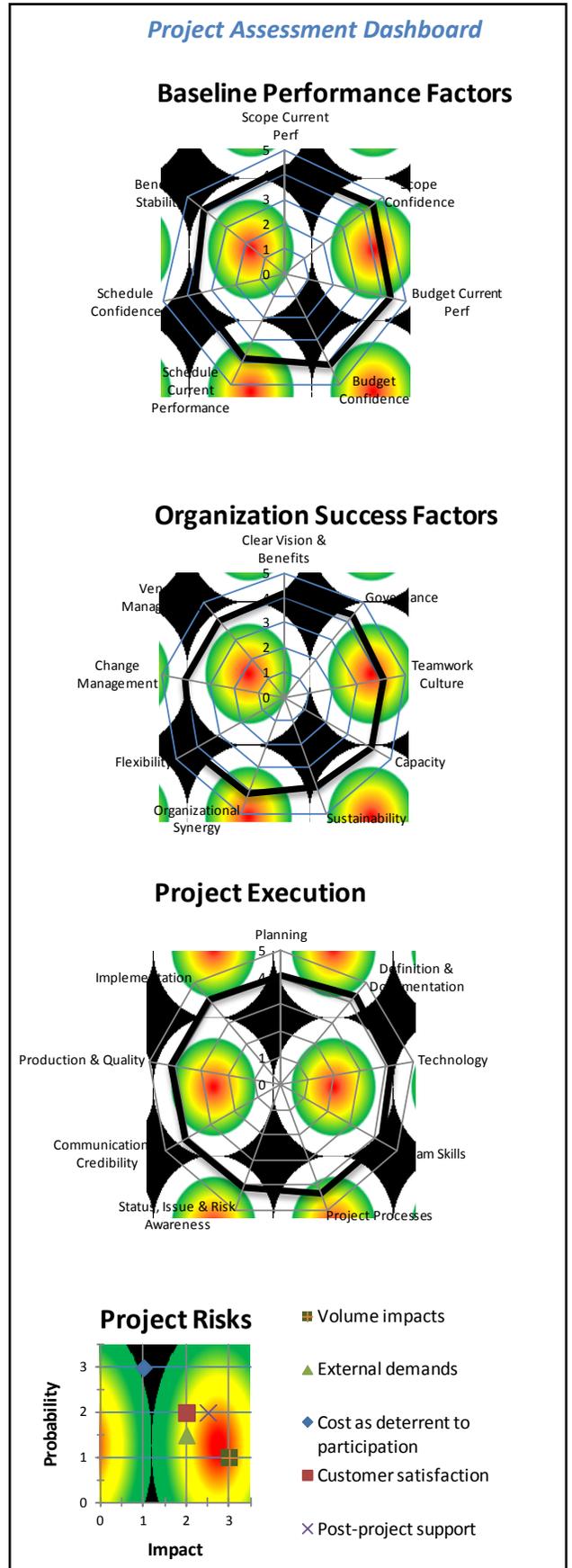
- Hosted email services
- Vault email retention
- Secure email
- Remote and mobile email access
- Interfaces with state agency applications that use email
- Service level agreements and high customer satisfaction
- Future extensibility

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

Of the 5,801 scheduled email migrations for December, 2,739 mailboxes were actually migrated. Department of Licensing and Department of Revenue did not complete migrations in December as anticipated, but are scheduled to complete in January. ActiveSync is scheduled for a January release. The secure email contract is fully executed, and planning work will start in January. Vault scheduling is underway, and about half the agencies who have not already upgraded their existing Vault service have committed to an implementation date. Incident response time averaged approximately 315 minutes (5.25 hours) in December, based on preliminary results. This represents a modest increase in response times from November (277 minutes). Project costs are trending about 18% below budget. Significant work on SMTP relay and application integration planning and implementation will start in January. A review of the project technical documentation found that it was comprehensive and met the needs of the end users. Microsoft completed a study evaluating the



potential for integrating non-EAD agencies in the project. While limited integration opportunities exist, the agencies and project team will need to evaluate the cost-benefit of participation.

This month's report focuses on the following topics:

- Secure email
- Vault migrations
- Issue response time follow up
- Project technical documentation
- Inclusion of non-Enterprise Active Directory (non-EAD), non-executive branch agencies into the project

Secure Email

After a significant delay, the contract with the vendor was completed on December 30th, and the secure email vendor is starting with the project team. A preliminary work plan will be developed in January. Early work will focus on technical configuration, scaling and documentation. In January, the implementation lead will start to develop draft schedules for agency integration. The vendor team includes strong resources, including an experienced PM and skilled technical resources.

Vault Migrations

In November, the project team developed a preliminary Vault implementation schedule that took into account several factors, including when agencies were scheduled to migrate to shared services email and volume constraints. The implementation lead worked with agencies to confirm and adjust the schedule to accommodate agency needs. About half the agencies are currently scheduled, and most of the remaining scheduling for agencies will be complete in January. Vault migration schedules are more complex than simple email migrations, because a significant amount of data needs to be ingested into the system and indexed for future search operations. Thus, a limited number of mailboxes can be migrated each evening, and it is not possible to increase ingestions in the same way email migrations were increased. So, while DSHS was able to cut their overall email migration schedule in half by doubling up on migration batches, agencies will instead have to commit to a more precise schedule, and capacity issues will make it difficult to reschedule planned work. The current schedule has very little flexibility to accommodate changes. This adds a degree of risk to the project in that an agency who needs to defer some planned Vault ingestion work may run into capacity and scheduling issues, and ultimately may impact milestones and the project end date.

Incident Response Time

Final November numbers showed an average incident response time of 227 minutes¹¹, down from 700+ minutes the previous month. Early December numbers show an increase in issue response time, to approximately 315 minutes (5.25 hours). While the November/December response times are down from September/October and incorporates several process improvements, Briskin Consulting feels there is more room for improvement. A 5+ hour response time for project issues seems high, especially since this is 2nd tier support. We suggest that CTS identify a target goal in conjunction with the PSC that is both realistic and responsive. This will help with expectation management as well.

¹¹ This figure has been adjusted to remove several incidents which were addressed, but where the tickets were not closed for several days.

CTS Shared Services Email Project – Quality Assurance Monthly Assessment for December 2011

It is important to note that response time is different than resolution time. Most issues that reach 2nd tier are more difficult to solve, and often need vendor escalation. Twenty-eight percent of the issues reported in November were resolved within 24 hours. CTS needs to monitor resolution time over several months to establish a baseline. At this point, the percent of issues resolved within 24 hours seems within appropriate levels.

Technical Documentation

CTS has produced several end-user resources to assist agencies in their migration efforts. Documents include pre-cutover guides for email migration and Vault ingestion, and delegated administrator guides. The pre-cutover guides have been revised several times to incorporate feedback and experiences from early adopters. Agency technical staff report that the pre-cutover guides are a valuable resource.

The delegated administrator model used by the shared services email project is a bit more complex than what agency technical staff have been accustomed to in the past. The technical documentation guides administrators through the process of configuring global policies within their agency scope of responsibility. Sample scripts are included, along with directions on how to modify them for individual agency use. We have found the technical documentation to be thorough and well written. However, there is a broad range of technical skills among the agencies. In general, larger agencies are fully capable of using the delegated administrator guides and other technical resources to perform their work. Some smaller agencies have never had to perform some of these tasks, and as such, require additional support beyond what the documentation provides. The project team has been supportive of both experienced and novice administrators, and works with both levels well.

The project team is also producing internal documentation for use by the support engineers at CTS.

Inclusion of Other Agencies

A pre-requisite of the Shared Services Email Project is that agencies must be in the state's Enterprise Active Directory (EAD) to participate in the project. Thirty-seven agencies, including Washington State Patrol (WSP) and the Department of Transportation (DOT) are currently not using EAD, and thus cannot participate in SSEP.

Earlier in the project, WSP and DOT requested that CTS explore alternatives to joining EAD as a prerequisite to participating in the project. They proposed a Federated model where the agencies would retain their own Active Directory (AD) structures.

CTS engaged Microsoft Consulting Services (MCS) to review the business requirements and proposals from DOT and WSP. MCS prepared a 20 page report outlining options for potential approaches to meet the stated business objectives and establish some degree of collaboration with the SSEP. Key points from that report are summarized below.

- The Federated model using Microsoft's Active Directory Federation Services (ADFS) product is not currently supported in Exchange 2010. It may be included in some future unspecified release. ADFS does nothing to facilitate non-EAD agencies' full participation in the project at the present time.
- The only current option available for non-EAD agencies to have fully hosted email is to establish trust relationships between the shared services email domain and the non-EAD agencies using a resource forest model. Trust relationships and the associated challenges of split administration responsibilities between state agencies have been considered and rejected by the state in the past.
- Non-EAD agencies could establish limited collaboration (shared GAL, free/busy sharing) with the project through implementing two enterprise solutions from Microsoft: Forefront ID Manager for

CTS Shared Services Email Project – Quality Assurance Monthly Assessment for December 2011

GAL, and Federation Gateway for free/busy sharing. It is assumed that the project would process this as a Project Change Request if requested by customers.

In short, the costs and schedule impacts of implementing a limited collaboration model run counter to the majority of the stated business benefits (*see Benefits Baseline on page 17*) of the Shared Services Email Project and add additional cost and time to the project. This type of change would be considered via the Project Change Request process.

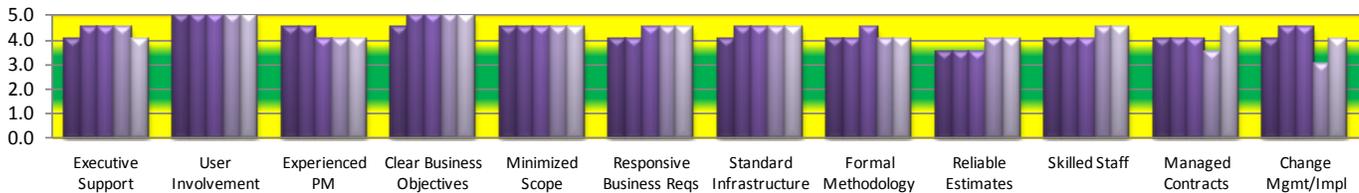
Briskin Consulting has the following observations about the inclusion of non-EAD agencies in the project.

- A majority of the non-EAD agencies are very small. The only cost-effective solution for a shared email solution is for those small agencies and commissions to join the state's EAD and participate fully in the project. A federated model with the associated hardware and administrative support needs is impractical for small agencies.
- WSP and DOT are concerned with their ability to be flexible, responsive, and secure in their email solution. They are also concerned with the costs of migrating to EAD and the necessary changes to their infrastructure that would result. The Microsoft study did not show a clear path for WSP and DOT to achieve collaboration within the scope of this project.

DIS Success Factors

The Washington State Information Services Board (ISB) and DIS provide a framework for project management. Through evaluation of hundreds of projects, evaluation and research, ISB has established a concise list of critical success factors that predict project success. See <http://isb.wa.gov/policies/300r.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.

DIS Success Factors



Department of Information Services Success Factors	Rating	Observation
Executive Management Support	4.0	Project sponsor has not been at last two steering committee meetings, but has been well briefed by the PM, and also interacts with PSC members regularly.
User Involvement	5.0	User involvement is strong at both the technical and management levels.
Experienced Project Manager	4.0	PM will soon have additional scheduling support available. PM is managing issues well.
Clear Business Objectives	5.0	The project objectives are very clear and concise.
Minimized Scope	4.5	There are no pending change orders awaiting decisions. Any integration with non-AD (Active Directory) agencies would require a change request.
Responsive Business Requirements Process	4.5	Original business requirements are being met.
Standard Infrastructure	4.5	Industry standard tools and systems are being used for all aspects of the project.
Formal Methodology	4.0	Project processes are well established and working well. New assistant has been hired, and tracking backlog is starting to be addressed.
Reliable Estimates	4.0	The project is catching up with planned work related to migrations. Future estimates seem realistic at this point. Secure email planning needs to occur.
Skilled Staff	4.5	Staff are skilled and able to address issues and perform the work necessary.
Managed Contracts	4.5	Secure email contract is finalized. No other vendor contract issues are pending.
Change Management/ Impl.	4.0	Issue response time is high, but is significantly better than prior months. No change requests pending.

QA Findings and Recommendations

Briskin Consulting has no new findings or recommendations for the project during this review cycle.

Finding	Recommendation	Agency Comment

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:</p> <p>Microsoft completed their study of a federated model proposed by WSP and DOT. While the study showed there are no real benefits related to shared email for a federated model, the study did outline some options for limited participation in the project for non-EAD agencies. It is assumed that a change request would be the first step to evaluate further action.</p> <p>There are no current proposed changes to the scope of the project.</p> <p>ActiveSync will be implemented in January.</p> <p>Project costs are trending below budget. End of project projections show an 18% reduction in costs compared to plan.</p> <p>Challenges:</p> <p>Secure email planning is not done. Vault scheduling is 50% complete.</p> <p>The projected Vault implementation schedules are very tight. The project has limited flexibility on adjusting Vault migration schedules once they are set, due to technical limitations.</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.	

Baseline Performance Success Factors



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 Microsoft study of a federated model helped with expectation management.</p> <p>PSC members are actively engaged, and follow up as necessary on issues of concern.</p> <p>Project team members have discretion and authority to make decisions and act to ensure project progress.</p> <p>Decisions are timely, well informed and consider needed input.</p> <p>The team is working well together to solve issues.</p> <p>Challenges: Schedule pressure is increasing, particularly with Vault and secure email components of the project. This reduces flexibility.</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>	

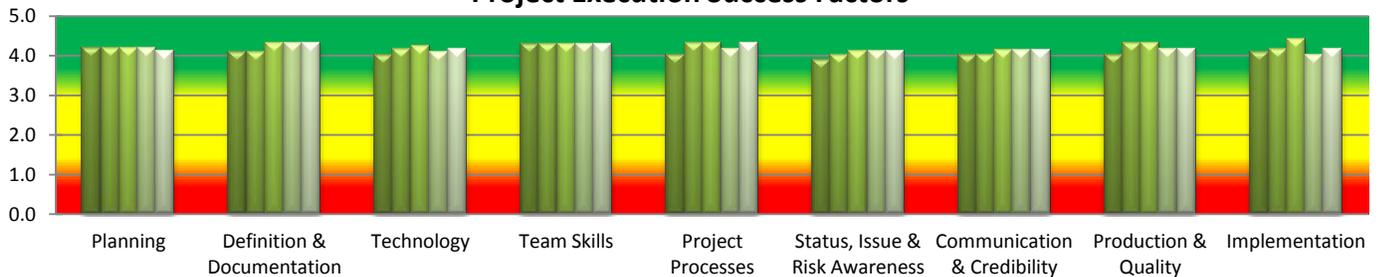


Project Execution Success Factors Assessment

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: Collaboration between agencies and the project team appears strong.</p> <p>The project team regularly seeks feedback to improve user documentation and to adjust processes as necessary.</p> <p>Issues are well documented and very transparent.</p> <p>System patches, application release management, and scheduled down time are well planned. The project uses a strong and standard approach to informing users about projected maintenance.</p> <p>The team is working very well together to resolve issues. Collaboration is evident.</p> <p>Project leadership reports are accurate and complete. PM discusses issues or concerns fully.</p> <p>Challenges There are significant delays in planning secure email work.</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.	

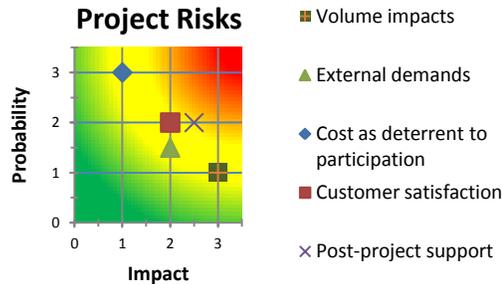
Project Execution Success Factors



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: 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	Monitor service and throughput. Evaluate load balancing.
<p>Risk: External demands External demands can pull resources away from project activities.</p> <p>Impact: Schedule and quality could be impacted.</p>	1.5	2	The PM, Implementation Manager and key staff have other responsibilities outside the project. These external factors could impact schedule and quality. Update 12/30: SDC project work being re-planned. Risk is lower at present.
<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: 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.</p>	3	1	Re-confirm March 2011 decision to make secure email services mandatory. Compare costs and benefits/services to private sector solutions.
<p>Risk: Customer satisfaction Customers may not be satisfied with the final project offerings.</p>	2	2	Continue to compare project offerings with original benefits plan.

CTS Shared Services Email Project – Quality Assurance Monthly Assessment for December 2011

Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
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.			Seek customer feedback through quarterly SLA surveys and other venues.
Risk: Post-project support Support may degrade after the project ends. 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.	2	2.5	Continue to work on issue response and issue resolution times to improve service.

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
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 activities.	Closed 10/5/11	
Meeting the implementation schedule depends upon agency readiness.	Active	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. UPDATE 12/30/11: This issue is being resolved, and could be relegated back to risk status.
Issue response time doesn't meet expectations.	Active	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. UPDATE 12/30/11: Issue response time for Nov/Dec is better than Sept/Oct, but still hovers around 4-5 hours.
Secure email contract delayed.	Closed	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.
Project scheduling and tracking work is falling behind.	Active	A new scheduler is expected to start in mid-January, which should

CTS Shared Services Email Project – Quality Assurance Monthly Assessment for December 2011

Issue/Description	Status	QA Analysis
		help with this issue.
Secure email implementation work is significantly behind schedule.	Active	Contract was signed on 12/30, and planning work is starting in January.

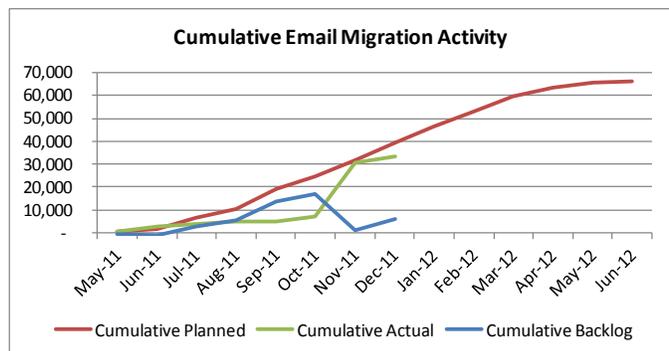
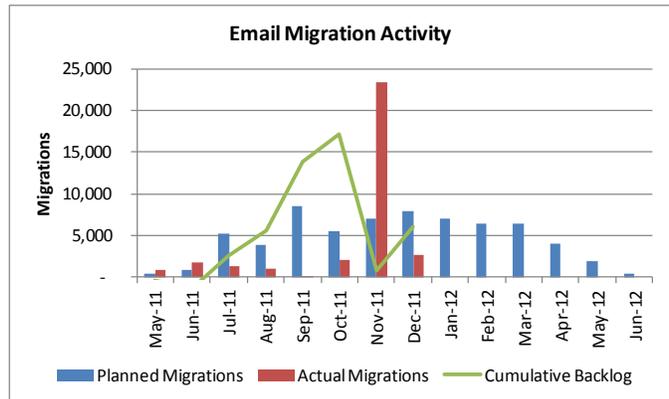
Appendix 1: Baselines and Recommendations History

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.

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		
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)	12/30/2011		
Agency Implementations 100% Done (66,000 mailboxes)	6/30/2011		
Project Close	7/30/2012		

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		
Feb-12	6,500		
Mar-12	6,500		
Apr-12	4,000		
May-12	2,000		
Jun-12	490		
Total	66,000	30,639	



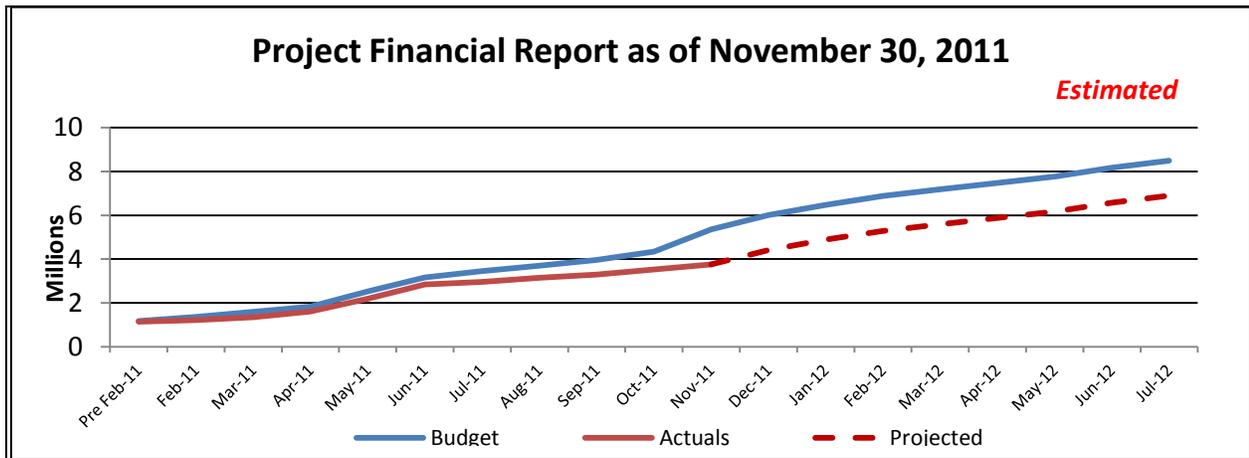
Benefits Baseline

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.

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.	In scope
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.	In scope
8. Provide a single statewide solution which guards against spam, email viruses, malware and inappropriate language that pose a risk to agency operations.	In scope
9. Provide a single, secure remote access method to the state email system for authorized users.	In scope
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.	In scope
16. Implement the solution in all executive branch agencies, and make it available to other state agencies based on the approved project plan.	In scope
17. Provide a single-source solution hosted in the state data center.	In scope

Budget Baseline



CTS continues to experience agency consolidation issues related to financial reporting. October and November financial statements are based on estimates, and have not yet been confirmed with AFRS reports.

The total projected costs of the project are \$6.9 million, within an \$8.5 million budget, representing a potential savings of \$1.6 million (18%), if the trend continues.

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.	Deferred. This is a low priority recommendation at this point.
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.	In progress.
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	In progress.
10	12/1/2011	F	The secure email contract is significantly delayed	Done.

CTS Shared Services Email Project – Quality Assurance Monthly Assessment for December 2011

#	Date Created	F/R	Finding/Recommendation	Current Status* and Comments
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.

* Status: *New, In Progress, Delayed, or Done*