

Quality and Productivity Commission
30th Annual Productivity and Quality Awards Program
"Heritage of Excellence"

2016 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: COUNTY-WIDE EMAIL COLLABORATION TO OFFICE 365

DATE OF IMPLEMENTATION/ADOPTION: JULY 1, 2014
 (Must have been implemented at least one year - on or before July 1, 2015)

PROJECT STATUS: _____ Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes No

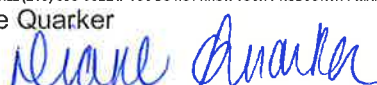

EXECUTIVE SUMMARY:

1 With the collaboration of 33 departments, over 16 months, ISD partnered with CIO to
 2 implement the O365 email system, moving the entire county's email data onto the same
 3 shared platform. County employees now have access to their email from anywhere, on
 4 any device, which leads to increased productivity. Sharing the same email system
 5 makes it easier to locate contacts, while reducing the time to do so. Business requests
 6 and overall service delivery has been expedited, which has increased efficiencies and
 7 led to better customer service. County employees are now able to see other
 8 departments' calendars, making it easier and more efficient to schedule meetings. The
 9 infrastructure cost avoidance seen in the first year is \$1.2M and will increase to \$2.5M
 10 in the second year. The collaboration required between the 33 departments' CIOs and
 11 IT teams has led to invaluable connections and increased collaboration in many other
 12 areas of service. This project has also laid the foundation for the second phase of
 13 O365, which includes many other technology tools to provide employees with increased
 14 productivity and collaboration, while meeting several of ITS' strategic goals.
 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 1,207,752 1 ST YEAR \$ 2,518,201 2 ND YEAR	\$	\$	\$	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS ISD – Information Technology Shared Services Division 9150 E. IMPERIAL HWY DOWNEY, CA 90242		TELEPHONE NUMBER 562-940-3935
PROGRAM MANAGER'S NAME Stephanie Todd		TELEPHONE NUMBER 562-658-1179 EMAIL smtodd@isd.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Diane Quarker 	DATE 6/29/16	TELEPHONE NUMBER 323-881-3611 EMAIL dquarker@isd.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Dave Chittenden 	DATE 6/28/16	TELEPHONE NUMBER 323-267-2103

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Challenge:

The importance of email in business communication is undeniable. Our email systems have become vital, not simply for email but also for calendaring, managing contacts, and tracking tasks.

By 2013, the County had 10 different email systems which made routine communications difficult. It was not easy to find and contact people in other departments and it was even more cumbersome to book a meeting. To do so, you had to ask for availability, wait for everyone to respond, match the times, and then confirm the date. In addition to these inconveniences, most employees could not use email away from the office. Doing so required special remote access at an additional cost that only 12% of the County was set up for. Moreover, having 10 different email systems translated to 10 different server and storage infrastructures that needed to be managed and maintained. In 2014, the total reached 114 servers and was growing, along with the skyrocketing costs.

Solution:

The County-Wide Email Collaboration to O365 project was a 16 month endeavor to move millions of emails from 33 departments to one email system in Microsoft's O365 cloud. Bringing together 33 departments for a project of this size was a huge undertaking.

There were numerous moving pieces that made this a highly complex project both technically, and logistically. The migration from multiple exchange infrastructures to a single O365 system utilizing a hybrid environment had only recently become available. The County's migration would be one of the first of this kind for Microsoft. Subsequently, the ISD team had the extra burden of teaching themselves as the project progressed.

The amount of work and coordination needed just to prepare for the email migration was an enormous task. Before the email migration could begin, the County's entire fleet of computers (PCs, laptops, tablets, & mobile devices) had to be upgraded in order to be compatible with O365. In the case of mobile devices, this meant some needed the operating system upgraded, other needed to be replaced with a newer model, and all had to be reconfigured after the email migration. The preparation work also included upgrading and reconfiguring the Operating Systems, Microsoft Office Suites, and Internet Browsers on the desktop and within Outlook client for every computer. Since ISD only managed 11 of the departments, they had to spend

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countless additional hours with the other 22 departments getting their network, desktop, and software configurations ready for the migration.

At the same time that they were getting the entire fleet of computers ready, ISD was working to build and configure the unique infrastructure required at the two data centers (Downey Data Center and Local Recovery Center). ISD brought together over 18 ITS sections to efficiently collaborate on the planning, design, build out, deployment, scheduling and support during the project. This included teams from Network, VVAD, Telecom, LAN/WAN, Security, Customer Assistance Division, Midrange, and Operations. A vast array of technologies were installed, upgraded and/or reconfigured in the two data centers including a pair of dedicated firewalls, dedicated load balancers, a customized redirection of mail traffic through the dedicated firewall and network monitoring equipment.

In spite of the fact that the ISD team only had minimal training on the new O365 email system, they immediately launched a portal to share learning resources and project documents with departments. They quickly learned the system themselves and developed resources for both the administrators of the system (technical documents, troubleshooting guides, changes to internal business processes, project plans, etc.) and for the users of the system (quick reference guides, user guides, FAQ, project plans, schedules and issues lists, etc.).

Benefits:

In October 2015, the email for over 90,000 employees was successfully migrated from the County to the new O365 system. We could now access email, calendar, and contacts from anywhere, on any device (PC, laptop, tablet, or mobile device) as long as there's internet access. We could now easily get the contact information for all employees and contractors, see everyone's availability, and calendar meetings. For many departments that run joint programs and services, being on a single email/calendar system streamlined multi-department operations and processes.

The total cost avoidance for the project is estimated at \$3.7 million dollars over 2 years (Detail included on page 5).

The O365 email migration project fulfilled the following strategic goals:

- *“Consolidate and Leverage County IT Assets”* – this project has had a cost avoidance of \$1.2M in the first year, which will grow to over \$2.5M in the second year, by consolidating multiple Exchange and Active Directory infrastructures to the cloud.

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- *“Invest in Emerging Technologies and Next Practices”* – this project enabled the County to invest in the cloud and advanced applications for mobile technologies.
- *“Grow Countywide Centralized Service Solutions”* – this project laid the foundation for the County to leverage additional centralized service solutions through O365, such as enterprise mobile device management and other sharing tools.

Lastly, a notable unexpected benefit was how the O365 email migration project created the foundation for further county-wide IT collaboration. Coordinating the various project activities was arduous; ISD conducted meetings on a daily, weekly, and bi-monthly basis with different employee stakeholders and technical teams throughout the duration of the project. The value of the relationships formed among the IT project and executive management teams from different departments is sustaining the collaboration needed for other County IT efforts. Just a few examples include:

- DHS and ISD, the two largest IT organizations, continue to work together and meet monthly on IT products, services and business process.
- Directors and CIOs from CEO, Registrar Recorder/County Clerk, Auditor Controller, DPSS, Treasurer & Tax Collector, Health Services, Probation, Public Works, Public & Social Services and ISD continue to meet on a monthly basis for O365 governance meetings, deciding on county-wide standards and policies.
- ISD continues to meet bi-monthly with the 33 departments to discuss, test, and implement new technologies and software.

To bring the entire County to a common platform, collaboration among IT, help desk, managers, CIOs and business users was needed. Eric Sasaki, CIO, led the governance portion of the project and was instrumental in bringing together the 33 departments to work in unison. Common security and policy standards were created and revised. ISD was responsible for the project management, technical expertise and support. Executive sponsorship was extremely important for this large of a project and ISD had full support from Jerry Aoki, Division Manager, Dave Wesolik, GM and Dave Chittenden, Chief Deputy Director. Other departments with their own email system, who worked in coordination with ISD/CIO to migrate their mail systems included the Sheriff, District Attorney, Public Social Services and Mental Health.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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The Annual Cost Avoidance is noted on the last line of chart below. In the first year after project completion, we were able to decrease our server count by over 50%, thereby reducing costs by \$1.2M. During the 2nd year, we will be completely decommissioning the old environment, which will lead to a total annual cost reduction of \$2.5M.

Annual Server Counts/Costs for Exchange Environment at ISD & Annual Cost Avoidance			
Server Count	Annual Costs before Project	Annual Costs 1 year after	Annual Costs 2 years after
Exchange-CES	58	20	0
SourceOne-CES	56	32	0
Hybrid for O365		11	11
Total Server Count	114	63	11
Annual Server Costs			
Exchange-CES	\$ 1,666,236	\$ 574,560	\$ -
SourceOne-CES	\$ 970,956	\$ 554,880	\$ -
Hybrid for O365		\$ 300,000	\$ 118,991
Total Server Cost	\$ 2,637,192	\$ 1,429,440	\$ 118,991
Annual Cost Avoidance	\$ 1,207,752	\$ 2,518,201	

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

CHIEF INFORMATION OFFICE, 350 S FIGUEROA, STE. 188, LOS ANGELES, CA 90071

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE



KIMBERLY JO
 EMAIL: KJO@CIO.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE



SACHI HAMAI
 EMAIL: SHAMAI@CIO.LACOUNTY.GOV
