

State of Washington Administrative Office of the Courts



JIS Roadmap Project Assessment and Oversight

August Checkpoint Assessment and Findings Presentation to the JISC



25 August 2006
Engagement: 221311470



Purpose of this Presentation

- The purpose of this presentation is to document Gartner's August Quality Assurance Checkpoint Assessment and Findings report regarding the JIS Roadmap Project.

Presentation Agenda

Today's Presentation

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Assessment Approach and Methodology

JIS Roadmap Assessment Focus Areas

Projects Assessed

- Core Case Management
- Data Exchange
- Reporting and Information Access
- Organization and Staffing
- Stakeholder Communications
- E-Citation
- Judicial Decision Making
- Legacy Applications
- Governance
- System Acquisition Process and Tools

Focus Areas for this Assessment Period

- Project Integration
- Project Planning/Scope
- Project Timeframe
- Project Budget
- Project Quality Assurance
- Project Human Resources/Staffing
- Project Communication
- Project Risks
- Project Governance
- Sourcing/Acquisition Strategy

Deliverables Assessment

- In-Process Deliverables/Reports

Assessment Approach and Methodology

Rating and Recommendations Criteria

■ Rating Methodology

- In an effort to highlight potential risks to the project, Gartner uses a “red light/yellow light/green light/blue light” reporting strategy relative to the current phase of the project.
 - **“Blue Light” (Best in Class, i.e., “No Risk”)**: The approach exceeds industry best practices. To receive this ranking, the approach must not present any risk to the project.
 - **“Green Light” (Acceptable to Excellent, i.e., “Low Risk”)**: The approach meets or exceeds established project management standards. To receive this ranking, the approach must present no significant risks to the project.
 - **“Yellow Light” (Caution, i.e., “Medium Risk”)**: The approach is not clearly defined, and/or presents a risk to the project. Recommendations for risk areas assigned this rating are important to ensure optimal project operation.
 - **“Red Light” (Risk Alert , i.e., “High Risk”)**: The approach presents serious risks to the project and requires immediate attention. Recommendations for risk areas assigned this rating are essential for mitigating project risk.
 - Not Applicable: The risk area does not apply to the review period.

■ Recommendations

- Recommendations for improvement and risk mitigation are provided for areas assessed as “yellow” or “red” in the specific findings section of this presentation.

Reporting Period Activities

Interviews Conducted

- Butch Stussy – Court Administrator (Acting)
- Tim Bates – Director, Information Services Division
- Dan Sawka – Project Manager, Project Management Office
- Brian Backus – Strategic Planning Manager
- Jennifer Creighton – Project Manager, Reporting and Information Access
- Randy McKown – Project Manager, E-Citation
- Dennis Longnecker – Server Group Manager
- Manny Najarro – Project Manager, Core CMS
- Celeste Maris – JIS Applications Maintenance Manager

Reporting Period Activities

Documents and Deliverables Reviewed

- AOC Monthly Project Status Report – Core Case Management System: July 15, 2006
- AOC Monthly Project Status Report – Information Access: July 15, 2006
- AOC Monthly Project Status Report – Juvenile Corrections Integration: July 15, 2006
- AOC Monthly Project Status Report – Electronic Ticketing: July 15, 2006
- AOC Monthly Project Status Report – Data Exchange: July 15, 2006
- AOC Monthly Project Status Report – JIS Application Maintenance: July 15, 2006
- Current Status of Action on Gartner Recommendations: August 04, 2006
- Administrative Office of the Courts Organizational Chart

JIS Roadmap

Current Status of Action on Gartner Recommendations

Task	Gartner Recommendation	Responsibility	Status	Comments
Database Architect	Hire or contract by 8/15/06	Lonardo	Green	John O'Conner appointed to position effective August 1, 2006.
Enterprise Architect	Hire or contract by 8/15/06	Bates	Yellow	RFQQ released 7/28/06. 8/11/06 is target date to select contractor.
PMO Lead	Identify PMO Lead by 8/15/06	McLane	Green	Dan Saw ka appointed PMO Lead 7/5/06.
Tool suite & process for requirements collection and management	Define tool suite & process to be used for all "Roadmap" projects in collection and management of requirements by 8/31/06	Saw ka/Bates	Yellow	Rational Unified Process (RUP) & tool suite selected 7/27/06. Strategy & plan to implement RUP & tool suite is being developed.
Procurement assistance	Contract for assistance w riting CMS RFP by 8/31/06	Radw an/Bates	Green	Interagency agreement signed with Technology Solutions Group (TSG) on 7/29/06.
Core CMS acquisition & implementation strategy	Define & document core CMS acquisition & implementation strategy by 8/31/06	JISC/CMS-SC/Bates	Yellow	This w ill be a topic of discussion at the 8/4/06 CMS-SC meeting.
Priority order in w hich court levels w ill transition to new CMS	"Crucial near-term decisions". Define specific court level (s) and court(s) to be early focus of requirements, pilot, and deployment phases by 8/31/06	JISC/CMS-SC/Bates	Yellow	This w ill be a topic of discussion at the 8/4/06 CMS-SC meeting.
Tracking tool	Develop tool for JISC to track action on Gartner recommendations by 8/31/06	Saw ka/Bates	Green	Tool developed and put into use 7/23/06.
Business case for acquisition of off-the-shelf CMS component based system	Document the business case for acquiring off-the-shelf component based CMS by 8/31/06	Marler/Bates JISC/CMS-SC	Yellow	Draft w ill be presented to CMS-SC for discussion & comment at 8/4/06 meeting. Draft has been review ed by Gartner & suggested changes have been incorporated into the draft.

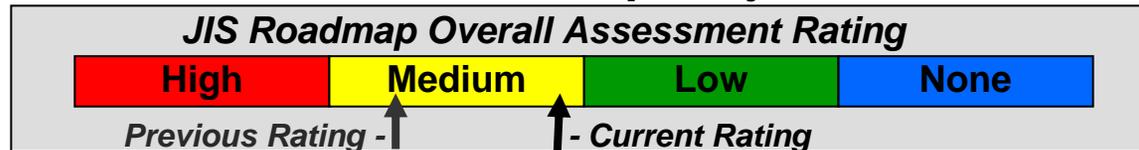


■ ■ ■ ■ **JIS Roadmap**
Overall Assessment Findings

JIS Roadmap

Overall Assessment Findings

Gartner rates the overall JIS Roadmap Project at Yellow: Medium Risk.



- The AOC has made good progress in addressing the issues surfaced in previous assessment reports.
- The rationale for this assessment period's rating is documented below:
 - ✓ **Establishment of a project management office and assignment of a (PMO) lead**
 - Acquisition of MS Project Server for project planning and integration.
 - Assessment/selection of a requirements capture and tracking tool is underway.
 - ✓ **Establishment of a requirements capture process for core CMS to be completed in Dec'06**
 - Support from National.
 - Integrating Seattle Municipal Court activities.
 - ✓ **Key staffing actions are being addressed:**
 - Database Architect (complete).
 - Enterprise Architect (in work).
 - The AOC is adopting more flexible and response hiring practices.
 - ✓ **The AOC is developing criteria for the selection of the Core CMS pilot site**
 - Infrastructure Assessment.
 - JCS Lessons Learned Review.
 - ✓ **The AOC is developing a detailed communications plan for key stakeholders**
 - Multi-media/format Approach.
 - Keyed to Stakeholder Needs.
 - ✓ **Successful transition of the AOC executive staff**
 - Butch Stussy
 - Tim Bates

JIS Roadmap

Overall Assessment Findings (continued)

- **Areas requiring continued focus include:**

- ✓ **Case Management System Selection and Acquisition**

- Finalizing system technical and functional requirements and receipt of timely steering committee approval.
- The RFP is currently scheduled for February release. To ensure the December '07 Pilot readiness date is met will require the AOC to ruthlessly monitor and manage the system selection and acquisition process.

- ✓ **Establishment of the PMO**

- Transition to its full role of oversight and delivery assurance management (driving accountably).
- Acquisition, installation and use of additional tools sets (as needed).
- Completion of necessary training and "certification".

- ✓ **Staffing of Key Positions**

- Enterprise Architect
- JIS Roadmap Program Manager

- ✓ **Governance and Oversight**

- Finalize steering committee charters, roles, etc.
- Ensure effectiveness of the working steering committees (timely feedback and decision making).
- Clarify the roles and responsibility between overlapping committees (e.g., Data Dissemination Subcommittee/Reporting and Information Access Steering Committee).

- ✓ **Complete Documenting the JIS Roadmap Business Cases**

- Outcomes and metrics to support budgeting, procurement and RFP activities.

- ✓ **Clarify the Overlaps Between Projects**

- Data Exchange and Information Access.
- PMO and Software Quality Assurance.
- Relationship Management and Customer Services.

Although this assessment has highlighted specific project areas that need to be addressed, Gartner continues to believe that the AOC is on the correct course and is taking the required actions to be fully successful in its implementation of the JIS Roadmap.

JIS Roadmap – Project Assessment

High Level Ratings

Positive Change Has Occurred in Key Focus Areas Since the Last Reporting Period*

Assessment Focus Areas	Focus Area Ratings									
	June	Aug*	Oct	Dec	Feb	April	June	Aug	Oct	Dec
Overall JIS Roadmap Project Rating	Yellow	Yellow								
Core CMS	Yellow	Yellow								
Data Exchange	Yellow	Yellow								
Reporting and Information Access	Green	Green								
e-Citation	Green	Green								
Legacy System Management	Green	Green								
Judicial Decision Making	Yellow →	Green								
Overall Process Improvement Rating	Yellow	Yellow								
Governance	Green	Green								
Organization and Staffing	Red →	Yellow								
System Acquisition Process and Tools	Yellow →	Green								
Stakeholder Communications	Green	Green								

Blue Light = Best in Class i.e., No Risk
Green Light = Acceptable to Excellent, i.e., Low Risk
Yellow Light = Caution, i.e., Medium Risk
Red Light = Risk Alert, i.e., High Risk

**As is typical for a project of this scope and magnitude, Gartner anticipates that the overall JIS Roadman Project rating will remain at a Yellow (medium risk) status throughout the vendor selection and implementation phases of the project due to the complexity of the overall project.*

■ ■ ■ ■ **Questions or Comments?**

■ ■ ■ ■ Appendix - JIS Roadmap Specific Project Findings

Core Case Management System

Project Area Assessment

Medium



Core Case Management System	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Business Case/Benefits Metrics ▪ Scope Management ▪ Project Planning and Management ▪ Budget and Financial Management ▪ Requirements Definition and Management ▪ Staffing and Resource Management ▪ Quality Assurance ▪ Risk Management ▪ Governance ▪ Acquisition/Sourcing Strategy ▪ Deliverables/Implementation 	<ul style="list-style-type: none"> ▪ RFI work completed and findings presented to the working steering committee. ▪ Requirements definition and capture process defined: <ul style="list-style-type: none"> - Support from “National” - Integrating activities with Seattle Municipal Court - Key Dates: <ul style="list-style-type: none"> ✓ November 27th - Complete requirements capture (includes integration with Seattle’s activities) ✓ December 8th - Validation Workgroup Sessions ✓ December 22nd - Present to Steering Committee ▪ Development of pilot selection criteria in work. <ul style="list-style-type: none"> - Infrastructure assessment survey out August 15th. - Assessing lessons learned from JCS roll-out ▪ RFP release scheduled for February 28th. ▪ Ready for Pilot December 31st 2007. <ul style="list-style-type: none"> - Four “Processes Models” - Targeting Superior Court ▪ Developing a working steering committee decision package “roadmap” to enhance governance activities.
Recommended Actions	
<ul style="list-style-type: none"> ▪ Finalize system technical and functional requirements and receive timely approval by the steering committee. ▪ The RFP is currently scheduled for February release. To ensure that the December '07 Pilot readiness date is met, AOC will have to ruthlessly monitor and manage the system selection and acquisition process. ▪ The AOC needs to complete the Business Case (metrics) for Core CMS to support budgeting and RFP activities. 	

Data Exchange

Project Area Assessment

Medium



Data Exchange	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Business Case/Benefits Metrics ▪ Scope Management ▪ Project Planning and Management ▪ Budget and Financial Management ▪ Requirements Definition and Management ▪ Staffing and Resource Management ▪ Quality Assurance ▪ Risk Management ▪ Governance ▪ Acquisition/Sourcing Strategy ▪ Deliverables/Implementation 	<ul style="list-style-type: none"> ▪ Finalizing the contract with Oracle for the Enterprise Service Bus acquisition and deployment support. ▪ Project staffing (targeted at 7 FTEs) continues to lag and has been impacted by other project activities: <ul style="list-style-type: none"> - E-Citation Development - ACCORDS Support - JCS Support - JINDEX ▪ Integration with CMS is on track and both groups are working well together. ▪ Need to clarify boundaries/areas of responsibility between Data Exchange and Reporting and Information Access: <ul style="list-style-type: none"> - Policy management/compliance associated with information privacy, use, access and legal issues. ▪ Need to define more clearly the key components of Data Exchange and develop a detailed roadmap for each: <ul style="list-style-type: none"> - Information Exchange - Reporting
Recommended Actions	
<ul style="list-style-type: none"> ▪ Ensure timely completion of the Oracle contracting activities in order to mitigate project schedule impacts. ▪ Clarify the roles and responsibilities of the Data Exchange and Reporting/Information Access Projects to optimize each projects' activities. ▪ Develop specific project plans “roadmaps” for each of the key components of the Data Exchange Project (information exchange and report) to enhance visibility and project management. ▪ Need to complete the Business Case for Data Exchange. 	

Reporting and Information Access

Project Area Assessment

Low



Reporting and Information Access	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Business Case/Benefits Metrics ▪ Scope Management ▪ Project Planning and Management ▪ Budget and Financial Management ▪ Requirements Definition and Management ▪ Staffing and Resource Management ▪ Quality Assurance ▪ Risk Management ▪ Governance ▪ Acquisition/Sourcing Strategy ▪ Deliverables/Implementation 	<ul style="list-style-type: none"> ▪ Overall good progress is being made on defining ad-hoc/other reports for both the Courts and public users. ▪ The project team is working well together – no issues. ▪ Need to establish a “release management” function around information dissemination and publication. ▪ Need to clarify boundaries/areas of responsibility between Data Exchange and Reporting and Information Access: <ul style="list-style-type: none"> - Policy management/compliance associated with information privacy, use, access and legal issues. - Web support staff. ▪ Need to clarify the role of (or need for) both the Reporting and Information Access working steering committee and the Data Dissemination Subcommittee. ▪ Need to finalize the Business Case and longer term direction of the project (i.e. Business Intelligence). ▪ Exploring the upgrade path from the current Hyperion/Brio version 8.0 to 9.0 in order to enhance report writing and to lay the foundation for Business Intelligence.
<h3>Recommended Actions</h3>	
<ul style="list-style-type: none"> ▪ Need to clarify the role of (or need for) both the Reporting and Information Access steering committee and the Data Dissemination Subcommittee. ▪ Need to clarify boundaries/areas of responsibility between Data Exchange and Reporting and Information Access. ▪ Ensure project resources are not “siphoned off “ on other tasks at the risk of impacting the project or the AOC deliverables responsibilities. 	

E-Citation

Project Area Assessment

Low



E-Citation	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Business Case/Benefits Metrics ▪ Scope Management ▪ Project Planning and Management ▪ Budget and Financial Management ▪ Requirements Definition and Management ▪ Staffing and Resource Management ▪ Quality Assurance ▪ Risk Management ▪ Governance ▪ Acquisition/Sourcing Strategy ▪ Deliverables/Implementation 	<ul style="list-style-type: none"> ▪ Current plans call for printing tickets the week of August 21st. ▪ Feedback from the Courts has been positive. They like the printed vs. handwritten tickets. It eases the transcription process. In October the system will be “fully automated” with no need to transcribe ticket information. ▪ Project resources have been impacted by recent organizational changes and the need to address issues that are surfacing around updates to JCS and planned additional releases.
Recommended Actions	
<ul style="list-style-type: none"> ▪ None at this time. 	

Judicial Decision Making

Project Area Assessment

Low



Judicial Decision Making	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Scope and Planning ▪ Integration with other Projects ▪ Schedule and Budget ▪ Quality Assurance ▪ Resource and Staffing ▪ Risk Management ▪ Governance ▪ Sourcing and Acquisition Strategy ▪ Deliverables 	<ul style="list-style-type: none"> ▪ Specific project plan(s) need to be developed to ensure that the areas documented in the Interim Report will indeed be addressed, and in what priority and during what timeframe. ▪ Identify those “elements” of the Judicial Decision Making Project that can be addressed through other JIS Roadmap projects such as Core CMS, Information Access and Reporting, and others as appropriate. ▪ For project(s) that go forward, Business Case metrics need to be defined, vetted and approved to ensure the items identified in the report achieve the expected business and technical objectives desired.
Recommended Actions	
<ul style="list-style-type: none"> ▪ None at this time. 	

Legacy Systems/Applications Management

Project Area Assessment

Low



Legacy Systems Management	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Scope Management ▪ Project Planning and Management ▪ Budget and Financial Management ▪ Staffing and Resource Management ▪ Quality Assurance ▪ Risk Management ▪ Acquisition/Sourcing Strategy ▪ Deliverables/Implementation 	<ul style="list-style-type: none"> ▪ Good support of legacy systems and applications continued with no major issues noted since the previous assessment. ▪ Challenges exist around support and enhancements to JCS due to staffing realignments to support other projects and thus will require key management focus to ensure JCS meets its customer commitments. ▪ Future challenges could surface around the AOC migration from its current mainframe focused environment to more contemporary platform and database technologies. The AOC should begin to plan for this migration to ensure the overall success of the JIS Roadmap and its deployment. ▪ Current staffing in both the legacy system and applications management areas is adequate and stable. The recruitment of an enterprise architect in the near term should be a high priority.
<h3>Recommended Actions</h3>	
<ul style="list-style-type: none"> ▪ Begin planning now for the transition from the mainframe to a more contemporary environment with specific focus on such items as network backups which are currently done to the mainframe. ▪ Focus recruitment activities on filling the enterprise architect role. 	

Governance

Project Area Assessment

Low



Governance	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none">▪ Project Management▪ AOC Executive Oversight▪ Working Steering Committees▪ JISC Oversight▪ Third Party Oversight	<ul style="list-style-type: none">▪ Governance activities are starting to take shape, however they are as yet unproven. To date the major focus has been on defining committee charters and “spans of control”.▪ Each project team should provide their respective working steering committees, as well as the JISC, with their decision packages which define the “roadmap” of required upcoming decisions, the dates information will be provided to the committee (to make those decisions) and when the project team will need a decision from the governance board. This approach should help facilitate the decision making process and ensure the JIS Roadmap projects stay on schedule.▪ The governance process may benefit from additional technical support to enhance their decision making process.
Recommended Actions	
<ul style="list-style-type: none">▪ None at this time.	

Organization and Staffing

Project Area Assessment

Medium



Organization and Staffing	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Overall AOC organizational stability ▪ Critical staffing and key organizational areas are being addressed: <ul style="list-style-type: none"> - Relationship Management - Project Management Office and Staff - Enterprise Architect - Database Architect - JIS Roadmap Program Manager 	<ul style="list-style-type: none"> ▪ The AOC successfully transitioned key executive staff into new roles and these actions have been very positively received by the AOC staff. <ul style="list-style-type: none"> - Butch Stussy - Tim Bates ▪ The AOC has made good progress in the areas of organization and staffing. Specific accomplishments from the last rating period included: <ul style="list-style-type: none"> - Assignment of a PMO lead - Assignment of a Database Architect - Providing additional (3rd party) support to assist Project Managers in planning activities – Andy Simpson. - Establishment of more flexible and response recruiting processes to fill key positions. - Establishment of a Customer Relationship Management Organization within the IDS.
<h3>Recommended Actions</h3>	
<ul style="list-style-type: none"> ▪ Continue the strong focus on hiring key resources (e.g. enterprise architect and JIS Roadmap Program Manager, etc.). ▪ Clarify the roles between the new Customer Relationship Management Organization and Customer Services. 	

System Acquisition Process and Tools

Project Area Assessment



System Acquisition Process and Tools	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Requirements Definition and Management Process ▪ Configuration Management Process ▪ Quality Assurance Process ▪ COTS Software Selection/Acquisition Management Process ▪ Vendor Management Process ▪ Sourcing and Procurement Practices ▪ Financial Management and Tracking Process 	<ul style="list-style-type: none"> ▪ The AOC is making good progress in the development of a sound process for requirements capture and validation. The process established for the Core CMS project should serve as a model for future activities. ▪ The AOC has expanded the role of the PMO beyond Gartner's initial recommendation of a repository of tools and templates and a center of excellence for the AOC Project Management, into a role that encompasses Project Oversight and Quality Assurance. Gartner applauds this action. ▪ TSG has been retained by the AOC to support JIS Roadmap procurement activities. ▪ The AOC financial systems do not provide the ability to track project expenditures vs. budget at the level needed to manage projects of this scope and complexity.
<h3>Recommended Actions</h3>	
<ul style="list-style-type: none"> ▪ Reinstate the Delivery Assurance Reviews on a routine basis (at least monthly) to drive out issues, provide support and to help ensure that all projects stay on schedule and within budget. ▪ Develop a mechanism and reporting structure that allows JIS Roadmap project managers to track their expenditures (labor, dollars, equipment costs, etc.) for their individual projects and provide management with the metrics needed around key performance parameter such as estimate to complete (ETC) and estimate at completion (EAC), etc. 	

Stakeholder Communications

Project Area Assessment

Low



Stakeholder Communications	Findings/Observations
<p>Activities and processes for this Focus Area are in concert with the JIS Roadmap including:</p> <ul style="list-style-type: none"> ▪ Scope and Planning for Communications for: <ul style="list-style-type: none"> - Internal Stakeholders - External (Courts) Stakeholders - External (Legislative) Stakeholders - Citizens (other) ▪ Governance Process ▪ Deliverables 	<ul style="list-style-type: none"> ▪ The AOC is in the process of expanding and enhancing its initial Communications Plan and activities to improve the focus and information being delivery to key stakeholders. ▪ The updated plan is being developed and driven by key stakeholder needs and requirements: <ul style="list-style-type: none"> - Frequency of communications (weekly, monthly...). - Media (email, presentation, conference call). - Delivery (Project Manager, Executive Level, etc.). - Business area driven (not ISD focused) as well as more tightly integrated into the AOC's overall communications strategy.
Recommended Actions	
<ul style="list-style-type: none"> ▪ None at this time. 	



■ ■ ■ ■ Recommendations and Near Term Actions

Recommendations

Near Term Actions

■ **Recommended near term actions:**

- **The AOC: Begin to Focus the PMO on Quality Management/Oversight.**
 - **Delivery Assurance Reviews:** Reinstitute the monthly Delivery Assurance Review process to drive consistency in project planning, budgeting and issues/risk management and reporting. In addition, this forum will serve to provide needed executive insights into the issues impacting individual projects and allow for projects to seek needed help, support and mentoring from key staff members.
- **The AOC: Continue Ongoing Actions to Fill Vacancies in the Technical Staff.**
 - **Enterprise Architect:** JIS Roadmap projects (Core CMS and Data Exchange) will become impacted unless an Enterprise Architect is brought on board to support the design and integration of the Core CMS and Data Exchange applications into the legacy environment.
 - **JIS Roadmap Program Manager:** The AOC needs to hire a senior person to lead the overall JIS Roadmap Program. This responsibility is currently being accomplished by the Director of the Information Services Division. However, as the procurement, vendor selection and system implementation processes expand over the next year, the ability of the Director to provide the needed management focus required for the project's overall success will be at risk. In addition, other Department objectives and priorities could suffer.
- **JISC/Steering Committees/The AOC: Finalize the Business Cases for all Projects.**
 - **Quantify Project Business and Technical Performance Metrics:** This activity needs to focus on the development of the specific metrics that quantify the business process enhancements to be realized through implementation of each of the specific projects as well as the expected technical improvement metrics. This activity needs to be accomplished within a timeframe that supports both budget and project RFP development activities.

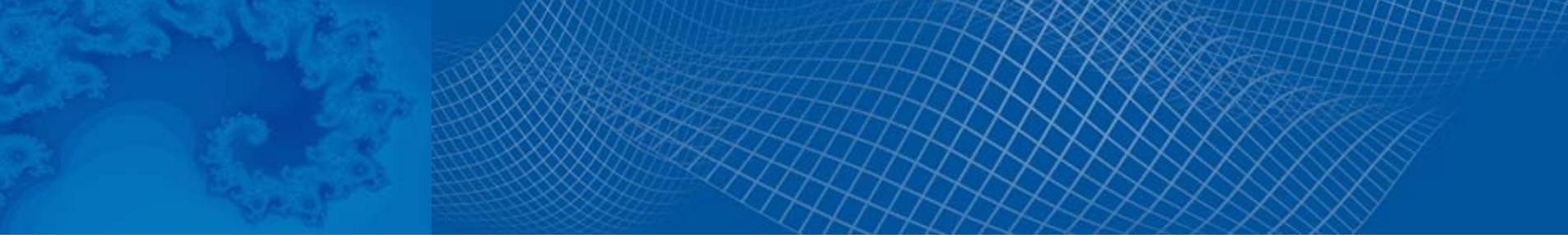
Recommendations

Action Plans (continued)

- **The AOC: Enhance the System Acquisition Processes and Supporting Staff**
 - ***Sourcing, Procurement and Contracting Expertise:*** The AOC has traditionally been focused on applications development vs. applications acquisition. As such, the organization needs to continue its activities to re-focus both its system “development“ processes as well as procurement processes to be inline with system acquisition requirements and vendor management activities.

The image features a blue background with a complex, fractal-like pattern in a lighter shade of blue. A horizontal band of a darker blue color runs across the middle, containing the text in white. The text is bold and sans-serif.

Gartner delivers the technology-related insight necessary for our clients to make the right decisions, every day.



■ ■ ■ ■ Contact Information

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