
Cloud Based Email and Collaboration Project Charter

Business Case Analysis Phase

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Document Revision History

Revision Number	Date of Change	Author(s)	Brief Description of Change
Version 0.1	2/15/2012	Carol Gravatt	Initial Draft
Version 0.2	2/20/2012	Bob Micielli	Defined Project Statement
Version 0.3	2/21/2012	Carol Gravatt	Modifications from 2/21 work session
Version 0.4	2/22/2012	Dave Kirk	Modifications to project statement, objectives
Version 0.5	3/16/2012	Bob Micielli	Added POC Agencies and Pilot Agencies, Measures of Success
Version 0.6	3/25/2012	Carol Gravatt	Added constraints and risks
Version 0.7	3/30/2012	Dave Kirk/Carol Gravatt	Updated Project Approach, Timeline, Key Milestones
Version 0.8	4/2/2012	Carol Gravatt	Updated
Version 0.9	4/11/2012	Dave Kirk	Updated Project Statement, Scope, Objectives, Risks, Success Measures, Qualifier on dates, Assumptions, Communications Matrix, Roles and Responsibilities
Version 0.9.1	4/19/2012	Carol Gravatt	Updated wording as agreed upon by project team.
Version 0.9.2	5/3/2012	Dave Kirk Laura Parma	Addressed proposed wording changes
Version 0.9.3	5/8/2012	Dave Kirk Laura Parma	Adjusted scope to include an all cloud-based solution
Version 0.9.4	5/11/2012	Leadership Team	Final changes on scope and implementation phase
Version 0.9.5	5/23/2012	Steering Committee	Identified related projects that are out of scope but on the critical path. Added other agencies participating in the evaluation lab.

Table of Contents

Document Revision History	ii
TABLE OF CONTENTS.....	III
PROJECT STATEMENT.....	4
BACKGROUND.....	4
BUSINESS OBJECTIVES.....	5
EXPECTED OUTCOMES.....	5
SCOPE.....	6
PROJECT APPROACH.....	7
RISK FACTORS.....	8
ASSUMPTIONS.....	10
CONSTRAINTS.....	10
HIGH LEVEL TIMELINE.....	11
KEY MILESTONES.....	12
COMMUNICATION MATRIX.....	13
PROJECT GOVERNANCE.....	15
ROLES AND RESPONSIBILITIES.....	16
MEASURES OF SUCCESS.....	18
APPROVAL SIGNATURES.....	19

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Project Statement

The vision of this project is to establish an enterprise cloud based solution for the State of Washington for common desktop business applications. This solution is expected to maximize functionality, increase productivity, and provide greater value to agency business units through lower costs and higher levels of security and availability. Moving away from custom solutions and adopting cloud technologies in their native forms will provide the greatest benefit to the state and its citizens.

The following products are part of this vision:

- Microsoft Exchange Online (Email, Contacts, and Calendaring)
- Microsoft SharePoint Online
- Microsoft Lync Online (Instant Messaging and Presence)
- Microsoft Office Web Apps
- Microsoft Office Professional as it relates to the above services
- M86 Secure Email Service

Background

Over the past decade significant progress has been made in private industry to commoditize many of the desktop business applications we use today. This trend has created an opportunity for the state to develop an enterprise solution for email, collaboration, and common business applications that is cost effective, rich in functionality and uniform across the enterprise. No longer is it necessary to spend millions of dollars in upfront cost to stand up internally hosted services which become obsolete in three to four years, requiring major upgrades or system replacement. In many cases these services can now be obtained through public cloud offerings deployed by major industry leaders at a fraction of the cost.

In 2009 the state of Washington made the decision to consolidate distributed Microsoft Exchange e-mail systems into a centrally managed, shared email service. The new service consists of five core components: email using Exchange 2010, secure email, clean email (includes anti-spam and anti-malware), content-filtered outbound email, and vaulted email that stores and retrieves email messages in compliance with agency records retention requirements. The service is hosted by Consolidated Technology Services (CTS) on-premises (with the exception of Secure Email which is delivered via an off-site service) behind the state's security perimeter. More than 45,000 mailboxes from 44 agencies have migrated to the service to date. The remaining agencies have completed various stages of preparation to migrate to the new system. The state had expected to consider the option of moving consolidated email to a comparable cloud service at some point post migration. In addition to email, CTS also hosts a central Microsoft SharePoint service and Live Communication Service.

With the apparent advantages of cloud based email and common business applications, the state is asking the question: Given our install base, is there a business case at this time to adopt a cloud based solution? A preliminary business case indicates that a cloud based solution may be viable, and warrants a detailed business case analysis. The detailed business case will address the issues needed to determine whether implementing a cloud based solution can:

- Reduce the state's overall IT expenditures
- Provide increased functionality and business value to employees
- Retain or improve the quality of service
- Position the state to make better use of future technology innovations

If answers to these questions are affirmative the project will determine, with agency input, whether the benefits exceed the effort to migrate. This question will be answered in a go/no go decision based on the detailed business case. If the decision is to proceed, the implementation phase will begin.

Expected Outcomes

The expected business outcomes for the overall project are to:

- Reduce total cost of operations – at the outset of this project, there is evidence that a cloud based solution could reduce the cost of state email and related services by reducing the costs of:
 - Email archive storage,
 - Conference calls and video conferencing among employees,
 - Employee and resource mailbox costs,
 - SharePoint

The project will look for cost avoidance as well as cost savings opportunities

- Provide increased functionality, employee productivity, and convenience - The Lync product with a cloud based solution has been demonstrated as an effective tool to improve collaboration among employees when face to face meetings are needed but not possible. Lync is integrated with Exchange 2010 enabling employees to exchange documents with minimal time and effort. It allows employees to communicate and work on the same document online with voice communications, or through on-demand video conferencing. Lync promises to help teams become more effective by enabling an easier exchange of information.

A cloud based solution can improve employee productivity when away from the office through improved connectivity or by allowing them to access and edit Word and Excel documents through the browser using mobile devices.

- Retain or improve the quality of service - a cloud based solution promises better service reliability through site redundancy. This is partially in place with the state's shared email service. Most other agency email services do not provide site redundancy or recoverability even though email is often considered a mission critical service.
- Position the state for the future - Implementing a cloud based solution will position the state to provide employees with better access to documents, messaging, and other information at the office or in other locations, where information is gathered and decisions are made.

A cloud based solution, when combined with future SaaS offerings, can position the state to take advantage of lower cost mobile computing devices in upcoming desktop PC replacements, and offers increasing mobile work options for state employees.

The remainder of this document focuses on the business case analysis phase of the project.

Business Objectives - Business Case Analysis Phase

Note: Project dates will be modified when detailed project schedule is completed.

Objectives for the Business Case Analysis Phase include:

- Develop a Business Case to determine the feasibility of implementing a cloud based email and collaboration solution for the State of Washington
- Determine how a proposed service meets state requirements for email/messaging, collaboration, security, infrastructure integration, and desktop integration
- Identify requirements gaps and develop mitigation strategies
- Perform a live evaluation of an exemplar service on a cloud based test environment, factoring results into the business case.
- Develop a preliminary operational model for the service.

- Determine the technology architecture and estimated costs with supporting state services and rates needed to acquire, integrate and operate a service that meets identified requirements.
- Determine agency migration efforts

If the go/no go business decision is to proceed, implementation objectives will be defined.

Scope - Business Case Analysis Phase

In Scope

- The scope of the Cloud Based Email Collaboration Service includes:
 - Cloud based software services:
 - Microsoft Exchange 2010 Online
 - Mobile device support, Archival/Vault, Discovery Tools, Litigation on Hold, Inbound content filtering, Outbound data filtering, 25 GB mailbox storage, Unlimited archival storage, Disaster Recovery
 - Microsoft SharePoint Online
 - Microsoft Lync Online Instant Messaging
 - Microsoft Office Web Apps
 - Secure Email from M86
 - Microsoft Office Professional as it relates to the above services
 - Tight integration with Microsoft Office Professional on the desktop
- The business case will analyze two alternatives:
 - Continue using the current Shared Email service
 - Adopt an all cloud-based Email Collaboration service that includes M86 Secure Email
- The financial analysis in the business case will only include a comparison of the five components of the current on-premise shared email service with a comparable all-cloud based solution that includes the M86 Secure Email Service. These five components include Exchange 2010, Secure Email from M86, Symantec Vault, inbound filtering, and outbound filtering.
- The requirements for the five components of the current shared email service are in scope
- Requirements gap analysis and mitigation strategies
- Microsoft Enterprise Agreement and Licensing model
- Technology architecture (networks, security, cloud infrastructure, etc.) to operate a cloud based service
- CTS rates for services and infrastructure to operate a cloud based service
- Preliminary operational model with organization roles and responsibilities

While all software components for a cloud based solution are in scope, implementation may occur in phases.

Out of Scope

Note: * Indicates out-of-scope projects on the critical path for this project.

- * Active Directory Federation Services infrastructure and services project at CTS
- * Enterprise Active Directory remediation in preparation for a cloud based solution
- Hybrid model running email/collaboration related components on premises
- Implementation Phase to operate a cloud based service
- Fully defined governance model – to be defined in the implementation phase
- Agency SharePoint Migration efforts – to be evaluated by agencies on a case by case basis

Project Approach

This project is taking a phased approach as shown on the summary schedule in High Level Timeline. These phases include:

1. Preliminary Business Case Phase, with a go/no go decision
2. Business Case Analysis Phase, with a go/no go decision
3. Implementation Phase

These phases and summary tasks are described below along with the key questions to answer and the decisions to make in each phase:

Preliminary Business Case Phase

- Preliminary Business Case - At this time, should the state invest the resources to determine the business case on implementing a cloud based solution? Could it help the state reduce the cost of email, improve employee productivity, maintain or improve quality of service, and position the state for the future?
- Go/No Go Decision
- This phase has been completed.

Business Case Analysis Phase

Develop Business Case

- Requirements Gap Analysis – Performed by a multi-agency team, the key questions to address are: Will an all cloud-based solution satisfy the requirements for the Shared Email service previously approved by the state? Will it satisfy the new requirements identified for the other services offered? This includes requirements for security, records retention, and public disclosure. If not, can the gaps be reasonably mitigated or are they acceptable as is?
- Complete Services Assessment – What services are required on-premises and in the cloud to enable a cloud based solution implementation?
- Define Technical Architecture – What is required to integrate a cloud based solution with existing state infrastructure for networks, security, authentication, Identity Management, applications, and Microsoft Office Professional desktop software? How will tenants be organized in the cloud based service? What new investments for federation, directory synchronization, network bandwidth or other infrastructure are required? Can other existing infrastructure be re-purposed? What are the costs and offsets?
- Determine Licensing and Pricing – What is the cost impact by agency and at the state level to license a cloud based solution? How and when would agency licensing change?
- Define Preliminary Operational model – Define the preliminary operational and support model with roles and responsibilities for agencies, CTS, and the vendors. This includes the distribution of administration roles and the delegation model. Note: A governance model will be defined in the implementation phase that identifies a service owner and defines how to monitor performance and rates, request changes, and resolve issues.
- Determine Migration effort – Identify the effort for users and technical staff to migrate to a cloud based solution from: 1) the new shared email service and 2) existing agency-run email systems.
- Obtain CTS ADFS Service and Rates – The approved services and rates, defined in the CTS ADFS project, will be part of the agency expense for a cloud based solution. What will the new service include and what are the rates?
- Obtain agency feedback – Based on answers to the above questions, obtain agency feedback on the business case to move to a cloud-based email collaboration service.
- Deliver Business case – Complete the business case based on answers to the above questions. Determine whether the

advantages to the state, agencies, and employees outweigh the effort to migrate.

- Go/No Go Decision - If the recommendation is to proceed, present the business case for necessary approvals.

Production Implementation Phase

Planning for the implementation phase, including additional detailed design where needed, will begin after the business case is approved. Scope, schedule, budget, measures of success, and other aspects of the implementation project will be defined at that time. The implementation phase may be managed by CTS.

Risk Factors

The following table identifies risks and corresponding mitigation strategies for this project.

Elements for Success	Risks Leading to Failure	Mitigation Strategies
Project Resources	<ul style="list-style-type: none"> • Insufficient staff resources for business case analysis tasks. 	<ul style="list-style-type: none"> • Secure commitment from agencies early • Communicate with agency managers regarding effort required
Project Scheduling	<ul style="list-style-type: none"> • If parallel, dependent tasks require rework, schedule delays could result. 	<ul style="list-style-type: none"> • Obtain concurrence early on deliverables that feed the analysis in the business case.
Adequate requirements	<ul style="list-style-type: none"> • Requirements may not be clearly defined 	<ul style="list-style-type: none"> • Involve agencies and CTS early to validate requirements and perform gap analysis.
A cloud based solution satisfies state requirements	<ul style="list-style-type: none"> • Cloud based solution features may not satisfy requirements as originally understood 	<ul style="list-style-type: none"> • Perform a multi-agency evaluation of the essential features of a solution in a cloud based evaluation environment, off the critical path of ADFS development, to: <ul style="list-style-type: none"> • Gain product knowledge • Validate key parts of the gap analysis • Provide experience for agency acceptance • Factor results into the business case
The cloud based technology architecture performs as planned with state infrastructure	<ul style="list-style-type: none"> • Expected cloud based solution features may not perform as planned when integrated with state infrastructure 	<ul style="list-style-type: none"> • Perform a proof of concept of the planned technology infrastructure integrating a cloud based solution with a federation service, networks, and state security. • Verify that the technical design meets state requirements and that expected business value can be achieved.
Provide Agencies Sufficient time to evaluate the Business Case and Impacts to their organization.	<ul style="list-style-type: none"> • Agency commitments could be delayed if there is insufficient information or time to evaluate benefits, costs and impacts. 	<ul style="list-style-type: none"> • Provide agencies with interim information feeding the business case. • Communicate frequently on progress and findings.

Timing for Business Case Analysis	<ul style="list-style-type: none">• Timely delivery of the business case is essential, but may need adjustment to satisfy competitive requirements.	<ul style="list-style-type: none">• Obtain concurrence on the process to satisfy competitive requirements. Identify and prepare decision makers on the process to obtain timely decisions.
Executive Support	<ul style="list-style-type: none">• Executive sponsors must agree on project scope and objectives.	<ul style="list-style-type: none">• Develop project charter to clearly define project scope, objectives and roles and responsibilities.
Vendor Availability	<ul style="list-style-type: none">• Vendor might not be available to perform work during critical project tasks	<ul style="list-style-type: none">• Prepare Statement of Work to clearly communicate vendor commitment and expectations
Communication	<ul style="list-style-type: none">• Stakeholders might not have current project information.	<ul style="list-style-type: none">• Communication matrix developed to ensure appropriate audiences are informed at agreed intervals regarding project status.

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Assumptions

The following assumptions were made when developing this Project Charter for the Business Case Analysis Phase:

- Agency staff resources will be available to contribute to the business case and supporting deliverables.
- The most efficient use of existing investments the state's As-Is condition will be built into the business case.
- Pursue an all cloud-based solution to obtain the best financial performance, provided that business requirements are satisfied and any gaps can be mitigated.

Constraints

The following constraints were identified when developing this Project Charter.

- The project schedule and estimates depend on ADFS project deliverables.
- Agency desires for unique configurations may be limited or unavailable.
- Pricing negotiation should occur prior to June 30, 2012.

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High Level Timeline

Note: Project dates will be updated when the detailed schedule is approved.

[High level schedule to be inserted here]

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Key Milestones

Note: Project dates will be updated when the detailed schedule is approved.

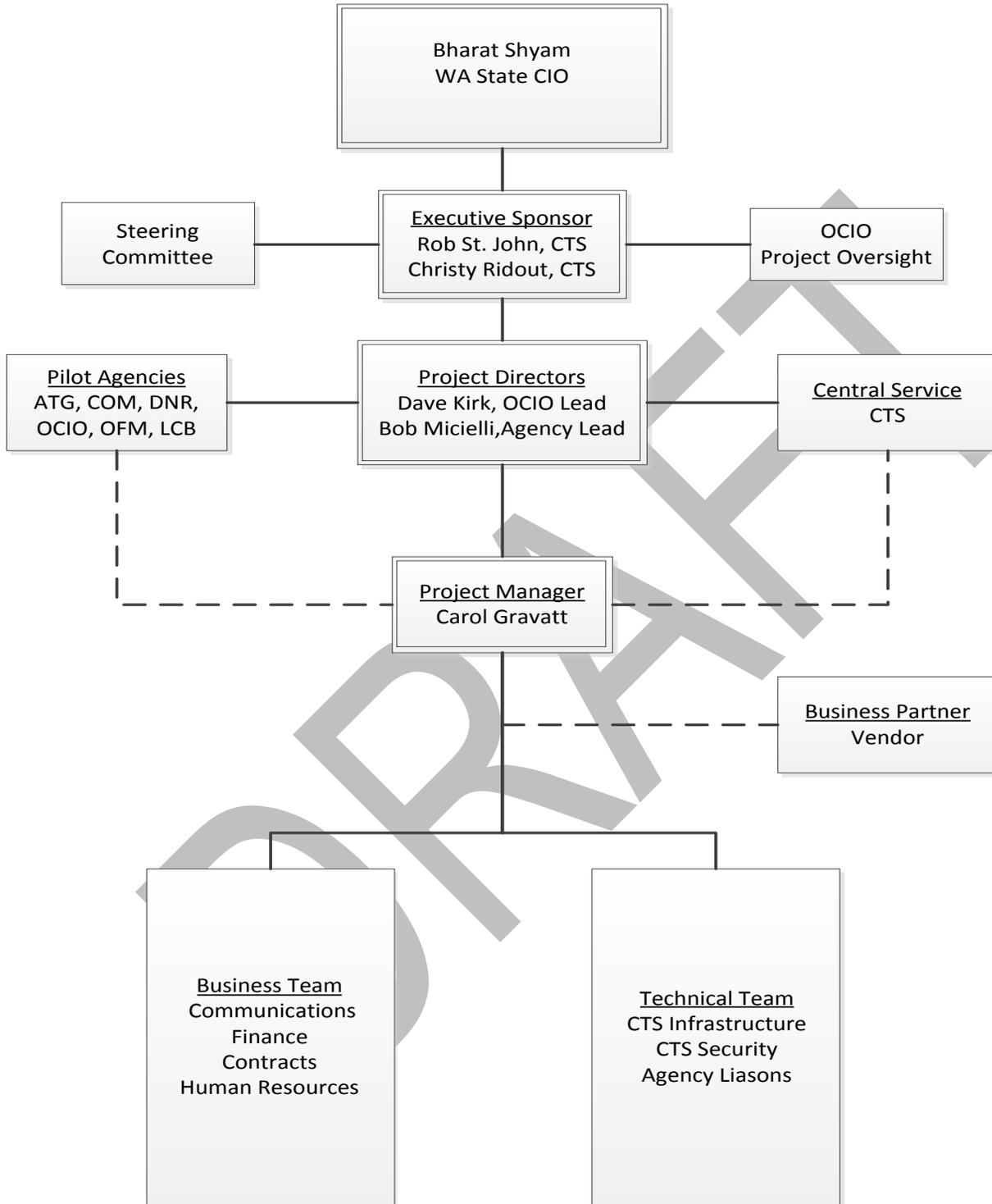
Milestone	Major Tasks	Key Deliverables	Timeframe
Preliminary Planning Phase			
Initial Business Case	Develop Initial Business Case	Initial Business Case	
Go / No Go Decision	Deliver initial business case Obtain approval to proceed		
Business Case Analysis Phase			
Project Planning, Strategy	Microsoft Technical Briefing Define scope, objectives, governance and roles and responsibilities	Project Charter Project kick-off meeting	
Competition Satisfied	Select and Conduct Procurement Method	Procurement Documents	
Develop Detailed Business Case	Requirements Gap Analysis Complete Services Assessment Define Technical Architecture Determine Licensing and Pricing Determine Operations Model Determine Labor Considerations Determine Migration Effort	Requirements Gap Analysis Implementation Statement of Work Enterprise Agreement Licensing Model Vendor Rates Determined Business Case	
ADFS Infrastructure & Service by CTS (This is a separate project)	Determine CTS Service & Rates	CTS Service Definition and Rates	
Go / No Go Decision	Deliver Final Business Case Obtain Approval to Proceed Obtain Agency Feedback		
Project transition	Closeout Business Case Analysis Phase Transition Project to Enterprise Project Management	Project closeout Lessons Learned Transition plan	
Production Implementation Phase			
Plan, Organize, and Execute the Implementation Phase			
Establish Governance Model			
Finalize Detailed Design			

Communication Matrix

<i>Cloud Based Solution Project Communication Matrix</i>										
<i>Communication Events</i>					<i>Audiences</i>					
ID	What	When	How	Responsible	Project Team	Project Directors	Project Sponsor	Steering Committee	Agency Liasons	Other Stakeholders
1	Project Charter		Present in kick-off meeting, steering committee meeting and post to SharePoint site	Project Manager	Review and Comment	Review and Comment	Approve	Concur	Recieve	
	Project Purpose, Outcomes, Progress		CIO Forum, IMPA Forum, ETAG Meetings, Email, SharePoint site, Communities of Interest	Project Manager, Directors, and Sponsors	Review and Comment			Receive	Receive	Recieve
2	Project Plan		Post to SharePoint site, review at weekly team meetings	Project Manager	Participate in Development	Approve	Approve	Concur	Recieve	
3	Migration Plan		SharePoint site	Project Manager	Review and Comment	Approve	Approve	Approve	Contribute	Concur
4	Testing Plan		SharePoint site and e-mail	Project Manager	Review and Comment	Approve	Approve	Concur	Contribute	
5	Training Plan		SharePoint site and e-mail	Project Manager	Receive	Approve	Approve	Concur	Receive	
	Agency Migration Cost and Effort		SharePoint site and e-mail	Project Manager	Contribute	Approve	Approve	Approve	Contribute	Concur

ID	What	When	How	Responsible	Project Team	Project Directors	Project Sponsor	Steering Committee	Agency Liasons	Other Stakeholders
	Business Case		E-Mail – SharePoint	Project Manager	Develop	Approve	Approve	Concur	Receive	Concur
6	Other Key Milestone Deliverables		e-mail, SharePoint site	Project Manager	Receive	Approve	Approve	Concur	Receive	Receive
7	Project Status Reports		e-mail, SharePoint site	Project Manager	Receive	Receive	Receive	Receive	Receive	Recieve
8	Team Meeting Minutes		SharePoint site	Project Manager	Review and Comment	Review and Comment	Receive	Receive	Receive	Receive
9	Steering Committee Meeting Minutes		SharePoint site	Project Manager	Receive	Receive	Receive	Receive	Receive	Receive
10	Closeout Report		Steering Committee Meeting, SharePoint site and e-mail	Project Manager	Review and Comment	Receive	Receive	Receive	Receive	Receive

Project Governance



Note: Some phases of the project may require a different project organization. This will be determined at the beginning of the phase. The diagram above shows project organization for the business case analysis phase.

Roles and Responsibilities

Executive Sponsors

Rob St. John, CTS

Christy Ridout, CTS

The Executive Sponsors represent the state's business interests addressed by the project and are ultimately accountable for the project's success. The Executive Sponsors must be committed to change, must have budget authority over the project, and must be willing to lead agreed upon changes with agencies. The Executive Sponsors will define strategic vision, convey project importance to agencies and external groups and provide leadership as the project champions. The Executive Sponsors act as the final authority on escalated issues.

Steering Committee

DFI, ESD, ECY, OIC, DOR, DRS, DOC, Mil, DOL, DSHS, CTS, DNR, OCIO, Oversight

The Steering Committee is responsible for owning the project and assisting the Project Sponsors and Project Directors to mitigate risks, address policy and program issues, establish priorities, and secure resources. The Steering Committee should be composed of senior agency management and other key stakeholders who can address issues that may span multiple agencies. The Executive Sponsors chair the Steering Committee. The Project Manager and Project Directors keep the steering committee informed concerning the project progress. The steering committee will be composed of agency members of the Shared E-Mail Project Steering Committee .

Project Oversight

Debbie Kendall, OCIO

Project oversight is responsible for reviewing activities and project management processes to ensure project objectives are realized. Project oversight regularly reports assessments, including project risks and recommended mitigation strategies to Executive Sponsors and ensures the project follows industry and state standards.

Project Directors

Bob Micielli, Agency Lead

Dave Kirk, OCIO Lead

The Project Directors have overall responsibility for the project. The Project Manager is functionally responsible to the Project Directors. These positions exercise significant influence over the project effort in accordance with operational needs and priorities. The Project Directors support strategic vision and will also convey project importance to the agencies and external groups. They will ensure that major issues affecting project scope, schedule, budget, or operations are resolved as quickly as possible. Along with the Project Manager, the Project Directors are responsible for assuring that the project is carried out in accordance with the approved processes in place that guide project best practices. The Project Directors will approve scope, schedule and budget changes and drive policy decisions for the project.

Project Manager

Carol Gravatt, DNR

The project manager has the technical managerial oversight of the project and, along with the Project Directors, has overall

responsibility for the project. The Project Manager has the basic task of integrating the efforts of both the agency and technical teams in implementing the solution. The Project Manager assigns the technical project deliverables to specific project personnel and tracks their progress in accordance with the project plan. The Project Manager is the prime planner, organizer, and team leader for the project. The Project Manager manages the day-to-day tasks performed by the project team, monitors and tracks project budget, schedule and quality against defined project objectives, and facilitates project communication.

Business Requirements & Gap Analysis – Participating Agencies

AGR, COM, CTS, DEL, DFW, DNR, DOC,DOH, DOL, DSHS, ECY, LNI, LIQ, LEG, OFM, DOT, OCIO

Note: This activity occurs in the Business Case Analysis Phase.

Pilot Agencies (Early Adopters)

DNR, COMM, OCIO, WDFW

Note: This activity is planned for the early portion of the Implementation Phase.

CTS

CTS is responsible for the technical preparation of the environment for Active Directory Federation Services (ADFS) as required by the cloud based solution project, and migration of the existing Exchange 2010 mailboxes to the cloud environment. They will design and operate on-premises infrastructure and services necessary to operate the cloud based solution service, in accordance with the approved governance model.

Technology Vendors

The technology vendors will provide subject matter expertise to develop business case deliverables, the project plan, assist with design and development of the on-premise services, and operate the cloud based service.

Business Team

Communications, Finance, Contracts, Human Resources

The business team performs accounting duties for project costs, supports procurement management issues related to the project and ensures appropriate staff planning for the project. The business team will also be responsible for developing the Enterprise Agreement, the licensing model, the overall financial evaluation model, and negotiating with the union.

Technical Team

Staff from CTS Infrastructure and Security, Agency Liasons, Subject Matter Experts, Vendor Staff

The technical team will coordinate definition of security profiles with users and implementation of those profiles with the vendor, manage day-to-day technical issues that arise, provide technical support during the project, coordinate the technical preparations of business operations for the applications, coordinate activities with external system owners to assist in resolving interface issues, coordinate interface development activities, coordinate data migration activities, purchase and oversee installation of any required hardware or software to support the project, configure system and ensure operational readiness for data migration, testing, training, and production.

Measures of Success

Project Measures of Success:

- Develop the business case with sufficient cost and benefit detail at agency and state levels to support a go/no business decision.
- In the business case, promote agency interests on employee productivity and convenience, security, cost savings and avoidance, maintainability, migration effort, and seizing opportunities to position the state for the future.
- Make the decision to implement a cloud based solution as defined if there is a clear business case to do so.
- Schedule – The project needs to deliver its major milestones within an error margin of 10% from the project schedule, once it is approved.

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Approval Signatures

Approved by: Bharat Shyam, Chief Information Officer
OCIO

Date

Approved by: Rob St. John, Executive Sponsor
CTS

Date

Approved by: Christy Ridout, Executive Sponsor
CTS

Date

Approved by: Dave Kirk, Project Director
OCIO

Date

Approved by: Bob Micielli, Project Director
DNR

Date