



State of Alaska

Enterprise Messaging and Directory Services Strategy Vision and Scope

State of Alaska

Document ID: 1010
Title: Enterprise Messaging and Directory Services Strategy Vision
Supersedes:
Status: Approved by the Admin Service Directors 4/13/2006; Final Approved Version.
Version: 1.10.00
Date: 6/9/2006
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Applies to: State Of Alaska Enterprise Messaging System and Enterprise Directory
Scope: Enterprise
Purpose: This document outlines the vision of the end result of this program, that is to say, the overall goal of the program and the benefits that the State Of Alaska can expect to see when the program is completed.

Summary:	The Vision and Scope Document establishes the Enterprise Messaging and Directory Services Vision. The document outlines how the State will move toward this vision and further lays out the scope of the first Project, The Enterprise Messaging and Initial Enterprise Active Directory.
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Executive Summary

In November of 2005 the Administrative Services Directors of the Executive Branch Departments of the State of Alaska selected Microsoft Active Directory and Microsoft Exchange as the State of Alaska's Directory, Messaging and Calendaring standards. The purpose of this vision document is to ensure that the State is in agreement on how it will move forward in implementing a common network operating system and messaging and calendaring system. A common enterprise vision is important because it will keep everyone involved in the design and implementation working toward the same overall goal while still looking out for their department's interests.

The selection and ultimate deployment of Microsoft Active Directory and Exchange are part of an overall effort by the State to gain IT efficiency through 10 integration projects. It is the goal of the Directory and Exchange project to lay the foundation for several of the IT efficiency and integration projects that have been placed on hold. Among these are the Data Center / Server Consolidation Project and the Technology Helpdesk Consolidation. In addition the implementation of Microsoft Active Directory could lay the ground work for the development of enterprise applications.

The State wants to build the foundation for future integration projects by moving ahead in a methodical step by step process. The first step of this project is the 3 month detailed design of AD and Exchange. During this phase solutions to technical and political hurdles will be sought and defined. ETS will team with Microsoft Consulting Services to update the approach of the way we do business to an enterprise strategy. The plan will need to be accepted by the State. The State will be seeking the best long term solution for the enterprise. The migration may cause some departments more work than others. The objectives critical to the success of the project were identified by the State during the assessment phase. ETS and Microsoft will conduct sufficient testing in order to insure that the design will work.

The overall Active Directory, Messaging and Calendaring program has been divided into three separate projects for manageability. The first project is to design Enterprise Active Directory and Exchange, migrate all state employees to a single enterprise Exchange, and migrate 3 to 5 departments (to the extent possible) to the enterprise Active Directory by March 2007. The second project will be the migration of the remaining departments to the enterprise active directory and the consolidation of file servers where there is opportunity to realize benefits. The third project will be the enhancements to Active Directory and Exchange.

Background

On November 29, 2002 the State of Alaska released the final version of its comprehensive Information Technology Plan. The plan was conducted through a contract with PTI Consulting, who worked with a Steering Committee and all State agencies to guide the State through the planning process. On August 18, 2003 Enterprise Technology Services (ETS) with the assistance of Unisys began implementing the results of the 2002 PTI study. The State of Alaska and Unisys identified 10 focal areas where information technology delivery could be integrated or made more efficient.

Enterprise IT Efficiency and Integration Projects

1. Enterprise Technology Governance & Planning
2. Enterprise Technology Standards
3. ETS & Dept. IT Service delivery Definition
4. Integration of Technology Procurement
5. Enterprise Technology Asset Management
6. Technology Project Management
7. Data Center / Server Consolidation
8. Technology Helpdesk Consolidation
9. Enterprise Website Services / Management
10. Consolidation / Decentralization of IT Applications

One of these areas was establishing enterprise technology standards. Two of the most difficult and contested standards to establish were the standards for network operating systems and messaging systems. The network operating system debate centered around two alternatives; Microsoft and Novell. Because of the integration of the messaging and calendaring with the operating systems the selection of the messaging system was tied to the operating system; Windows with Exchange vs. Novell with GroupWise.

From the first split vote in 2003 until the final decision in November of 2005, many dependent decisions and projects have been put on hold while this key decision was debated.

In November of 2005 the Administrative Services Directors of the Executive Branch Departments of the State of Alaska selected Microsoft Active Directory and Microsoft Exchange as the State of Alaska's Directory, Messaging and Calendaring standards. By December of 2005 the State had in place a new enterprise agreement (EA) with Microsoft that included a complete suite of desktop software. Scott Nordstrand, Commissioner of Administration, set a goal for the State of having the migration of messaging and calendaring to Microsoft Exchange completed by December 2006.

The Assessment

As part of the Microsoft EA, Microsoft Professional Services assisted the State of Alaska with an analysis of the existing Active Directory and messaging environment to facilitate planning and implementation of a single new enterprise design of Active Directory and an Enterprise Exchange email, calendar and simple collaboration messaging system. The assessment consisted of a survey and two intensive weeks of focus group and department meetings.

During the assessment, ETS with guidance from Microsoft Professional Services put in place the Governance for this project. Governance consists of a Steering Committee made up of the IT work group of the Administrative Service Directors; a Technology Advisory Group (TAG) made up of one representative from each department plus an ETS representative; and various work groups as needed. The Commissioner of Administration, coordinating with the Enterprise Investment Board (EIB), will be the final arbitrator when decisions cannot be made at a lower level.

During this assessment several objectives were identified by the State.

The following are the State's eight critical objectives for the projects success:

Objectives

- Single Authentication / Active Directory
- Single Enterprise Exchange e-mail, calendaring and mobile devices support
- Support for Enterprise Data Security Requirements
- Appropriate Staffing, Training and Responsive Change Management
- Ability to Consolidate/Migrate File and Print Services
- Maintain Service Delivery Level to Remote Locations
- Responsive Customer Service
- Active Directory as the State's authoritative directory service

Single Authentication / Active Directory

The State will deploy a single enterprise Active Directory that can be used for single sign-on authentication and authorization for enterprise applications.

Single Enterprise Exchange email, calendaring and mobile devices support

The State will deploy a single centrally managed enterprise Exchange email and calendaring system. Support for mobile devices including the Blackberry is essential.

Support for Data Security Requirements

Most state agencies are entrusted with some form of confidential, sensitive or classified information. In many cases there may be specific State or Federal Laws which govern the level of physical, administrative or system security that needs to be in place. An enterprise approach for information, file and database security must be implemented in the enterprise Active Directory environment.

Appropriate Staffing, Training and Change Management

Many departments including ETS have expressed concerns about achieving the appropriate level of staffing and skills to support the new AD and Exchange infrastructure. Departments are concerned that the implementation of mission critical applications will be delayed or blocked because of needed changes to the enterprise environment. During this project, staffing, training, and change management will be addressed. Clear procedures for requests and escalations for changes (i.e. schema extensions) to the enterprise environment will need to be agreed upon.

Ability to Consolidate/Migrate File and Print Services

Several departments have indicated their need for Active Directory user authentication to be the basis for access to data files and applications. The Active Directory design will need to support departmental file and print requirements.

Consolidation and centralization of file servers will occur in locations and situations where efficiencies and cost savings can be realized. Consolidation will be determined during the initial design of AD so early opportunities for savings will fall within the overall design.

Maintain Service Delivery Level to Remote Locations

Although a majority of State employees are located in Anchorage and Juneau, one third are located in other locations throughout the State. Because of logistical constraints, the service level in remote locations is often limited or costly. Business needs should drive the balancing of administration, service delivery and cost to remote locations. If the testing or initial deployment proves to be inadequate for the business needs of an agency, an adequate solution will need to be found and deployed.

Responsive Customer Service

Many departments pointed out that their users were accustomed to very responsive departmental support. A goal will be to ensure that user support responsibilities and escalations are well defined and appropriately staffed so customer service remains responsive. The developing Service Level Agreement (SLA) will define acceptable customer service responses for commonly encountered problems.

Active Directory as the State's authoritative directory service

Currently new employees of the State of Alaska are automatically added to the State's LDAP directory via a nightly job from the AKPAY personnel database. The State's LDAP directory is currently the only statewide user directory. As Active Directory is deployed and replaces the state LDAP as the statewide directory, a replication relationship will be established between AD and LDAP. The purpose of this relationship is to ensure continued functionality of legacy and custom applications throughout the state that currently rely on LDAP to authenticate users. The state will not be maintaining two user directories long term, so agencies should begin adapting their applications to take full advantage of the authentication and directory attributes stored in AD.

AKPAY will continue to be the state's authoritative repository for personnel data. Where applicable, directory information in AD will be fed from AKPAY via automation, similarly to how LDAP is fed today. Directory and authentication information in Active Directory will then feed the LDAP system, until the LDAP directory is retired.

Vision

Vision Statement

The State of Alaska will establish a centralized enterprise directory and Email/Collaboration system based on Windows 2003 and Exchange 2003 or successor products for state employees serving within the Executive Branch. Enterprise Technology Services (ETS) will assume responsibility for the maintenance of the enterprise suite of infrastructure services, but ownership and control of the Active Directory objects within the enterprise will remain under agency discretion. This allows the State of Alaska to benefit from a centralized offering and consolidation, without sacrificing the relationships between agency IT Staff and agency end users.

Phased Approach

Project Phases

In order to support the orderly build up and deployment of the centralized Windows 2003 Active Directory, the Project Team is proposing the following phased approach.

1. **Project 1. Enterprise Exchange and Initial Active Directory** (March 2006 – March 2007) All Departments / All State Employees in a centralized non-dedicated resource forest using a centrally managed Enterprise Exchange and Calendaring system. Directory objects for three to five departments will be substantially migrated to the Enterprise Active Directory, allowing them to deploy file and print services. In June 2006 during the detailed design, email archiving and email encryption was added to Project 1 in order to meet several departments' critical business requirements.
2. **Project 2. Enterprise Active Directory** (April 2007 – TBD) All Departments / All Directory objects migrated to the Enterprise Active Directory, File Server consolidation where designed.
3. **Project 3. Enterprise Active Directory and Exchange Enhancements** (Begin July 2007) Enterprise deployment of Active Directory and Exchange enhancements such as Email Content Scanning, Live Communication Server, Share Point Portal, etc.

The remainder of this document describes the vision and scope for the first project – Enterprise Exchange and Initial Active Directory.

Project 1 Enterprise Exchange and Initial Active Directory

Overview

The State of Alaska will establish a centralized enterprise messaging system based on Windows Server 2003 and Exchange Server 2003 technology for all state employees serving within the Executive Branch. Additionally, the State will design Active Directory

for other uses such as File and Print Services. An initial Enterprise Directory environment will be established for three to five agencies, which are yet to be determined. Enterprise Technology Services (ETS) will assume responsibility for the maintenance of the enterprise suite of infrastructure services, but ownership and control of the objects within the enterprise will remain under agency discretion. This allows the State of Alaska to benefit from a centralized offering and consolidation, without sacrificing the relationships between agency IT Staff and agency end users.

Key Deliverables

The Project Team (The Steering Committee, TAG, ETS and Microsoft) will develop the following:

1. A long term plan for the completion of this program. Microsoft will assist the state with cost estimates for at least the first two projects.
2. A detailed design for AD and Exchange which includes file and print services . Server consolidation will be considered and designed where appropriate.
3. Detailed steps to migrate to AD from the State's existing environments.
4. Detailed steps to migrate to Exchange from the State's existing messaging and calendaring environments.
5. Service Level Agreements (SLA) and configuration management process for AD and Exchange.
6. A Windows 2003 and Exchange 2003 environment that will support the Enterprise messaging and calendaring solution Enterprise messaging to include an archive solution and encryption.
7. An incremental build out of the Windows 2003 environment to accommodate the migration of the initial three to five selected Departments.
8. Directory objects substantially migrated to the enterprise Active Directory for initial three to five departments.
9. All State employees migrated and using the Enterprise Email system by December 2006.
10. An Operations and Maintenance Plan.
11. Staffing and training recommendations for ETS and Departments.
12. Trained staff to implement, operate, and maintain the new enterprise environments.

Assumptions

1. There will be an enterprise implementation of Microsoft Active Directory.
2. If the enterprise implementation cannot accommodate a department's business needs, modifications to the enterprise implementation will be considered through the waiver process.
3. The detailed design for AD and Exchange will accommodate file and print services.
4. Enhancements required by departments will be designed from an enterprise perspective and scaleable.

Out of Scope Project 1

The following items are currently considered out of scope for project 1 as the detailed design activities are performed it is envisioned that the activity demarcation between the enterprise team and the agencies will be matured and impact the final list of in and out of scope activities.

Note: Any items that are brought into scope or new items that are requested as part of the project scope will be managed via a defined change management process.

1. Deploying File and Print (agency responsibility)
2. Migration of agency applications, both custom built and off the shelf software packages,. (agency responsibility)
3. Desktop upgrades, deployment, and management. (agency responsibility)
4. Decommissioning and clean up of legacy system servers.
5. Network or VPN connection modification or implementation.
6. Installation and configuration of monitoring products.
7. Installation and configuration of updating and software delivery products.
8. Support of clients other than Outlook 2003 and OWA.
9. Reconciliation of operation and administrative staffing.
10. Migration of mailbox data not identified during the detailed design phase.
11. Instant Messaging (IM).
12. Unified Messaging (UM).
13. Faxing Solutions
14. Enterprise IT Efficiency and Integration Project - Data Center / Server Consolidation is not part of this project.
15. Enterprise IT Efficiency and Integration Project - Help Desk Consolidation is not part of this project.