



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 blue ink that reads "Porsche Everson".

Porsche Everson

February 13, 2012

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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.

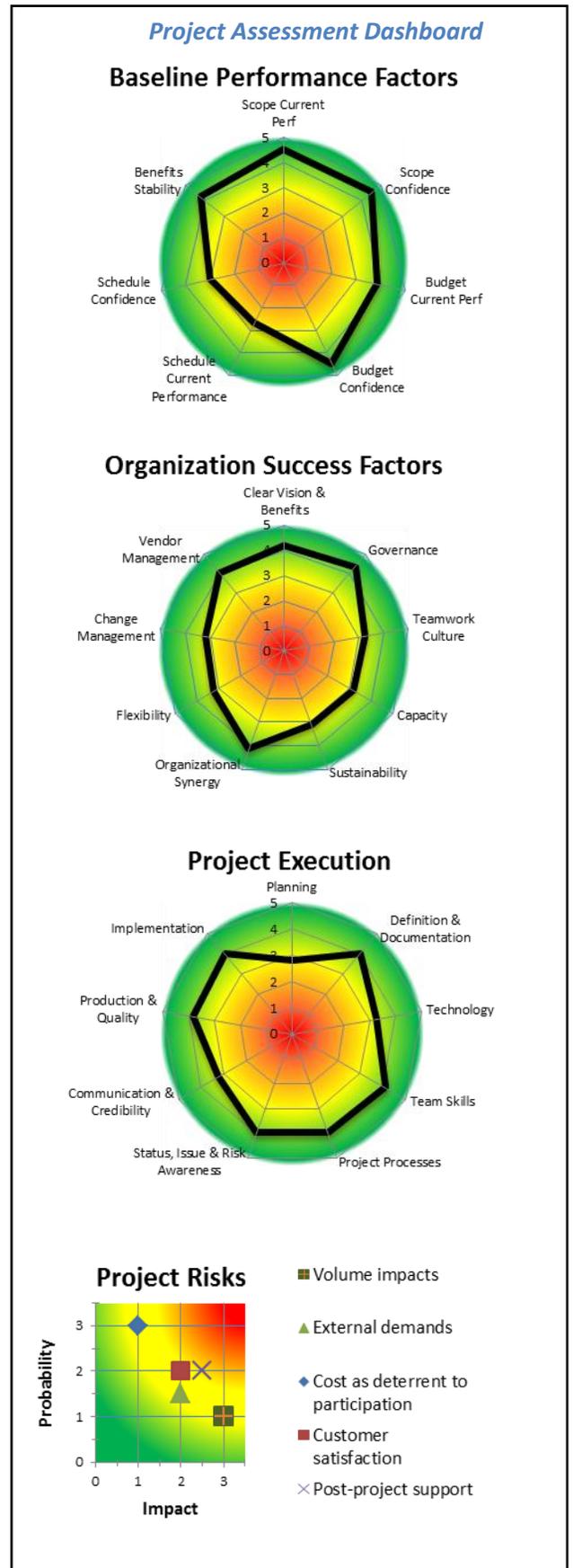
The overall purpose behind the project is to optimize the value of IT by concentrating email services across state agencies to a centralized service to lower costs and improve service.

Status Overview

Many aspects of the project are working well. CTS is processing approximately 20 million email messages per month, and successfully filtering junk mail and viruses. Response time on issues continues to improve as processes are streamlined. Sixty-eight INFRA tickets were reported in January¹. Average response time was 248 minutes. Project staff are effectively using lessons learned from prior implementations to improve current implementations. CTS is in the process of evaluating the project base rate of \$4.90/mailbox/month. It is too early to tell if the true costs will reduce, increase or have no effect on the current rate.

There are some concerns emerging on the project. There were significant and highly visible issues with access in December and January to the system that stores archived

¹ Electronic mail was included this month to capture all tickets for the Exchange 2010 service.



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messages. Some agencies are delaying their implementations until their concerns with Vault services can be addressed.

The project scheduler position is still not filled. Schedule pressure is mounting, especially on top of almost a week's delay related to the January snow and ice storm.

The focus of this month's report includes:

- Secure Email Planning
- Vault-Related Issues
- ActiveSync Implementation
- SMTP Relay Work

Secure Email Planning

January's winter storm delayed work on secure email planning by about a week. The internal kickoff meeting occurred at the end of January. Initial connectivity setup and acceptance testing are occurring. Briskin Consulting remains concerned about the significant delays related to secure email.

Vault-Related Issues

The implementation of the new WaSERV environment in September appeared to have a very successful start. The first several weeks did not uncover what appeared to be any systemic issues. However, in each November and December there were two outages. These issues (services that needed to be restarted, lost connection with SQL server, etc) were not of major significance by themselves, but together caused growing concern for the customers.

These outages were also coupled with troubleshooting that was occurring to assist two customers that were having issues retrieving random vaulted items. Tickets were opened and escalated with Symantec. Vaulting was suspended and the Vault environment was thoroughly analyzed by CTS, Symantec and EMC Centera engineers for an eight day period. Symantec proposed a root cause, but CTS did not close the case while working to confirm the proposal. In January, a new case was reported and the team was able to use the new information to quickly identify actual root cause and implement a configuration change. The root cause was identified (several Vault environments were designed to share collections folders) and corrected.

In January, the CTS team attempted to implement recommendations made during a health check performed by the design vendor but encountered IBM and Emulex firmware/driver issues which resulted in an extended outage. In front of the team in February are clean-up activities, including applying windows updates, firmware/driver updates, and health check recommendations. Project leaders are working with US Analytics and Symantec to identify and document root cause and to establish a communications plan.

The impact of the multiple hardware and software issues cannot be overstated. Confidence in the Symantec Vault solution, US Analytics and CTS has been shaken. Additional Vault implementations in December and January were delayed, pending resolution and stabilization.

ActiveSync Implementation

The project team has been working on documentation for ActiveSync services, testing additional devices, and preparing for launch. Customer interest and involvement remains very high. The service was scheduled for activation in January, but was rescheduled for February to allow for additional testing and documentation work. Several agencies will participate in a pilot phase scheduled to begin on February 20th.

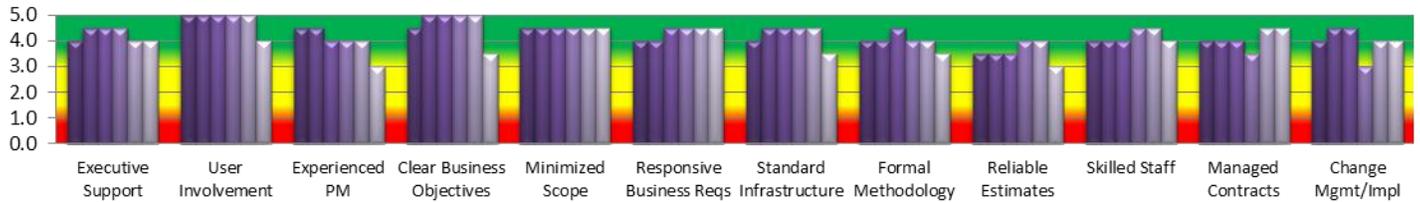
SMTP Relay Work

Initial design work is underway. Staff determined that additional security design work was necessary before involving customers in testing. Not much progress was made in January, but work will be continuing in February. Department of Early Learning will pilot the service in late February. Department of Retirement Services, Department of Ecology and Lottery will follow. A schedule is not yet available detailing milestones on this subproject.

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	PM has regular access to sponsor. Sponsor is well-briefed on project issues, and helps clear roadblocks as necessary.
User Involvement	4.0	User involvement continues to be strong. Users are requesting more communications about ongoing issues and upcoming project schedule/milestones.
Experienced Project Manager	3.0	PM very experienced. There are significant delays in obtaining scheduling support for the project which have resulted in insufficient schedule planning. One could argue that the project has a skilled PM, but doesn't have sufficient skilled staff in support.
Clear Business Objectives	3.5	Project objectives are generally clear. Some users have been expressing concerns about certain project objectives, like SMTP relay, support for decommissioning servers, and application integration.
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	(No change) Original business requirements are being met.
Standard Infrastructure	3.5	Users have expressed concerns about the architecture of the archiving system. Recent Vault issues have highlighted potential weaknesses in the design.
Formal Methodology	3.5	Most project processes are in place and solidly executed. Schedule and budget management are of concern at present.
Reliable Estimates	3.0	The project needs to establish additional detailed milestones, and update estimates for completing work

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		during the remaining months on the project.
Skilled Staff	4.0	Staff are generally very skilled. Recent complex issues have challenged both the staff and vendors.
Managed Contracts	4.5	All contracts are fully executed and consistently managed.
Change Management/ Impl.	4.0	Post implementation support is improving. Users understand the need to clearly communicate severity or importance of reported issues, to help manage appropriate response time.

QA Findings and Recommendations

Briskin Consulting has one finding related to the Vault service issues during this reporting cycle. Our recommendation involves schedule reporting.

Finding	Recommendation	Agency Comment
Multiple issues with Vault services resulted in intermittent loss of access, some loss of data and have shaken customer confidence.	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 PSC and affected end users.	Overall, the new WaSERV 2010 environment appeared to be very stable for the first two months of production. Since November a variety of both hardware and software issues have impacted the stability of the Vault environment. CTS has worked around the clock with senior level consultants from Symantec, EMC, IBM, and Emulex to identify and resolve a wide range of issues. Several updates have been made to the environment and two scheduled maintenance windows are scheduled for February and March. The system has stabilized over the past few weeks with no downtime. The CTS team has been visiting impacted customers to ensure they have clear understanding of the issues and awareness of the attention being given to ensure future ongoing stability.
<i>(Recommendation only)</i>	Update schedule, milestones and baselines as necessary, communicate new schedule and milestones to agencies.	Work is underway to update the schedule.

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: Scope remains stable. Users are looking forward to implementing ActiveSync services.</p> <p>Per user costs for Secure Email are significantly lower than originally planned. However, overall costs for secure email may be the same, because the PSC made a decision to extend secure email services to all users, rather than a subset.</p> <p>Neutral – the project team is reviewing the original rate structure in light of current project costs, and will provide an update to agencies soon.</p> <p>Challenges: The project is experiencing schedule challenges on several fronts. The January snow and ice storm impacted project work. Not having a project scheduler in place is impacting schedule updates, monitoring and visibility.</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

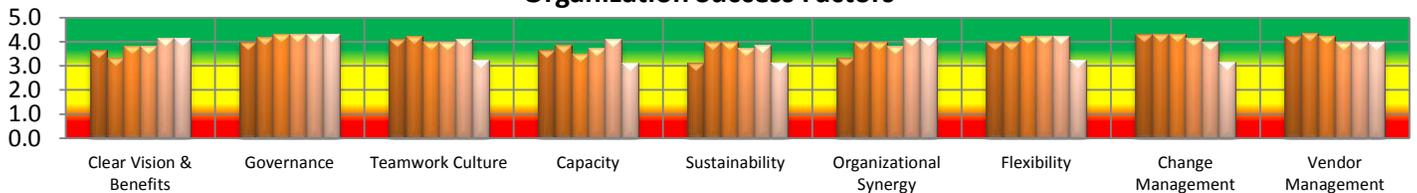


Organization Support Success Factors Assessment

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: Project steering committee members are actively engaged, and follow up as necessary on issues of concern.</p> <p>Project leaders are able to adjust approach to address problems and opportunities.</p> <p>Escalation processes are working as expected.</p> <p>Challenges: Confidence in the system has been undermined by significant issues this month related to Vault services. Users are questioning if sufficient testing has occurred prior to production release.</p> <p>Too many schedule delays are contributing to a reduction in flexibility at this point in the project.</p> <p>The capacity for technical support seems present, but the project was plagued with complex support issues in January.</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?

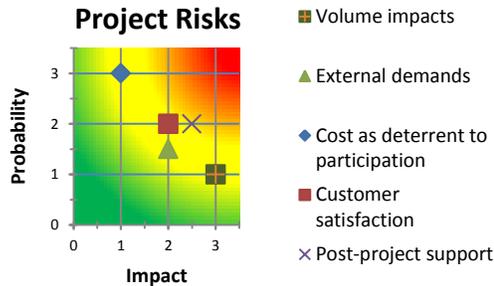
Success Factors	QA Observations – Strengths and Challenges
Planning – Tasks, estimates, dependencies, and resources form a realistic plan that allows collaboration, tracking, and adjustments.	<p>Strengths: Documentation is particularly strong, especially with technical and ActiveSync documentation at present.</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. Note however, that the significant Vault issues experienced in January may be related to minor system maintenance work that failed.</p> <p>PM is very clear, objective and transparent about progress, status and effectiveness.</p> <p>There is an intense focus on issue management and process improvement. Results are evident.</p> <p>Challenges Major project schedule updates have been deferred until the project scheduler is hired. Project schedule has not been significantly updated for several months.</p> <p>Agency leaders are very anxious about highly visible project issues. Relationships are strong, but trust is eroding. Communication may need to be increased.</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.	



Risk Tracking *No changes since last report.*

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.

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Risk/Impact	Probability Level (1=Low, 3=High)	Impact Level (1=Low, 3=High)	Mitigation Status/Comments
<p>Impact: Some customers may end up unraveling from the shared solution if their experiences are poor of if they find the solution to be of little value. Future shared solution projects could suffer from a lack of participation.</p>			Seek customer feedback through quarterly SLA surveys and other venues.
<p>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.</p>	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
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.	Active	This issue has undermined customer confidence. Significant effort must be expended to identify root cause and ensure that the system is stable.
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>
Issue response time doesn't meet expectations.	Active	<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>
Project scheduling and tracking work is falling behind.	Active	A new scheduler is expected to start in mid-January, which should

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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. UPDATE 1/31/12: Contractor on site this week for project kickoff. Schedule will be finalized in early February.
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	
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.

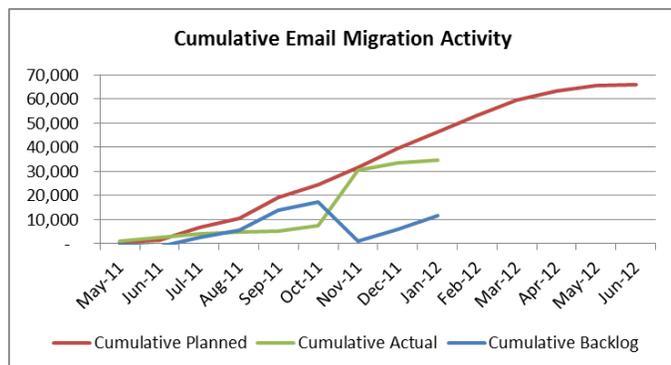
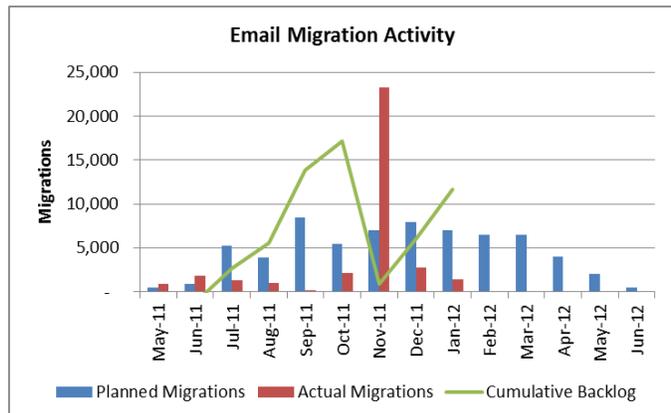
Appendix 1: Baselines and Recommendations History

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.

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	1,406	11,726
Feb-12	6,500	1,058	12,074
Mar-12	6,500		
Apr-12	4,000		
May-12	2,000		
Jun-12	490		
Total	66,000	34,436	



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.

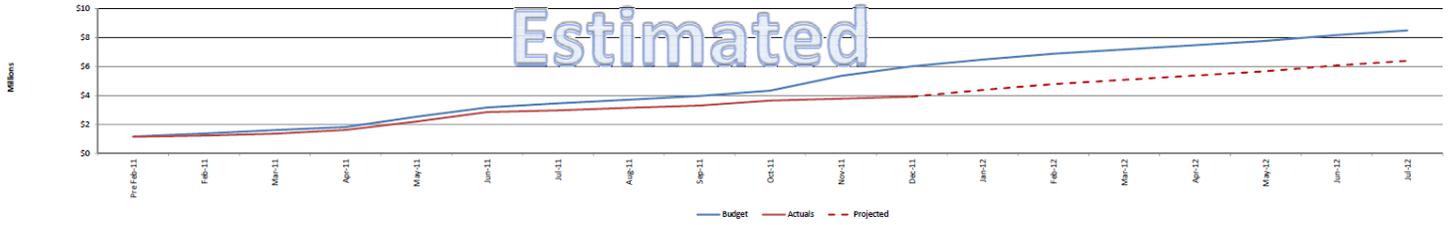
Proposed Business Benefit/ Objective	Current Status
1. Provide a standard service level agreement that will be developed prior to hosting any agency on the new system.	In scope
2. Provide access to more efficient, cost effective, secure storage for every user.	In scope ²
3. Provide improved records management, search capability and compliance with records management statutes for file retention and public disclosure.	In scope ²
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 ²
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

² Current issues with Vault services may impact this benefit.

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Budget Baseline

Project Financial Report as of December 31, 2011



Expenses continue to be below budget.

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.

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#	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. Update 1/31/12: Initial design work started. Schedule is not yet finalized. Work with agencies scheduled to start in February.
12	2/1/2012	F	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. 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.	New.
13	2/1/2012	R	Update schedule, milestones and baselines as necessary, communicate new schedule and milestones to agencies.	New.

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



STATE OF WASHINGTON

Consolidated Technology Services

Olympia, Washington 98504-2445

February 13, 2012

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Dear Ms. Everson:

Thank you for your submission of Quality Assurance Monthly Report submitted February 3, 2012. Consolidated Technology Services (CTS) has reviewed the information provided in the report and is providing the responses below:

Finding	Recommendation	Agency Comment
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.	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 PSC and affected end users.	Overall, the new WaSERV 2010 environment appeared to be very stable for the first two months of production. Since November a variety of both hardware and software issues have impacted the stability of the Vault environment. CTS has worked around the clock with senior level consultants from Symantec, EMC, IBM, and Emulex to identify and resolve a wide range of issues. Several updates have been made to the environment and two scheduled maintenance windows are scheduled for February and March. The system has stabilized over the past few weeks with no downtime. The CTS team has been visiting impacted customers to ensure they have clear understanding of the issues and awareness of the attention being given to ensure future ongoing stability.

Best Regards,

Christy Ridout
Shared Services Email Project Sponsor
Consolidated Technology Services