

Judicial Information System (JIS) 120 Day Planning and Roadmap Workshop Results

JISC

February 3, 2006

Agenda

Introduction	Richard Duchaine	8:50
Recap of the Gartner Findings	Rich Flowerree	8:55
Overview of AOC's Activities since Gartner's Assessment	Richard Duchaine	9:00
Overview of the JIS Roadmap Workshops 1 & 2	Richard Duchaine	9:10
Break		10:10
Presentation of the JIS Roadmap - Findings and Recommendations	Richard Duchaine	10:20
Discussion and Decisions	Group	11:15
Critical Success Factors Going Forward	Richard Duchaine	11:50
Summary and Next Steps	Richard Duchaine	11:55

Expectations for this meeting

Critical Expectations:

- Understand AOC activities over the last 120 days
- Understand key actions over the next three years
- Approve a JIS Roadmap
- Support and champion the recommendations

Gartner Initial Findings

Gartner Assessment – Bottom Line

There are unmet business needs within the court system.

- The business problems and opportunities that resulted in the original JIS Migration Project represent real business needs.
- Some of the current projects and solutions would meet these defined needs if they could be executed successfully.
- However, no “business case” can be articulated for the entirety of the JIS Migration Plan, which is a *strategy* and is comprised of multiple IT projects that require separate and distinct justifications (e.g., case management, calendaring, e-Citation, public e-Access, data exchange).

Gartner Assessment – Bottom Line

While AOC has made progress towards an enterprise JIS, Gartner's assessment indicates that the program risk of failure is high.

- It was not clear if AOC will be able to deliver a finished project within the specified timeframes and within the budget.
- Issues associated with definition of scope, prioritization, and execution of those projects have introduced risk to project success and full benefit realization of the JIS Migration Project.
- The strategy of building an enterprise system is not consistent with similar projects in other states.
- The need for a single enterprise solution to solve the problems of separate courts may not be feasible and would require a very strong governance, which is not present today.

AOC Planning Activities

Recommended Roadmap



Strategic Focus (Reconsider Strategy and Approach)

- Established a robust Governance and Project Oversight Process.
- Determined the role that the AOC will fulfill in the delivery of solutions to the courts.
- Defined the success metrics and business value that each initiative will bring to the courts. Vet each business case with all key stakeholders.
- Defined and fully develop an overall solution architecture and detailed plan for the new JIS.
- Identified components for statewide or local implementation and analyze buy vs. build for each.
- Redefined the JIS Migration as a program with a series of interrelated, prioritized projects, each with a budget and detailed project plan.
- Established comprehensive delivery processes and acquire needed critical skills.

Execution Focus (Focus on Data Exchange)

- Continue to be the preferred solution provider for the vast majority of courts.
- Focus on the design and development of a statewide data integration infrastructure.
 - ✓ Develop detailed Data Exchange Architecture.
 - ✓ Assess Buy vs. Build Alternatives.
 - ✓ Develop Integration Standards.
 - ✓ Define the Enterprise Database Architecture.
 - ✓ Defined Phased Implementation Plan.
- Focus on the operation and maintenance of the data infrastructure by AOC.
- Move to an Internal Service Company (ISCo) delivery model providing best-of-breed solution services and maintenance support for the courts.
- Any court that chooses to acquire and support their own systems must comply with AOC data integration requirements.

AOC 120 Day Planning Activities

AOC Planning Activities

Team Structure

Team 1 – Organizational Impacts – Richard Duchaine – Team Lead

Focus: Define staffing needs, organizational structure, AOC delivery model

Team 2 – Governance Structure and Process – Brian Backus – Team Lead

Focus: Define overall governance structure and process (JISC, JISAC, AOC)

Team 3 – Delivery Process and Tools – Ann Dillon – Team Lead

Focus: Define and implement the overall delivery process and tools

Team 4 – Assess Current Projects – Dan Sawka – Team Lead

Focus: Assess Data Exchange, Data Warehouse, JCS, ACORDS, CAPS systems and define recommended remediation actions

Team 5 – Define Data Integration Architecture and Implementation Plan – Brian Lonardo – Team Lead

Focus: Define data integration architecture and develop a detailed implementation plan

Team 6 – Define JIS Application Architecture and Implementation Plan – Manny Najarro – Team Lead

Focus: Define JIS application architecture and develop a detailed implementation plan

Team 7 – Infrastructure – Dennis Longnecker – Team Lead

Focus: Assess AOC infrastructure and develop short and long-term capacity plans

Overview of Roadmap Workshops

Purpose

The purpose of the workshops was to:

Develop a Judicial Information System (JIS) Roadmap that includes a portfolio of prioritized projects based on the needs of the courts and reduced risk.

The workshop approach included:

A series of facilitated workshop sessions that will drive consensus among a cross jurisdictional group of representative court users.

The workshop schedule included:

Workshop 1	Jan 4 – 6
Action items to prepare for Workshop 2	Jan 6 – 24
Workshop 2	Jan 25 – 27
Action items to prepare JISC Decision Package	Jan 27 – Feb 3

Workshop Participants

Workshop Participants (Courts):

- Judge Elaine Houghton
- Pat Crandall
- Judge Michael Trickey
- Judge Chip Small
- Jeff Amram
- Rena Hollis
- Barb Miner
- Ernie Veach-White
- Judge Gregory Tripp
- Judge Corinna Harn
- Judge Glenn Phillips
- Cathy Grindle
- Jeri Cusimano
- Kathy Friedman

Workshop Participants

Facilitation (Gartner):

- Brett Rugroden
- Rich Flowerree
- Rosy Spraker

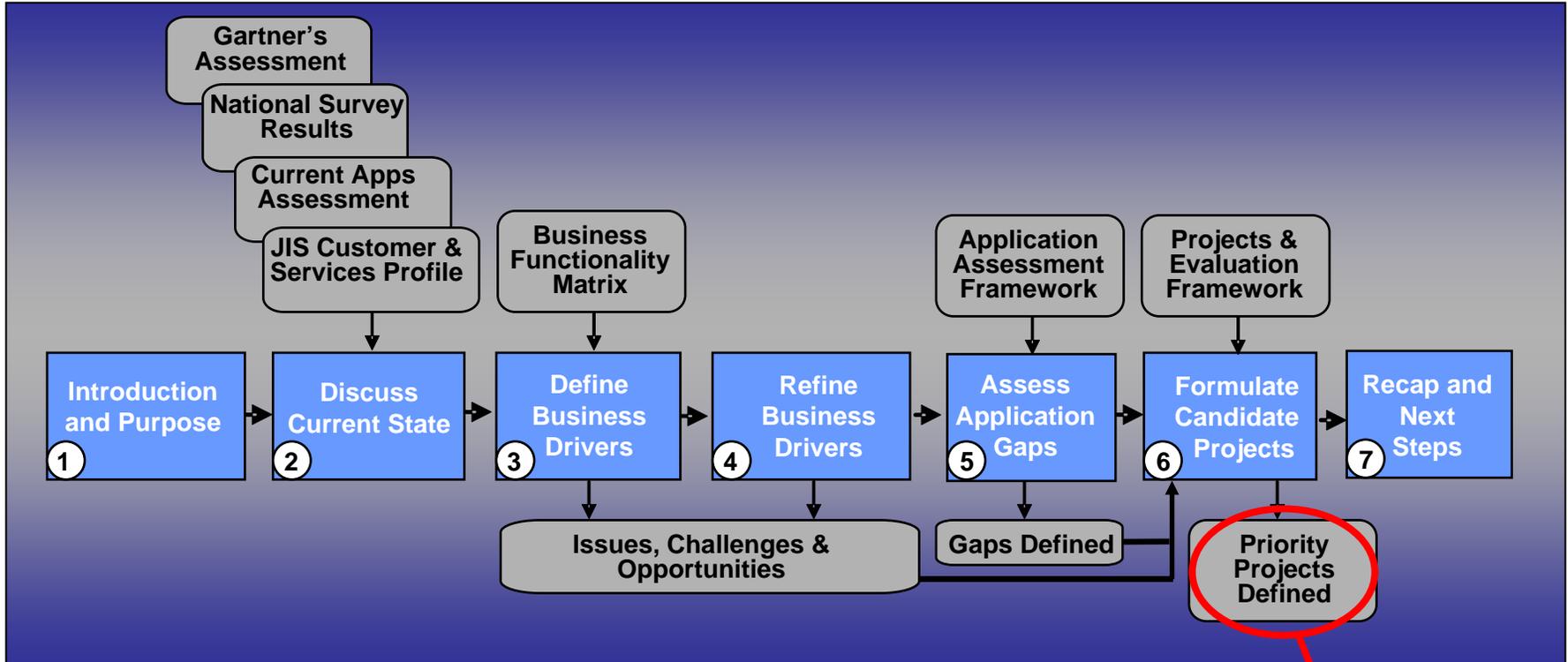
Support (AOC):

- Janet McLane
- Richard Duchaine
- Manny Najarro
- Dan Sawka
- Brian Backus
- Gil Austin
- Elaine Evans
- Dirk Marler
- Ann Dillon
- Dexter Mejia
- Mike Rohrbach
- Beth McGrath

Workshop Guiding Principles

- Ensured equitable cross-jurisdictional representation.
- Used a consensus-based approach defined as reaching a decision that everyone can live with after a complete airing of differing viewpoints through discussion.
- Looked for opportunities where courts can gain synergies working together while addressing the priorities of specific courts where it makes sense.
- Incorporated local- and cross-jurisdictional best practices.
- Kept current and future requirements in mind.
- Considered discrete, achievable projects within a timeframe of two to three years.
- Took a best-of-breed approach:
 - Leverage to the maximum extent possible current investments and modify where needed.
 - Consider buying commercial off the shelf (COTS) or transferring other solutions vs. building new applications where appropriate.

Workshop 1 Methodology



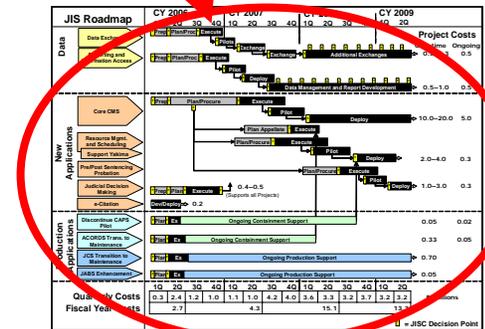
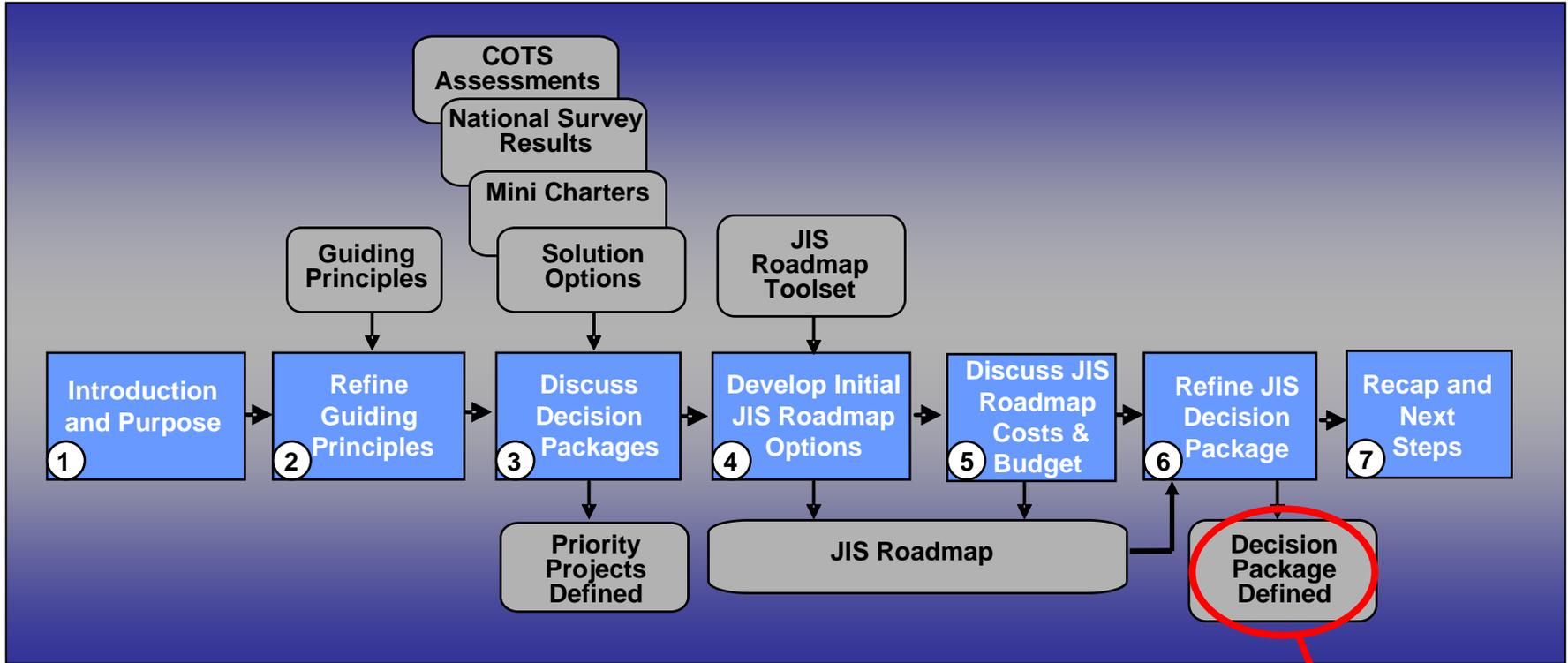
ADMINISTRATIVE OFFICE OF THE COURTS
Information Services Division

Prioritized Projects (Sorted by Rank Order)

Project Name	Priority Rank Order
Data Exchange	1
Core CMS (legacy and some new functionality)	2
Resource Management (calendar)	3
Reporting and Information Access	4
Pre/Post Sentencing Probation	5
Accounting and Finance	6
Portal	7
Jury Management	8
Security (planning)	Required
Judicial Decision Support (planning)	Required

Results from Workshop 1

Workshop 2 Methodology



Outcomes

The outcome of the workshops was to:

Develop a high-level decision package for JISC review and decision at the February JISC meeting. The decision package includes:

- A proposed JIS Roadmap for 2006 through 2009.
- A validated set of individual decision packages by project.

Workshop 1

Formulate Priority Projects

Formulate Priority Projects (1-3 years)

Data

1. Decision Support and Outcome Management (Data Warehouse)
2. Document Management
3. Data Exchange / Enterprise Nervous System (ENS)

Case Management Systems (CMS)

1. CAPS (decision)
2. ACORDS (decision)
3. JABS (decision)
4. Core CMS (SCOMIS; DISCIS)
5. Calendaring and Resource Schedule
6. Pre/Post Sentencing Probation
7. Accounting and Finance

Formulate Priority Projects

Self Service

1. Local Kiosks
2. Interactive Voice Response
3. Portal (internal/external)

Other

1. Jury Management
2. Electronic Judgments
3. Security

Prioritized Projects (Sorted by Rank Order)

Project Name	Priority Rank Order
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Core CMS (legacy and some new functionality)	2
Resource Management (calendaring)	3
Reporting and Information Access	4
Pre/Post Sentencing Probation	5
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Security (planning)	Required
Judicial Decision Support (planning)	Required

Cut-off
Line

AOC's Assessment: National Survey Results

National Surveys

Purpose

The purpose of the national survey was to identify other states across the country that have undertaken or are currently completing a development cycle similar to JIS in Washington state.

Expected Outcomes

- Site surveys of other states will provide input into AOC's review of its strategy and execution approaches.
- Provide interested court customers with up-to-date information on other states' activities around JIS.

Current Status

- A live survey was conducted and compiled.
- Additional follow-up interviews and/or site visits will be conducted with selected states.

States That Were Surveyed

Alabama

Arizona

Colorado

Connecticut

Florida

Indiana

Kentucky

Maryland

Michigan

Minnesota

Missouri

Nevada

New Jersey

New Mexico

North Carolina

Oregon

Pennsylvania

Utah

Virginia

Wisconsin

Key Findings

- A majority of states are using business cases to define and justify technology projects.
- States are focusing on buying COTS packages vs. building new applications.
 - Modification of COTS packages was costly in terms of dollars and time.
 - Functionality modification to COTS packages did not prove necessary.
- Standardized business practices were critical to success.

National Survey – Appellate Court CMS Offerings

Appellate Court CMS and Other Options

Purpose

Workshop 1 attendees requested additional follow-up to determine the level of support and the type of technical solutions being employed on behalf of Appellate Courts across the country.

Expected Outcomes

- The supplemental survey of other states will provide input into AOC's ongoing review of its strategy and execution approaches with respect to the Appellate Courts.

Current Status

- The supplemental survey was conducted and compiled with four states.
- Additional follow-up interviews and/or site visits will be conducted as part of the National Survey process.

States That Were Surveyed

West Virginia

Iowa

Minnesota

Oregon

Initial Findings

- A majority of states do not deliver significant or specialized Appellate Court CMS capability.
- Follow up interviews show a 3/4 commitment toward COTS purchase vs. build for new services based on the state sampling for this survey.
- Vendor offerings for Appellate Courts is limited.
 - Over 15 key vendors for most court levels.
 - Less than 3 key vendors identified that specialize in Appellate Court CMS offerings.
- States focusing on Appellate Court COTS packages are generally able to fully utilize an Appellate Court CMS offering in production within 6-12 months.
- Further investigation is needed to assess viability of COTS purchase.

Initial Findings

- Contrasting state implementation strategies for Appellate Court CMS:
 - Minnesota – Installed a COTS offering within a year
 - ✓ On time
 - ✓ On budget (\$600K)
 - ✓ Limited customization
 - ✓ Flexible options to turn features on or off
 - Oregon – Installing a COTS offering within a year
 - ✓ On time
 - ✓ On budget (\$1.3M)
 - ✓ Heavy customization

COTS CMS Initial Assessment

COTS CMS and Other Options

Purpose

The purpose of the initial screening was to determine the high-level business and technical viability of various court case management vendors.

This screening process involved documentation assessment, phone interviews, and both high-level business and technical questionnaires.

COTS CMS and Other Options

Initial Findings and Assessment

- Most COTS offerings deliver within 80-90% of identified court business needs.
- Most COTS offerings come in the form of an integrated suite with flexible options to turn functionality on and off.
- No COTS offering delivers 100% of identified court business needs.
- Trends and best practices include:
 - ✓ Use a phased implementation approach (start small).
 - ✓ Initiate pilot programs (based on core offerings).
 - ✓ Minimize customizations during initial deployment/implementation to maximize opportunities for success.

COTS CMS and Other Options

Initial Findings and Assessment Continued

- Average cost of implementing at the state level:
 - ✓ \$6M to \$15M (COTS)
 - ✓ \$40M to \$50M (Custom Development)
 - Example – Indiana
 - Example – Pennsylvania
- In-state development (Washington)
 - ✓ Pierce – LINX System delivers a solid core set of functionality:
 - Standardized business process and workflow
 - Key stakeholder buy-in throughout

COTS CMS and Other Options

Initial Findings and Assessment Continued

- In-state implementations (Washington)
 - ✓ Kitsap County – New Superior Court calendaring application final stages of implementation.
 - Initial phase for Superior Court only.
 - Follow on phase focused on integration with state JIS and other agencies.
 - Engagement after RFP began in November 2004 with initial plans for spring/summer rollout in 2005. (Few respondents).
 - Vendor (Levare) bid to perform the work in a partnership/co development with Kitsap County.
 - Lessons learned: conduct significant upfront planning with vendor, communicate, and minimize customization.

COTS CMS and Other Options

Results from Initial Assessment

	Products							
	ACS	Maximus	Sustain	LINX*	AMCAD	SAIC	Premier	Tyler
High Level Business Area Assessment								
Case and Person	Supported	Supported	Supported	Supported	Supported	Supported	Supported	Supported
Calendaring	Supported	Supported	Somewhat supported	Need more analysis	Supported	Supported	Supported	Supported
Docketing	Supported	Supported	Somewhat supported	Supported	Supported	Supported	Supported	Supported
Hearings	Supported	Supported	Somewhat supported	Supported	Supported	Supported	Supported	Supported
Judicial Decision Making	Need more analysis	Need more analysis	Need more analysis	Need more analysis	Somewhat supported	Not Supported	Supported	Not Supported
Jury Management	Supported	Supported	Not Supported	Need more analysis	Not Supported	Supported	Not Supported	Not Supported
Compliance	Supported	Supported	Need more analysis	Supported	Supported	Supported	Supported	Need more analysis
Disposition	Need more analysis	Need more analysis	Need more analysis	Need more analysis	Supported	Supported	Supported	Need more analysis
Financial Management and Accounting	Supported	Supported	Need more analysis	Not Supported	Supported	Supported	Supported	Supported
Reporting	Supported	Supported	Not Supported	Supported	Supported	Supported	Supported	Supported
Records Management	Supported	Supported	Need more analysis	Need more analysis	Supported	Supported	Supported	Need more analysis
Participate in an integrated justice system	Supported	Supported	Somewhat supported	Supported	Not Supported	Not Supported	Somewhat supported	Not Supported
System Config, Maintenance, Security	Need more analysis	Need more analysis	Somewhat supported	Need more analysis	Supported	Supported	Supported	Supported

Legend:

	= Supported		= Somewhat supported		= Need more analysis		= Not Supported
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*LINX is not a COTS package but a custom solution.

COTS CMS and Other Options

Results from Initial Assessment

	Products							
	ACS	Maximus	Sustain	LINX*	AMCAD	SAIC	Premier	Tyler
High Level Technical Assessment								
Source Code Availability and Quality	Supported	Somewhat supported	Somewhat supported	Somewhat supported	Supported	Supported	Supported	Somewhat supported
Scalability	Supported	Supported	Somewhat supported	Somewhat supported	Supported	Need more analysis	Supported	Supported
Legacy Data Handling	Somewhat supported	Somewhat supported	Somewhat supported	Somewhat supported	Supported	Need more analysis	Supported	Need more analysis
Application Quality	Somewhat supported	Supported	Need more analysis	Somewhat supported	Somewhat supported	Need more analysis	Supported	Supported
Business Code Maintenance	Supported	Supported	Supported	Supported	Somewhat supported	Supported	Supported	Supported
Flexibility	Supported	Supported	Supported	Somewhat supported	Need more analysis	Somewhat supported	Supported	Supported
Integration	Somewhat supported	Supported	Somewhat supported	Need more analysis				
Professional Support	Supported	Supported	Somewhat supported	Not Supported	Supported	Need more analysis	Supported	Supported

*LINX is not a COTS package but a custom solution.

Legend:

	= Supported		= Somewhat supported		= Need more analysis		= Not Supported
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Workshop 2

Project Decision Packages

JIS Roadmap Cost Assumptions

Included:

- One-time and ongoing costs
- Three-year timeframe
- Vendor and AOC costs
- Project management (AOC), vendor development and implementation and AOC ongoing support
- Consulting services for procurement support, oversight and post-implementation assessment
- Internal and external services
- Hardware/software and infrastructure
- Data conversion
- Training and knowledge transfer
- Licensing and maintenance costs for new applications
- No costs for enhancing SCOMIS or JIS/DISCIS

** Local court costs not quantified (TBD)*

Current JIS Applications Transition/Solution Options

- CAPS
- ACORDS
- JCS
- JABS

CAPS

CAPS Solution Options

	Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
	(Recommended) End CAPS Pilot program and offer Yakima to revert back to SCOMIS.	Medium	\$45K (4-6 weeks)	Low	Consensus agreement among the stakeholders.	The pilot court reverts back to using SCOMIS for calendaring and scheduling.
	Yakima Ownership and Integrate.	Medium	Cost to turnover?	Low	Acceptance of performance, missing functionality. Solution for the pilot court only.	The application is handed over to the pilot court. Define and execute formal agreement with Yakima.
	(Recommended) End CAPS Pilot and support CAPS for two years during interim and replace with COTS Resource Management and Scheduling.	Medium	(\$180K annual maintenance for two years)	Low	Consensus agreement among the stakeholders.	AS-IS (performance and functionality).

ACORDS

ACORDS Maintenance Solution Options

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Recommended) Near term - Baseline Maintenance Support. *Assumes completion of current enhancement work.</p>	Medium	Current Enhancements \$330K thru April 2006 Ongoing: \$220K annual (1 year; 2-year maximum)	Medium (increases over time)	Constraining scope of work to defect management, emergencies, and legislative change.	User acceptance of AS-IS state of the application for function and performance.
 <p>(Recommended) Long term - Pursue alternate Best of Breed offering as part of the larger Core CMS project (e.g., COTS, enhanced ACORDS, or build new).</p>	Medium	See Core CMS Project	Medium to High	Identifying a COTS solution that can meet the needs of both Supreme Court and Appellate Courts near and long term.	Core CMS project approval, prioritization, and funding.

JCS

JCS Solution Options

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Recommended) Complete implementation and transition to production.</p>	High	<p>Current implementation \$670K thru June 2006</p> <p>Ongoing: \$420K annual</p>	Medium	<ul style="list-style-type: none"> • Extension of current implementation timeline. • Adequate time to perform data conversion. • Adequate time for data clean up. 	

JABS Enhancement

JABS Solution Options

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Recommended) Assess scalability of JABS application for increased use by judicial officers (e-Citation). No additional enhancements.</p>	High	\$50K 3 months	Low	<ul style="list-style-type: none"> • Potential scalability and performance issues. • Scope creep. 	Test version should include performance enhancements currently in progress.

New JIS Applications Transition/Solution Options

- Data Exchange
- Reporting and Information Access
- Core CMS
- Resource Management and Scheduling
- Pre/Post Sentencing Probation
- Judicial Decision Making

Decision Package Elements

- Scope and Guiding Principles
- Solution Options
- Next Steps
- Mini Charters (in backup slides)

Business Cases

Business cases provide a credible analysis that supports investment management decisions:

- Assist in project prioritization and roadmap development.
- Support decisions to proceed with or continue initiatives.
- Require stakeholder agreement, support and commitment.
- Contain explicit linkages with program objectives/strategies.
- Document problems and opportunities that are to be addressed.
- Include measurable project objectives that are translated into program impacts.
- Guide project execution.
- Provide a framework by which project success and benefits delivered can be determined.

Business Case Framework Table of Contents

- Description and Scope
- Business Drivers
- Proposed Solution (e.g., extend current application, commercial off the shelf, transfer other, new development)
- High-Level Benefits
- High-Level Costs
- Risks
- Timeline

Data Exchange

Data Exchange

Scope/Guiding Principles

- Establish User Steering Committee
- Establish a team within AOC to support Data Exchange
- Define data exchange standards and tools
- Complete and report findings of current pilot program
 - JCS data Spokane & Benton data exchange
 - Jindex
 - e-Citation
 - Secretary of State Voter Registration Project (complete)
 - WSP disposition transfer (complete)
 - e-Filing authentication (complete)
- Investigate Federal funding opportunities

Data Exchange

Scope/Guiding Principles

- Define discrete data exchange projects and prioritize according to:
 - Business benefit, cost and funding sources
 - First consider common benefit, then local
 - Customer and AOC readiness
- Steering Committee to ensure completion of current pilot projects and initially consider the following possible pilot projects (by March 2006):
 - Push and pull person data SCOMIS and JIS
 - Pierce County data LINX and JIS
 - Seattle Municipal Court (SMC) person and case data MCIS and JIS
 - Exchange between photo/ticketing radar systems and JIS parking module

Data Exchange

Scope/Guiding Principles (continued)

- Consider short-term, incremental wins
- Select initial projects that will reduce/eliminate redundant data entry
- Select Tier I – III bi-directional exchanges
- Consider both real-time and batch mode
- Include planning for each exchange
- Consider buy vs. build option
- Develop short-term plan (March 2006)
 - Pilot candidate identified by end of July 2006
- Develop long-term plan (TBD)

Data Exchange Solution Options

Business Alignment	Goals and Objectives
<ul style="list-style-type: none"> ▪ Eliminate redundant data entry ▪ Improve timeliness and accuracy of decision-making data ▪ Improve application timeliness to market ▪ Timely support of business process change ▪ Support integration of custom and COTS applications ▪ Implement court business process workflows amongst different entities ▪ Allows flexibility for local resources to implement local solutions ▪ Provides capability to exchange information with other agencies (e.g., schools, DSHS) ▪ Supports alignment with homeland security issues (funding) ▪ Easier to apply federal mandates ▪ Allows each court to better share data with county justice partners 	<p>Goal: Share data amongst court jurisdictions, justice and criminal partner agencies. Objective: Efficiently share data in real-time. Implement five real time two-way exchanges in the current biennium.</p> <p>Goal: Maintain data integrity. Objective: Reduce number of data entry points. Eliminate duplicate data entry in the courts and improve productivity by xx%.</p> <p>Goal: Lower cost of integrations. Objective: Provide a dedicated pool of integration resources that are shared across exchanges (i.e., security, logging, person, cases). Lessen individual exchange costs by xx%.</p> <p>Goal: Automate court business process workflows. Objective: Incorporate logic into data transformation/routing. Eliminate all manual processes to transform data between agencies and courts. Decrease FTE support costs by xx%.</p> <p>Goal: Improve time-to-market for new applications. Objective: Integrate disparate new applications.</p>

Data Exchange Solution Options (cont.)

	Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
YES	(Recommended) Establish data exchange infrastructure and personnel components at AOC.	High	\$2M – \$2.5M	Low	Resource alignments, readiness of partner agencies, and infrastructure.	Resource allocation, infrastructure planning, and customer commitment.
YES	(Recommended) Implement candidate exchanges through new Service Bus.	High	\$100K- \$200K per exchange	Medium	Resource alignments. Technical readiness of partners.	Service Bus established. Customer readiness for workflow integration.
NO	Continue developing data exchanges and infrastructure on a project-by-project basis using customized “one-off” solutions.	Medium	\$2M - \$10M	Very High	Extremely resource intensive – not sustainable long-term.	Resource allocation.
NO	Continue supporting all currently implemented exchanges in their current, customized formats.	Low	\$250K - \$1M	Very High		

Data Exchange COTS Product Options

Product	Pros	Cons	Intangibles
Cape Clear	Functionality, cost, integrates with existing assets	Smaller vendor	Industry leader, early integration innovators, proven large-scale public sector integration
Fiorano	Built on solid core product (messaging)	Level of Web service support, proprietary coupling, smaller vendor	Industry leader
Iona	Strong connectivity, flexible architecture	Lacks service orchestration and process modeling	Industry leader
Sonic	Built on solid core product (messaging)	Tools and repository not as strong as competitors, proprietary coupling	Industry leader
Polar Lake	Toolset, data transformation and process modeling support	Lacks service monitoring, management and security	Strong performer

Data Exchange COTS Product Options

Product	Pros	Cons	Intangibles
I-Bolt	Comprehensive suite	Proprietary coupling, cost model	
IBM	Existing IBM relationship, built on solid core product (messaging)	Proprietary coupling, product offering is confusing, lack of one single product	Market presence
Oracle	Connectivity protocols, web service support	Cost	Industry leader
TIBCO	Comprehensive suite	Cost, proprietary coupling	Industry leader
webMethods	Advanced Web service support	Cost	Series of acquisitions helped propel into market space
Open Source	Initial cost	Support, implementation costs	

Data Exchange Next Steps

- Conduct first User Steering Committee meeting
- Establish a team within AOC to support Data Exchange
- Implement initial infrastructural components
- Define bridging strategy for integrating with current legacy applications
- Execute bridging strategy proof-of-concept
- Identify discrete candidate data exchanges
- Determine new pilot partners
- Implement new pilot exchanges
- Document and publish new pilot results in conjunction with the User Steering Committee

Reporting and Information Access

Reporting and Information Access

Scope/Guiding Principles

- Establish User Steering Committee
- Centralize all reporting and dissemination functions at AOC into a single unit
- Public Information
 - View only
 - Web access
 - Meets accessibility standard
 - Standard reports
 - No or low cost to the users
 - Personalization
 - Replace JIS-Link
 - Dynamic caseloads

Reporting and Information Access

Scope/Guiding Principles (continued)

- Internal Information
 - Include accounting data
 - User definition of reports (standard and ad hoc)
 - COTS tool assessment (potentially replace BRIO)
 - Information for judicial officers
- Supplements COTS reporting functionality

Reporting and Information Access Solution Options

Business Alignment	Goals and Objectives
<ul style="list-style-type: none"> ▪ Provide timely and accurate information and reports for AOC, the courts and public ▪ Improve the ease of use and quality of the reporting tools for self-service ▪ Expand the breadth of data available to the courts and public ▪ Expand the amount of free information for the Public ▪ Provide a single point of access for all Court customers for reporting and information 	<p>Goal: Get a complete JIS dataset to the Enterprise Data Warehouse. Objective: All accounting and docketing information for all Court levels must be added, transformed so users can query this data.</p> <p>Goal: Provide a user-friendly tool for self service. Objective: Replace existing Information & Access tool.</p> <p>Goal: Replace JIS-Link with a modern tool. Objective: Centralize all reporting and information dissemination functions.</p> <p>Goal: Make organizational changes to fund and staff the Reporting & Information Access department. Objective: Become more efficient in responding to information requests.</p>

Reporting and Information Access Solution Options (continued)

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Recommended) Complete current scope of public data warehouse. Assess and potentially implement new reporting tool. Tool Options:</p> <ul style="list-style-type: none"> • Upgrade Existing Microsoft SQL Server. • Purchase COTS reporting tool. • Use an open source solution. 	High	\$1.2M- \$1.8M	Medium	Potentially moving customers off Brio (who have a lot of customized work in the tool) will be difficult and potentially time consuming.	Completion of all infrastructure work on disk arrays and new SQL Server upgrades.
 <p>All of the above, AND replace JIS-Link this biennium.</p>	High	Unknown	Medium	Need to scope the requirements and poll customers as to the needs for a JIS-Link replacement.	Customer focus groups. Charging model decisions (decide what is free, what is not).

Reporting & Information Access Next Steps

- Establish Reporting & Information Access support group and User Steering Committee to provide high level guidance
- Complete current scope (release of code and defendant case history) of Public data warehouse.
- Develop reporting strategy and define scope
- Begin research and decision point for new reporting and information access tool
- Begin transition planning for possible Brio replacement
- Procure new Reporting & Information Access tool
- Make organizational changes
- Inventory and centralize all data dissemination libraries and functions
- Begin JIS-Link retirement planning

Core Case Management System

Core CMS

Scope/Guiding Principles

- Establish User Steering Committee
- Define and communicate “Core” CMS
- Prioritize additional functionality
- Define a limited initial deployment, phase-in additional functionality (modular); use discrete phases (with definable benefits for each) that are contractually supported
- Include various court types and sizes initial deployment
- Assumption: use data exchange as a transition strategy
- Minimize enhancements to legacy systems
- Consider a common COTS package
 - Recognize unique requirements by court level and size (tiering)
 - Flexible, user-configurable business rules
- Courts will work together for the common good
- Pursue a solution to replace ACORDS
- Consider requirements for judicial officers

Business Functionality Matrix Definitions

Business Area	Definition
Case and Person	Initiate a case record, create and maintain its index. Person (parties and participants) information is entered and associated with the case, and contact and identifier information is captured for individuals, court officials, organizations, attorneys and other entities. Includes facilities for searching for existing names.
Calendaring	Scheduling of upcoming events, creating, formatting, maintenance, and distribution of court calendars for each type of hearing and conference.
Docketing	Docketing (register of actions or events) are the activities associated with entering case history information or case events into the court record. Docket entries are made during case initiation and subsequently throughout the duration of an active case.
Hearings	Activities associated with reaching a decision in calendared events, recording the results of these events, and notifying the appropriate persons of court decisions, which may include activities related to court ordered pre-trial services and pre-sentence investigations (Compliance) as well as non-financial bail management. This function encompasses a number of in-court and post-court activities related to capturing and producing minutes.
Judicial Decision Making	Provide support for the decision-making process. For example: Direct links from the docket to statutes and documents such as domestic violence (DV) orders. Ability to view details on cases at all court levels with a single sign on and through links from case histories. Ability to quickly and easily pull data from the application to produce printed forms. Access to criminal history data from national and other state systems. An integrated view of personal events, meetings, tasks, and reminders as well as court calendars to more easily schedule events and manage time.

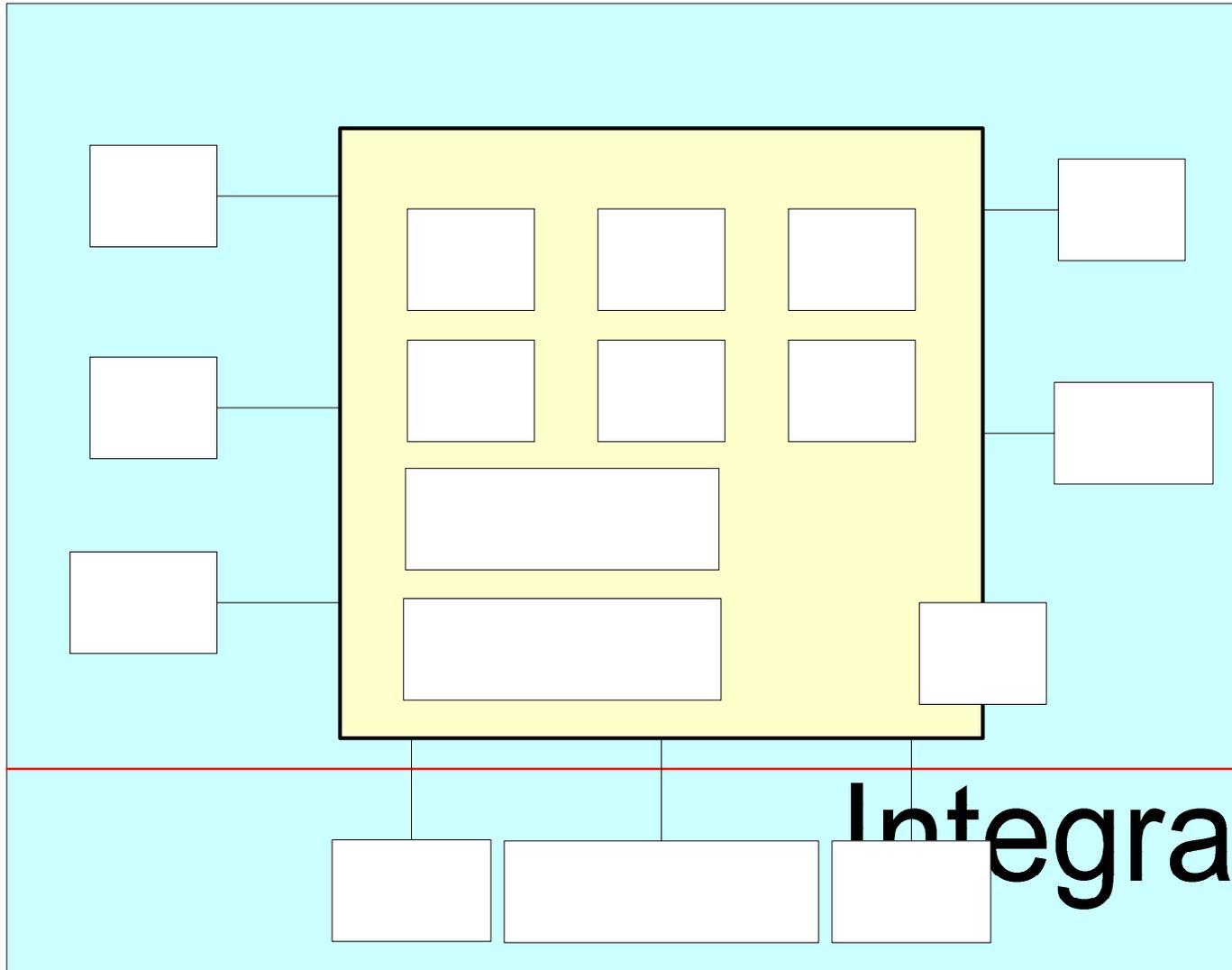
Business Functionality Matrix Definitions

Business Area	Definition
Jury Management	Create a jury pool, select, supervise and release jurors.
Compliance	Activities related to compliance with judgment, court orders, sentence, and supervision conditions, which may be imposed pre or post sentence.
Pre/Post Sentencing Probation	Probation management for courts of limited jurisdiction and juvenile departments with activities related to pre and post adjudication probation case management, assessment or court ordered management of probationers, risk management and liability reduction, and management of statutory and special programs.
Disposition	Activities associated with the disposition of a case, parties, or charges/allegations in a case, including any type of disposition resulting from a court decision after jury or non-jury trial, guilty plea, dismissal, bound over, transfer out to another jurisdiction, consolidation, or bail forfeiture; or in civil matters such as mediation or arbitration, default dismissal, withdrawal, settlement, transfer out to another jurisdiction or consolidation.
Financial Management and Accounting	Maintaining account, case and person financial records; conducting internal and external funds transfers, produce statements and other documents commonly performed at the end of an accounting period (e.g., daily, weekly, monthly). Activities that track collections of funds, issuing of receipts, cashier closeout, cashier management, recordkeeping and reporting functions commonly performed at the end of an accounting period.

Business Functionality Matrix Definitions

Business Area	Definition
Reporting	Federal, state and local statistical reporting including management reports which must be defined according to local needs. Reports to be available in detail (information on individual cases or persons) and summary (information on groups of cases or persons) form and must allow system users to obtain information on all or specific groups of cases or persons when they request a given report.
Document Management	Creating, storing, managing, tracking, archiving and disposing of manual, electronic and imaged case files; receiving, tracking and returning or destroying exhibits and other property gathered by the court.
Participate in an Integrated Justice System	Exchange information between court systems and with other agencies. Electronic capture of data from the public, and electronic dissemination of data to the public.
System Configuration Maintenance, Security and Integrity	Activities associated with ensuring the security and integrity of the case processing system, its data and its documents during normal operations and after a system failure or outage. This function also deals with the rules set up in the code translation tables; for example, the charge severity hierarchy, fines based on violation and local business rules, priority ranking for funds collected, funds paid out, and for reconciliation of all fund categories distributed as provided by ordinance, order, or law.

Core CMS Definition (Big Picture)



Core CMS Solution Options

Business Alignment	Goals and Objectives
<ul style="list-style-type: none"> ▪ Ease of access and use ▪ Elimination of redundant data entry ▪ Ability to provide/determine proper identification and address information ▪ Ability to manage cases with poorly identified persons ▪ Ability to support domestic violence orders ▪ Ability to handle increasing number of cases ▪ Increase case processing efficiency ▪ Meet current and future statutory requirements ▪ Ensure security, privacy, and confidentiality of information ▪ To enable electronic creation and distribution of judicial decisions 	<p>Goal: User friendly application. Objective: Intuitive application that requires limited training. Reduce training and support overhead by xx%.</p> <p>Goal: Improve data entry process. Objective: Reduce staff redundant data entry and data errors by xx%.</p> <p>Goal: Create automated orders. Objective: Improve real-time access and distribution of judicial decisions by xx%.</p> <p>Goal: Allow users local control to maintain tables, rules, and security as needed/required. Objective: Reduce time spent maintaining tables and rules by xx%.</p> <p>Goal: Develop meaningful accounting and performance measures using better statistical information. Objective: Improve cost per case, time per case by xx%.</p>

Core CMS Solution Options (continued)

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Interim) Minimize investment in existing JIS application suite.¹</p>	Medium	\$1M-\$5M	Medium	<ul style="list-style-type: none"> • Diminishing resource support for mainframe-based legacy systems. • Defined strategy to meet future court needs. • Defining decision-making process and scope for maintenance or enhancement work. 	<ul style="list-style-type: none"> • Capture and account for all jurisdictional needs/reqs. • Use data exchange for transition (standards should be established).
 <p>(Recommended) Fully Integrated CMS to replace existing suite of JIS case management systems¹ (may require multiple configurations).</p>	Very High	\$10M-\$20M	High	<ul style="list-style-type: none"> • Experience and ability of vendor. • Implementation strategy for court type (e.g., Appellate), regional, local, and state-wide may require multiple configurations. • Minimizing customization of out of the box application. 	<ul style="list-style-type: none"> • Communicate the case for improved system and include stakeholders in process. • Capture and account for all jurisdictional needs/reqs. • Standards for data exchange. • Reporting and Info. Access.

Notes:

1. Includes ACORDS, JIS/DISCIS, SCOMIS, and MCIS. Benefits, costs, and risks do not include MCIS.

Core CMS Solution Options (continued)

	Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
	Purchase or license third-party application from another state or agency to replace existing suite of JIS case management systems. ¹	Medium	\$20M-\$35M	Very High	<ul style="list-style-type: none"> • Possibly no technical support. • Possibly no full documentation. • No warranty. • Customization is likely to be mandatory. 	<ul style="list-style-type: none"> • Capture and account for all jurisdictional needs/requirements. • Formal contractual arrangement/Memorandum of Understanding with state or agency. • Standards for data exchange should be established.
	(Potential) Multiple COTS solutions to replace existing suite of JIS case management systems ¹ (if COTS does not meet Appellate reqs., then other options must be considered).	Medium	\$10M-\$30M	High	<ul style="list-style-type: none"> • Integration of all applications and future integration of upgrades. • Complexity of dealing with multiple vendors. • If COTS does not meet Appellate reqs., then other options must be considered. 	<ul style="list-style-type: none"> • Capture and account for all jurisdictional needs/requirements. • Experience and ability of vendors. • Standards for data exchange should be established.

Notes:

1. Includes ACORDS, JIS/DISCIS, SCOMIS, and MCIS. Benefits, costs, and risks do not include MCIS.

Core CMS Solution Options (continued)

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 Customized development to replace current suite of JIS case management systems. ¹	High	\$45M-\$55M	Very High	<ul style="list-style-type: none"> • Complexity. • Cost overhead. • Skill. • Business and technical resources. • Timely completion. • Business consensus. 	<ul style="list-style-type: none"> • Capture and account for all jurisdictional needs/ requirements • Business consensus. • Standards for data exchange should be established.

Notes:

1. Includes ACORDS, JIS/DISCIS, SCOMIS, and MCIS. Benefits, costs, and risks do not include MCIS.

Core CMS Next Steps

- Establish a User Steering Committee
- Develop a baseline project plan with top level views on work breakdown structure, deliverables, milestones, resources, and critical paths
- Support existing systems, but minimize new investment
- Define and develop requirements and evaluation criteria
- Begin procurement process and develop RFP
- Establish a formal decision point
- Identify the successful bidder(s)
- Define and execute formal contract with successful bidder(s)
- Begin collaborative planning towards defining implementation/deployment strategy

Resource Management and Scheduling

Resource Management and Scheduling

Scope/Guiding Principles

- Establish User Steering Committee
- Optimize the use of internal resources:
 - Cases
 - Court appearances
 - Workflow
 - Workload
 - Officers, court participants, jail transport, interpreters, witnesses, audiovisual equipment
 - Ability to create notices (individual or batch)
- Potential CAPS replacement
- Consider COTS (either within a CMS suite or separate)
 - Flexible, user-configurable business rules
- Limited initial deployment, phase additional functionality (modular)

Resource Management and Scheduling Solution Options

Business Alignment	Goals and Objectives
<ul style="list-style-type: none"> ▪ Support more efficient scheduling, managing and use of court resources ▪ Reduce the cost of access to justice 	<p>Goal: Establish judicial and court resource availability, relate non-judicial resources to judicial resource. Objective: Automatically validate requests for court time.</p> <p>Goal: Cost avoidance and redirect fixed cost time. Objective: Reduced time for interpreters, juries, witnesses, Officers.</p> <p>Goal: Better access to court scheduling information to public, lawyers. Objective: Time savings for public and lawyers.</p> <p>Goal: More timely case resolution. Objective: Time savings for courts, public and lawyers.</p> <p>Goal: Portability for case assignments. Objective: More efficient use of court resources/decreased downtime.</p> <p>Goal: Create schedules, time slots in accordance with court business rules, case management tracks. Objective: Propose an optimum selection for a proceeding.</p>

Resource Management and Scheduling Solution Options (continued)

Business Alignment	Goals and Objectives
	<p>Goal: Assign related cases to the same judicial resource, easy re-assignment of judicial resource. Objective: Efficient use of judicial resource and participant time.</p> <p>Goal: Screen cases for complexity, issues, or geographic Location and record judicial officer recusals. Objective: Efficient use of judicial panel and to eliminate potential prejudice/bias.</p> <p>Goal: Allow transfer of scheduling data (e.g. police officer's Schedule). Objective: Efficient use of non-court resource.</p>

Resource Management and Scheduling Solution Options (continued)

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 Rewrite AS-IS Current Resource Calendaring Solution – CAPS.	Medium	\$2.7M	Very High	<ul style="list-style-type: none"> • Mitigating performance issues prior to any local, regional, state-wide implementation. • Missing functionality. 	Statewide acceptance of the application AS-IS.
 Rewrite and Extend Current Resource Calendaring Solution – CAPS.	Medium	\$6.2M	Very High	<ul style="list-style-type: none"> • Mitigating performance issues prior to any local, regional, state-wide implementation. 	<ul style="list-style-type: none"> • Must have data exchange implemented. • Define scope and fully document requirements.

Resource Management and Scheduling Solution Options (continued)

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
(Potential) Purchase COTS Solution as stand alone.	High	\$2M – \$4M	Medium	<ul style="list-style-type: none"> • Integration with Core CMS. • Experience and ability of vendor. 	<ul style="list-style-type: none"> • Must have data exchange implemented. • Define scope and fully document requirements
(Recommended) Purchase COTS Solution as part of a suite.	Very High	See Core CMS	Medium	Experience and ability of vendor. Implementation strategy for local, regional, and state wide may require multiple configurations.	<ul style="list-style-type: none"> • Must have data exchange implemented. • Define scope and fully document requirements.

Resource Management and Scheduling

Next Steps

- Establish a User Steering Committee
- Develop a baseline project plan with top level views on work breakdown structure, deliverables, milestones, resources, and critical paths
- Establish requirements and evaluation criteria
- Define decision point (synchronize with CMS to determine suite or best of breed)
- Begin Procurement Process and develop RFP
- Identify the successful bidder(s)
- Define and execute formal contract with successful bidder(s)
- Begin collaborative planning toward defining implementation/deployment strategy

Pre/Post Sentencing Probation

Pre/Post Sentencing Probation

Scope/Guiding Principles

- Establish a User Steering Committee
- Validate requirements (with King County and SMC)
- Consider common practices
- Consider COTS packages
- Use a phased approach
 - Phase 1: courts only with internal data exchange
 - Phase 2: third-party (e.g., treatment providers, Department of Corrections) data exchange
- Benefits in public safety; accountability; liability prevention; elimination of redundant data entry
- Primarily used by juvenile, municipal, district, (limited superior), specialty courts
- Supports prefiling diversion programs

Pre/Post Sentencing Probation Solution Options

Business Alignment	Goals and Objectives
<ul style="list-style-type: none"> ▪ Standardization of business processes and increased operational efficiency ▪ Pre and post adjudication probation case management ▪ Assessment or court ordered management of probationers ▪ Risk management and liability reduction ▪ Management of statutory and special programs ▪ Efficient resource management and scheduling ▪ Data sharing with service providers and other organizations ▪ Security, privacy, and confidentiality of information ▪ Enhanced outcome assessment reporting 	<p>Goal: Probation management for District, Municipal and Juvenile Probation. Objective: Standardization of business processes and increased operational efficiency.</p> <p>Goal: Reuse of person and case history. Objective: Pre and post-adjudication probation case management.</p> <p>Goal: Probation requirements and conditions assignment from judgment and sentence. Objective: Pre and post adjudication case management.</p> <p>Goal: Compliance tracking, status and violation management. Objective: Post adjudication case management, liability reduction and public safety improvement.</p> <p>Goal: Service provider conditions assignment and compliance data sharing. Objective: Reduce data entry by capturing data directly from service providers.</p> <p>Goal: Integration with Risk Assessment. Objective: Assessment and court ordered management of probationers.</p>

Pre/Post Sentencing Probation Solution Options

Business Alignment	Goals and Objectives
	<p>Goal: Program management and statistical driven feedback for program modification. Objective: Management of statutory and special programs.</p> <p>Goal: Reuse and extension of case management, resource management and calendaring. Objective: Optimize probation resources.</p> <p>Goal: Maintain authentication/authorization, system security and data integrity. Objective: Ensure appropriate information is secure.</p> <p>Goal: Flexibility to use probationers assessment and/or court order to determine level of supervision. Objective: Pre and post adjudication probation case management.</p> <p>Goal: Increase effectiveness and quality of judicial decision making. Objective: Collect and disseminate statewide information for judicial decision making.</p> <p>Goal: Create automated alerts/reports. Objective: Supports timely probation management and improves public safety.</p>

Pre/Post Sentencing Probation Solution Options

Business Alignment	Goals and Objectives
	<p>Goal: Provide access for third-party data exchange (with approval). Objective: Improved efficiency.</p> <p>Goal: Determine most effective programmatic methods. Objective: Improve effectiveness of probation management.</p> <p>Goal: Support specialty court requirements. Objective: Provide automated tracking of specialty court cases that is integrated with CMS.</p>

Pre/Post Sentencing Probation Solution Options

	Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
	(Recommended) Fully integrated COTS.	Very High	See Core CMS	Medium	<ul style="list-style-type: none"> Limited scalability to meet the growing needs experience and ability of vendor. Implementation strategy for regional, local, and state-wide may require multiple configurations. 	Capture and account for all organizational needs/requirements Enterprise Nervous System should be implemented.
	(Potential) Integrate stand-alone COTS.	Very High	\$1M-\$3M	Medium	<ul style="list-style-type: none"> Integration of all applications and future integration of upgrades. Complexity of dealing with multiple vendors. 	<ul style="list-style-type: none"> Capture and account for all jurisdictional needs/requirements Enterprise Nervous System should be implemented.
	Integration of existing county system (Benton Franklin).	High	Unknown	Medium-High	<ul style="list-style-type: none"> Business consensus. Integration/scalability. 	<ul style="list-style-type: none"> Capture and account for all jurisdictional needs/requirements Business consensus. Enterprise Nervous System should be implemented.

Pre/Post Sentencing Probation Solution Options

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 Customized development.	Medium	\$3M - \$5M	Very High	<ul style="list-style-type: none"> •Complexity. •Cost overhead. •Timely completion. •Business consensus. 	Capture and account for all jurisdictional needs/requirements Business consensus.

Pre/Post Sentencing Probation Next Steps

- Establish a User Steering Committee
 - When and where appropriate bring in third-party representation (advisory only)
- Develop a baseline project plan with top level views on work breakdown structure, deliverables, milestones, resources, and critical paths
- Define and develop requirements and evaluation criteria
- Develop RFP
- Determine decision point
- Select bidder(s)
- Finalize implementation/deployment plan strategy
- Implement system

Judicial Decision Making

Judicial Decision Making

Scope/Guiding Principles

- Stakeholders - All court levels, judicial officers
- Focused on identification of technology to support judicial officers
- Initial phase of effort includes a process of discovery and assessment:
 - Near term: Evaluate outcome of JABS scalability assessment
 - Long term: Consider new development options including either a custom built or purchased solution to rollout enhanced Judicial Decision Making support

Judicial Decision Making Solution Options

Business Alignment	Goals and Objectives
<ul style="list-style-type: none"> ▪ Ability to easily access specific types of case or person information ▪ Ready access to legal documentation (e.g., pleadings, DV orders, warrants) ▪ To enable electronic creation and distribution of judicial decisions ▪ Access to centralized legal reference (e.g., WACS, RCW, bench books, case law) ▪ Ability to perform key word search (e.g., global or case specific, single cause #, motion type) 	<p>Goal: Enhance timely judicial decision making through centralized information access. Objective: Develop a set of automation tools tailored for judicial officers.</p> <p>Goal: Increase effective use of bench time. Objective: Ready access to the right information when needed on the bench (both specific cases and case management workflow).</p> <p>Goal: More timely and automated dissemination of judicial decisions. Objective: Implement “real-time” electronic data exchange mechanism to justice partners.</p> <p>Goal: Enhancing the quality of judicial decisions. Objective: Increase public and litigant safety.</p> <p>Goal: Exercise greater control of jail population. Objective: Decreasing number of hearings (reducing the percentage of defendants in custody pending hearings).</p>

Judicial Decision Making Solution Options

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Recommended) Near term: Evaluate outcome of JABS scalability assessment.</p>	High	\$100K - \$200K (3 months)	Medium	<ul style="list-style-type: none"> Judicial officer availability and/or input into the process. Defining a clear scope that aligns with judicial officers at all court levels. 	<ul style="list-style-type: none"> Successful completion of a discovery and requirements assessment process with judicial officers at all court levels. Judicial officer agreement on a short and long term strategy.
 <p>(Recommended) Long term: Consider new development options including either a custom built or purchased solution to rollout enhanced Judicial Decision Making support.</p>	High	\$250K- \$300K	Medium	<ul style="list-style-type: none"> Judicial officer availability and/or input into the process. Defining a clear scope that aligns with judicial officers at all court levels. 	<ul style="list-style-type: none"> Successful completion of a discovery and assessment process with judicial officers at all court levels. Judicial officer agreement on a short and long term strategy.

Judicial Decision Making Implementation Strategy

- Next Steps
 - Meet with key stakeholders and define approach and communication strategy
 - Develop baseline project plan
 - Determine resource allocation and makeup
 - Define end product deliverables
 - ✓ Assessment findings
 - ✓ Business drivers
 - ✓ High level requirements
 - ✓ Recommendations
 - ✓ Review and decision

Judicial Decision Making Implementation Strategy

- Next Steps (continued)
 - Define end product deliverables
 - Assessment findings
 - Business drivers
 - High-level requirements
 - Recommendations
 - Review and decision

Security Strategy

Security Strategy

Scope/Guiding Principles

- Define Focus Areas, e.g.:
 - Fraud (e.g., identity theft prevention; penetration testing)
 - Privacy
 - Confidentiality
 - Disaster recovery/business continuity
- Define enterprise security
 - Process (e.g., role-based administration; flexibility)
 - Public, internal access
 - Technology
 - Infrastructure – third party
- Strategic risk-driven approach (AOC)
- Tactical implementation (courts)
- Governance
- Timeline: ongoing plus a report/requirements by August 2006

JIS Roadmap

JIS Roadmap Guiding Principles

1. In general, consider buying COTS vs. building new:
 - Maximize success by not customizing standard COTS offerings.
 - Standardize common business practices by court level and size.
 - Any COTS offering should be modular (i.e., you should have flexible options to choose functionality).
 - Focus should be on packaging the best set of tools positioned to support the court community.
 - Focus on quick wins.
 - In the transition to COTS, maximize reuse opportunities with existing JIS applications through a bridging strategy that extends capabilities (e.g., SCOMIS and JIS/DISCIS).

JIS Roadmap Guiding Principles

2. Focus legacy system activities on addressing functionality and performance issues:
 - Complete enhancements currently in development for ACORDS and JCS.
 - Then freeze development (except regulatory changes).
 - Move into a maintenance mode as soon as possible.
 - Provide enhanced data exchange capability for JIS/DISCIS and SCOMIS.
 - Provide for localized (court/county-specific) reporting as well as strategic reporting (AOC) for legacy applications.
 - Address ACORDS performance issues and JABS scalability and functionality issues.
 - Provide a bridging strategy that ensures a safety net for users for any application that is being terminated (e.g., CAPS).

JIS Roadmap Guiding Principles

3. In the near term, focus on the development of “foundational” capabilities early to provide enhanced capability for legacy system information exchange as well as to provide foundation for COTS integration. Specific projects in this area could include:
 - Information Exchange
 - Data Warehouse and Reporting
 - Initial Judicial Decision Making
4. Identify quick hit COTS solutions for the courts to expand current service offerings:
 - Calendaring/Resource Management
 - Pre/Post Sentencing Probation
 - Reporting

JIS Roadmap Guiding Principles

5. Select and deploy a core CMS solution:

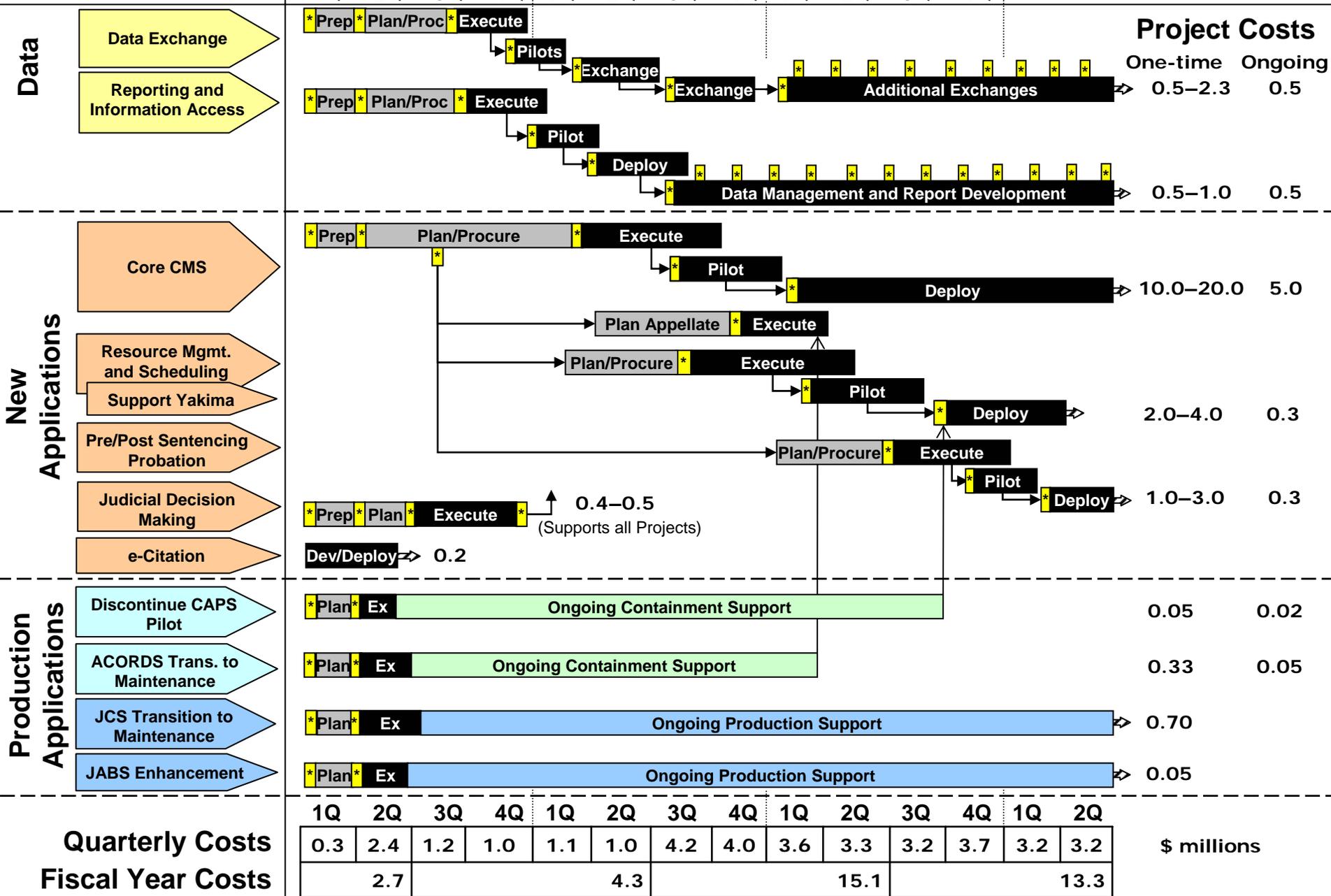
- Core CMS is defined as:
 - ✓ Case and Person ✓ Hearing ✓ Basic Accounting
 - ✓ Basic Calendar ✓ Compliance and Receipting
 - ✓ Docketing ✓ Disposition
- Define an implementation and deployment strategy:
 - Use a phased deployment.
 - Select a common COTS package for all users.
 - Deploy multiple copies of the common package configured to support individual courts by level and size.
 - Consider that smaller courts could share a single copy of the common package.
 - Integrate information flow and reporting through the Data Exchange and Data Warehouse.

JIS Roadmap Guiding Principles

6. Longer-term activities could focus on providing expanded CMS capabilities such as:
 - Expanded Judicial Decision Making
 - Jury Management
 - Expanded Finance and Accounting
 - Document Management
 - Expanded Reporting
7. Any implementation will require local court participation.
 - Time commitments (e.g., requirements, testing, implementation support)
 - Resource allocation (subject matter experts)
 - Court business practice (optimization)
 - Local operations

JIS Roadmap

CY 2006 1Q 2Q 3Q 4Q | **CY 2007** 1Q 2Q 3Q 4Q | **CY 2008** 1Q 2Q 3Q 4Q | **CY 2009** 1Q 2Q



* = JISC Decision Point

New JIS Prioritized Projects

Prioritized Projects	Pr	Benefits	One-time Cost	Ongoing Annual Cost	Time	Risk
Data Exchange	1	High	\$500K - \$2.3M	\$460K	8 – 13 mos.	Low to Medium
Reporting and Information Access	4	High	\$500K - \$1M	\$450K	12 – 18 mos.	Medium
Core CMS	2	Very High	\$10M - \$20M	\$5M	24 – 36 mos.	High
Resource Management and Scheduling	3	Very High	\$2M - \$4M	\$230K	18 – 24 mos.	Medium
Pre/Post Sentencing Probation	5	Very High	\$1M - \$3M	\$230K	9 – 18 mos.	Medium
Judicial Decision Making		High	\$350K - \$500K	N/A	6 – 9 mos.	Medium

JIS Roadmap Costs (\$ millions)

Projects	Calendar Year		2006		2007				2008				2009			
	Pr	(mos.)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Data Exchange	1	8 – 13	0.1	0.5	0.6	0.4	0.4	0.4	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Core CMS	2	24 – 36	0.1	0.2	0.2	0.2	0.2	0.2	3.1	3.0	2.3	2.1	2.1	2.1	2.1	2.1
Resource Management and Scheduling	3	24 – 36					0.2	0.2	0.6	0.6	0.6	0.6	0.6	0.6	0.05	0.05
Reporting and Information Access	4	12 – 18	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Pre/Post Sentencing Probation	5	9 – 18									0.3	0.3	0.3	0.7	0.7	0.7
Judicial Decision Making		6 – 9		0.2	0.3	0.3										
E-Citation		6 – 9		0.2												
Discontinue CAPS Pilot		1 – 1.5		0.05	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02			
ACORDS Transition to Maintenance		2		0.3	0.05	0.05	0.05	0.05	0.05	0.05	0.05					
JCS Transition to Maintenance		4		0.7												
JABS Enhancement		3		0.05												
Quarterly Costs			0.3	2.4	1.2	1.0	1.1	1.0	4.2	4.0	3.6	3.3	3.2	3.7	3.2	3.2
Fiscal Year Costs			2.7		4.3				15.1				13.3			
Biennial Costs			7.0				28.4									
Fiscal Year Budget			2.1		4.9											
Biennial Budget Remaining			7.0													

Discussion and Decisions

Critical decisions:

- CAPS
- ACORDS
- JIS Roadmap

CAPS Solution Options

	Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
YES	(Recommended) End CAPS Pilot program and offer Yakima to revert back to SCOMIS.	Medium	\$45K (4-6 weeks)	Low	Consensus agreement among the stakeholders.	The pilot court reverts back to using SCOMIS for calendaring and scheduling.
NO	Yakima Ownership and Integrate.	Medium	Cost to turnover?	Low	Acceptance of performance, missing functionality. Solution for the pilot court only.	The application is handed over to the pilot court. Define and execute formal agreement with Yakima.
YES	(Recommended) End CAPS Pilot and support CAPS for two years during interim and replace with COTS Resource Management and Scheduling.	Medium	(\$180K annual maintenance for two years)	Low	Consensus agreement among the stakeholders.	AS-IS (performance and functionality).

ACORDS Maintenance Solution Options

Solution Options	Ben	Cost	Risk	Barriers	Precursors / Dependencies
 <p>(Recommended) Near term - Baseline Maintenance Support. *Assumes completion of current enhancement work.</p>	Medium	Current Enhancements \$330K thru April 2006 Ongoing: \$220K annual (1 year; 2-year maximum)	Medium (increases over time)	Constraining scope of work to defect management, emergencies, and legislative change.	User acceptance of AS-IS state of the application for function and performance.
 <p>(Recommended) Long term - Pursue alternate Best of Breed offering as part of the larger Core CMS project (e.g., COTS, enhanced ACORDS, or build new).</p>	Medium	See Core CMS Project	Medium to High	Identifying a COTS solution that can meet the needs of both Supreme Court and Appellate Courts near and long term.	Core CMS project approval, prioritization, and funding.

Data Exchange Solution Options Summary

Solution Options

- | | |
|-----|--|
| YES | (Recommended) Establish data exchange infrastructure and personnel components at AOC. Select and implement candidate exchanges. |
| YES | (Recommended) Implement candidate exchanges through new Service Bus. |
| NO | Continue developing data exchanges and infrastructure on a project-by-project basis using customized “one-off” solutions. |
| NO | Continue supporting all currently implemented exchanges in their current, customized formats. |

Reporting and Information Access Solution Options

Solution Options

YES **(Recommended)** Complete current scope of Public Data Warehouse. Procure and implement new reporting and information access tool.

NO All of the above, AND replace JIS-Link this biennium.

Core CMS Solution Options Summary

Solution Options	
YES	(Interim) Minimize new investment in current suite of JIS case management systems. ¹
YES	(Recommended) Fully Integrated CMS to replace existing suite of JIS case management systems ¹ (may require multiple configurations).
NO	Purchase or license third-party application from another state or agency to replace existing suite of JIS case management systems. ¹
YES	(Potential) Multiple COTS solutions to replace existing suite of JIS case management systems ¹ (if COTS does not meet Appellate requirements, then other options must be considered).
NO	Customized development to replace existing suite of JIS case management systems. ¹

Notes:

1. Includes ACORDS, JIS/DISCIS, SCOMIS, and MCIS. Benefits, costs, and risks do not include MCIS.

Resource Management and Scheduling Solution Options

Solution Options

NO Rewrite AS-IS Current Resource Calendaring Solution – CAPS.

NO Rewrite and Extend Current Resource Calendaring Solution – CAPS.

YES **(Potential)** Purchase COTS Solution as stand alone.

YES **(Recommended)** Purchase COTS Solution as part of a suite.

Pre/Post Sentencing Probation Solution Options Summary

Solution Options	
YES	(Recommended) Fully integrated COTS.
YES	(Potential) Integrated stand-alone COTS.
NO	Integration of existing county system (Benton Franklin).
NO	Customized development.

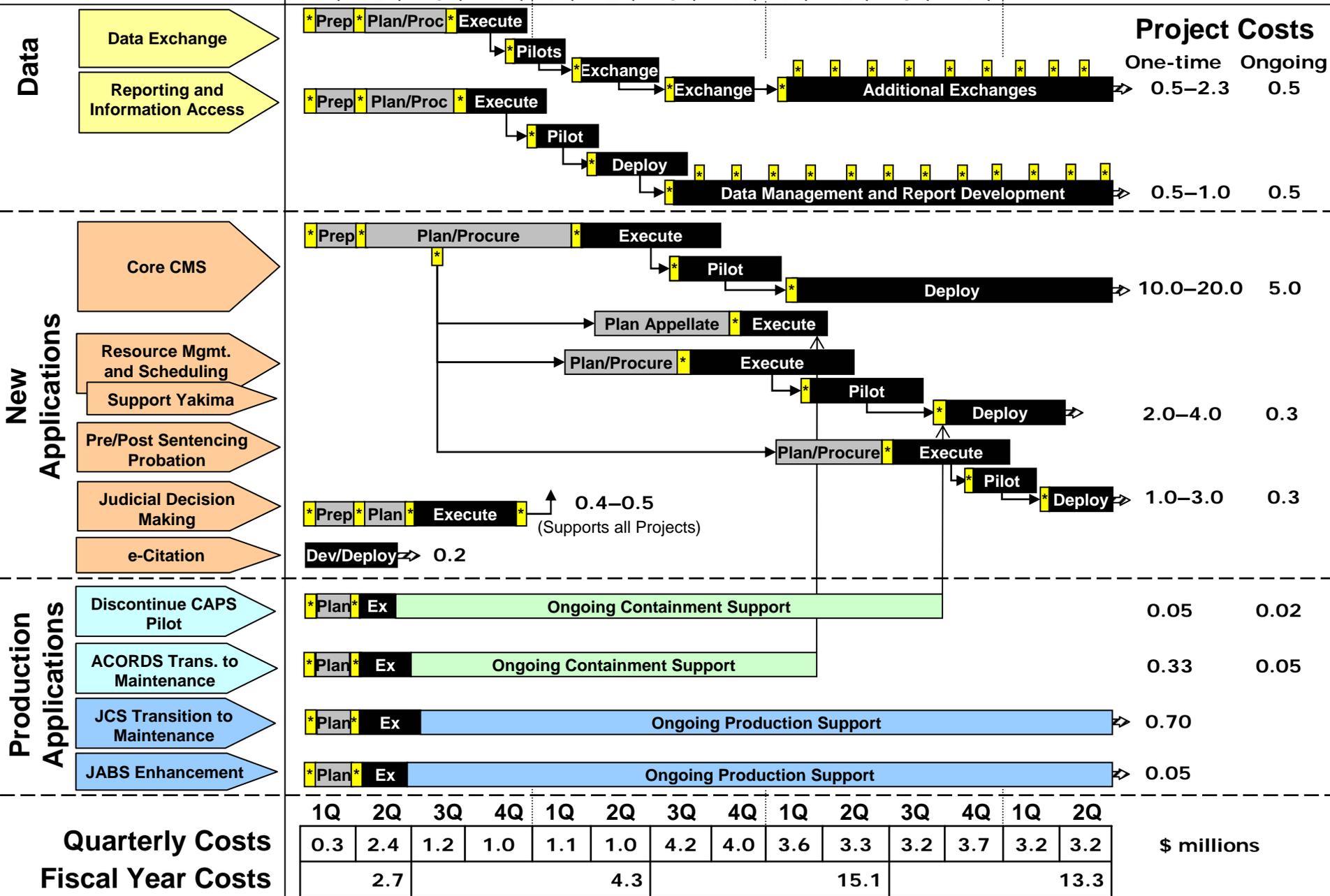
Judicial Decision Making Solution Options Summary

Solution Options

- YES** **(Recommended)** Near term: Evaluation outcome of JABS scalability assessment.
- YES** **(Recommended)** Long term: Consider new development options including either a custom built or purchased solution to rollout enhanced Judicial Decision Making support.

JIS Roadmap

CY 2006 1Q 2Q 3Q 4Q | **CY 2007** 1Q 2Q 3Q 4Q | **CY 2008** 1Q 2Q 3Q 4Q | **CY 2009** 1Q 2Q



= JISC Decision Point

Critical Success Factors

Key factors necessary to ensure success:

- A focus on application acquisition vs. build.
- Establishment of a Relationship Management function within AOC to act as the voice of the courts and drive customer satisfaction.
- Establishment of a strong Project Management and Procurement function within AOC.
- A focus on accountability for delivery.
- A team approach to annual portfolio management process.
 - ✓ Keep the Workshop 1 and 2 teams in place for this purpose.
- The proactive involvement and support of JISC (e.g., timely response to decision points).
- Quick wins through Data Exchange and Reporting.
- Collaborative approach (courts, AOC, JISC) to Project Management and execution.

Next Steps

Prior to the next JISC meeting (in 49 days) AOC will:

- ✓ Update the JIS Roadmap and recommendations presented today based on JISC comments and communicate them to the courts.
- ✓ Complete a detailed Project Plan for each project in the JIS Roadmap.
- ✓ Complete detailed decision packages for the projects in the JIS Roadmap and present them to the JISC for final approval at the upcoming meeting in March.
- ✓ Complete activities around:
 - Governance
 - Organization and Staffing
 - Project Management

End of JISC Presentation

Mini Charters

CAPS

Project: Discontinue CAPS Pilot and revert Yakima back to SCOMIS

Goals and Objectives:

- Remove cost of maintaining and enhancing CAPS as a single court solution
- Discontinue pilot program
- Convert all Yakima CAPS data to SCOMIS docket calendar data

Benefits:

- More efficient and focused use of resources (redirect 12 FTEs to other projects)
- Opportunity for courts to be on a single calendaring system
- Maintenance effort is covered under existing SCOMIS maintenance effort – separate effort not needed for CAPS
- Better external access to calendaring information to both public and justice partners (state patrol)
- Capture pilot lessons learned

Related Projects:

Scope:

- Capture lessons learned
- Stakeholders: Pilot court
- Included: Revert pilot court back to using SCOMIS
- No goals associated with resource management and automated scheduling are accomplished
- Included: hire temporary resources to key CAPS data into SCOMIS
- NOT included: any enhancements

Funding Source:

- JIS budget

Project Responsibility:

- JISC, AOC, pilot court

Critical Team Members:

- AOC, Yakima County Superior Court

Court:

- Yakima County Superior Court

CAPS

Project: Discontinue CAPS Pilot and revert Yakima back to SCOMIS (continued)

Risks:

- Will have to do business with limited functionality
- May have difficulty finding pilot courts for new projects
- Data conversion
- Impact of political fall out

Mitigation:

- The pilot court is reverted to use SCOMIS according to a well-defined plan

High-Level Plan:

- Establish a User Steering Committee
- Develop a baseline project plan with top level views on work breakdown structure, deliverables, milestones, resources, and critical paths
- Define and develop requirements
 - Technical Specifications
 - Finalize resource plans
- Finalize implementation plan strategy
- Start implementation tasks.
 - Court staff must map CAPS proceeding information to SCOMIS calendar codes
 - Temp resources data enter calendar info into SCOMIS
 - Court staff review/approve data entry
 - Court staff resume the use of SCOMIS for all calendaring info
 - Disable CAPS

Precursor Activities:

- The pilot court reverts back to using SCOMIS for calendaring and scheduling

Contingency Plan:

- The pilot court continues to use CAPS

Current Project

Ben: Medium

Cost: \$45K

Time: 4-6 weeks

Risk: Low

Follow-On Project

Benefits: n/a

Cost: n/a

Time: n/a

Risk: n/a

Follow Up Actions:

- Establish a User Steering Committee

Metrics: Benefits measurement metrics

Outsource? No

CAPS

Project: Yakima Ownership

Goals and Objectives:

- Transfer maintenance costs for CAPS to the pilot court, to allow AOC to pursue a more efficient use of its resources

Benefits and Costs:

- Transfer cost of maintaining and enhancing CAPS as a single court solution

Related Projects:

Scope:

- Stakeholders: Yakima County Superior Court
- Included: Baseline maintenance of current CAPS functionality, acceptance of performance problems

Funding Source:

- Yakima County Superior Court

Project Responsibility:

- JISC, AOC, pilot court

Critical Team Members:

- AOC, Yakima County Superior Court

Court:

- Yakima County Superior Court

CAPS

Project: Yakima Ownership (continued)

Risks:

- Successful agreement reached with Yakima

Precursor Activities:

- Acceptance of current performance and any missing functionality

High-Level Plan:

- Capture lessons learned
- Develop a baseline project plan with top level views on work breakdown structure, deliverables, milestones, resources, and critical paths
- Package CAPS information
 - Functional Specifications
 - Technical Specifications
- Define and create a formal agreement with Yakima
- Perform tasks according to the agreement

Contingency Plan:

- The pilot court continues to use CAPS

Current Project

Ben: Medium
Cost: TBD
Time:
Risk: Low

Follow-On Project

Benefits: n/a
Cost: n/a
Time: n/a
Risk: n/a

Follow Up Actions:

- Develop plan

Metrics: Benefits measurement metrics

Outsource? No

CAPS

Project: Support CAPS for two years during interim until replaced with COTS Resource Mgmt. and Scheduling

Goals and Objectives:

- Maintain minimal level of support required to keep CAPS operational
- Consider as an option for Resource Management

Benefits and Costs:

- Yakima will only have to change systems once
- More efficient and focused use of resources (redirect XX FTEs to other projects)
- Opportunity for courts to be on a single calendaring system
- Better external access to calendaring information to both public and justice partners (state patrol)
- Capture pilot lessons learned

Related Projects:

- Resource Management and Scheduling

Scope:

- Stakeholders: Yakima County Clerk and Superior Court
- Included: after finishing planned work through Feb 2006, provide minimal resources necessary to keep CAPS running until permanent solution is defined – only high priority problems will be fixed.

Funding Source:

- AOC

Project Responsibility:

- JISC, AOC, pilot court

Critical Team Members:

- Yakima staff, Business Analysts

Court:

- Yakima County Clerk and Superior Court

CAPS

Project: Support CAPS for two years during interim until replaced with COTS CMS (continued)

Risks:

- Experience and ability of AOC and/or county staff
- Cost without known deadline to transfer to CMS
- Response time may degrade (unknown)
- Resources assigned to this effort will impact other projects/priorities

Precursor Activities:

- Must complete planned tasks through Feb 2006

High-Level Plan:

- Identify and prioritize high priority problems
- Develop project plan for completion of known problem fixes

Contingency Plan:

- Employee additional resources
- Roll back to SCOMIS

Current Project

Ben: Medium
Cost: \$180K annual
Time: n/a
Risk: Low

Follow-On Project

Benefits: n/a
Cost: n/a
Time: n/a
Risk: n/a

Follow Up Actions:

- Identify high priority problems

Metrics: n/a

Outsource? No

ACORDS Maintenance

Project: ACORDS Maintenance

Goals and Objectives:

Complete agreed to enhancements based on 2005 project plan

Transition to a sustained maintenance support model

- To keep an integral, mission-critical business application functioning & operational
- To provide at least a basic level of ongoing service and support to important AOC customers: Court of Appeals & Supreme Court
- To dedicate an adequate level of team resources to support defect management and to respond to new incidents or mandates as they occur
- To maintain existing functionality until ACORDS is replaced

Scope:

- Complete agreed to enhancement work by April 30, 2006
- Freeze all enhancements and new development efforts except for defects, emergency, and legislative mandates
- Fix known defects (not enhancement requests) listed in defect database
- Research, resolve, and respond to eService incidents, including performance or “system down” issues (not enhancement requests)
- Capture lessons learned

Benefits:

- Potentially contain long-term costs
- Increased stability of application
- Increased staff morale
- The annual cost of this maintenance effort is equal to the cost of two months of the current enhancement project
- Estimated maintenance costs are based on AOC employees only
- Project overhead minimized
- Capture lessons learned

Related Projects:

- Current ACORDS Enhancements Project

Funding Source:

- JIS budget

Project Responsibility:

- JISC, AOC, Supreme Court, COA

Critical Team Members:

- TBD

Court:

- Supreme Court, COA

ACORDS Maintenance

Project: ACORDS Maintenance

Risks:

- Application could break
- Changes could make performance worse
- Court staff frustration may increase leading to turnover; delay decision-making
- Scope could potential expand beyond current time line for enhancements
- A defined SLA (Service Level Agreement) in place once a transition to a maintenance support model occurs

High-Level Plan:

- Conduct a final review and sign off on all delivered work
- Communicate the upcoming transition to maintenance mode to court customers
- Draft a Service Level Agreement between AOC and court customers defining agreed-upon scope of project. Get sign-off.
- Complete the current ACORDS Enhancement project.
- Identify the team resources and hold a kick-off meeting to clarify mission & launch the effort
- If possible, facilitate a knowledge transfer between old team and new
- Review and prioritize existing defects for near term work plan after transition

Precursor Activities:

- Complete the scope of the current enhancement project

Contingency Plan:

- Continue with the maintenance and define a new enhancement roadmap for ACORDS.

Current Project

Ben: High
Cost: \$330K
Time: Thru April 2006
Risk: Medium

Follow-On Project

Benefits: Medium
Cost: \$220K annual
Time: Until CMS
Risk: Low

Follow Up Actions:

- Schedule next review meetings with key stakeholders on final deliverables
- Begin discussions around transition to a production maintenance support model

Metrics: Benefits measurement metrics

Outsource? No

JCS

Project: JCS Implementation

Goals and Objectives:

- Continued maintenance support of JCS system.

Scope:

- Freeze all enhancements and new development efforts except for defects, emergency, and legislative mandates
- Referral Case and Detention Episode management (with reporting)
 - JIS Person management
 - SCOMIS legal case integration
 - JCS Data Warehouse views and standard statewide query sets
- E-Service items for Fast-Track, Enhancements, and Defects
- Follow-on Release 2 items (sentence calc, detention history, POD list, uploads, etc.)
- Residual items: SCOMIS codes, business process, codes automation, trans logging, server, infrastructure, etc.
- Capture lessons learned

Benefits:

- JUVIS system retirement results in \$XX annual savings
- Capture lessons learned
- JCS is a model system to truly integrate business processes to eliminate double entry (between clerks and Juvenile departments)

Related Projects:

- Core Case Management

Funding Source:

- JIS budget

Project Responsibility:

- JISC, AOC

Critical Team Members:

- JCI Committee

Court:

- All 39 counties

JCS

Project: JCS Implementation

Risks:

- Cost management
- Court resource availability
- Local court/shared county infrastructure performance, security, scalability and desktop configuration
- Extension of current implementation timeline
- Adequate time to perform data conversion
- Adequate time for data clean up
- Effectiveness and efficiency impacted by largest courts not participating
- Perception that functionality is not complete (need to communicate that data exchange and pre/post sentencing probation will cover functionality external to JCS)

High-Level Plan:

- Move to production; enhancement candidates updated and prioritized annually (low hanging fruit; quick wins)
- Maintain (or adapt to new) JCI User Steering Committee
- Maintain JCI Work Group Teams (Referral and Detention)
- Execute Transition Plan (turn over to maintenance)
- Have established Service Level Agreement (SLA) with maintenance organization
- Have established Law Table Update and Codes maintenance processes
- Have refined Line 1 and Line 3 support protocols
- Key personnel from JCI team transfer with initial maintenance life cycle

Precursor Activities:

- n/a

Contingency Plan:

- n/a

Current Project

Ben: High
Cost: \$670K
Time: thru June 06
Risk: Medium

Follow-On Support

Benefits: High
Cost: \$420K/yr
Time: Ongoing
Risk: Low

Follow Up Actions:

- Execute Transition Plan

Metrics: n/a

Outsource? No

JABS Enhancement

Project: JABS Enhancement

Goals and Objectives:

- Assess scalability of JABS application for increased use by judicial officers
- Provide JABS assessment results by June 2006

Scope:

- Stakeholders: all trial court levels, primarily judicial officers and staff
- Determine if JABS application will perform adequately when used by large numbers of judicial officers in a variety of court levels
- Potentially link to all case history, DOL, scanned documents

Benefits:

- Enhanced and timely information to Judges
- More informed judicial decision making
- Ease of use
- Increase education and awareness
- Support statutory requirements

Related Projects:

- Core Case Management, Data Exchange

Funding Source:

- JIS budget

Project Responsibility:

- JISC, AOC

Critical Team Members:

- AOC Infrastructure

Court:

- All trial courts

JABS Enhancement

Project: JABS Enhancement

Risks:

- Potential scalability and performance issues
- Scope creep

Precursor Activities:

- Test version should include performance enhancements currently in progress

Contingency Plan:

- Monitor application performance with controlled numbers of users

High-Level Plan:

- Determine scope
- Establish performance test team
- Develop performance test plan to prove scalability
- Conduct performance tests
- Identify good scalability or where performance improvements are needed
- If needed, identify plan to implement improvements

Current Project

Ben: High
Cost: \$50K
Time: 3 months
Risk: Medium

Follow-On Project

Benefits: n/a
Cost: n/a
Time: n/a
Risk: n/a

Follow Up Actions:

- Create performance test plan

Metrics: n/a

Outsource? No

Judicial Decision Making

Project: Judicial Decision Making

Goals and Objectives:

- Enhance timely judicial decision making through centralized information access
- Develop a set of automation tools tailored for judicial officers
- Automated dissemination of judicial decisions
- Implement timely “real-time” electronic data exchange mechanism to justice partners
- Enhancing the quality of judicial decisions
- Increase public and litigant safety. Exercise greater control of jail population
- Decreasing number of hearings. (Reducing the percentage of defendants in custody pending hearings)

Scope:

- Stakeholders - All court levels, judicial officers
- Included: Discovery and assessment process leading to a defined set of business drivers and requirements; assess needs of the judicial community and define a business process/technology roadmap for future improvement
- Excluded: Actual delivery of new tools or products (Next Phase)

Benefits:

- Minimize conflicting DV orders
- More timely dissemination of orders
- Increase effective use of bench time
- Ready access to the right information when needed on the bench (both specific cases and case management workflow)
- Increased public confidence that the courts are using public funds wisely

Related Projects:

- Core CMS, Reporting and Info Access, Document Management at the local level

Funding Source:

- JIS Funding

Project Responsibility:

- JISC, AOC, Local Court, Shared

Critical Team Members:

- User Steering Committee

Court:

- All courts

Judicial Decision Making

Project: Judicial Decision Making

Risks:

- Judicial officer availability and involvement.
- Defining a clear scope that aligns with judicial officers at all court levels (managing expectations – may want too much; too little)
- Getting the stakeholders involved.
- Political awareness: ownership vs. access of the record

Mitigation:

- Jointly develop a communication strategy with key stakeholders to reach constituents at all court levels.
- Take the time to reach out to constituents where they live and work to better understand the need.

High-Level Plan:

- Meet with key stakeholders and define approach and communication strategy
 - Use a blended team of subject matter experts (business process and technology)
 - Find champions within court community
 - Court of appeals (travel onsite)
 - Other levels (visioning sessions and travel onsite)
- Educate/provide demos to judicial officers about applicability to them and the potential benefits of a improved statewide solution (business processes and technology)
- Develop baseline project plan
- Determine resource allocation and makeup
- Define end product deliverables
 - Assessment findings
 - Business drivers
 - High level requirements
 - Recommendations
- Review and decision

Precursor Activities:

- JABS Enhancement as part of the e-Citation Project.

Contingency Plan:

- Judicial officers continue with current practice.

Initial Project

Benefits: High

Cost: \$100K - \$200K

Time: 3 months

Risk: Medium

Follow-On Project

Benefits: High

Cost: \$250K - \$300K

Time: 3-6 months

Risk: Medium

Follow Up Actions:

- Identify and meet with key stakeholders.

Metrics: Benefits measurement metrics

Outsource? No

Data Exchange

Project: Data Exchange

Goals and Objectives:

- Eliminate duplicate data entry
- Share data in real-time amongst justice, criminal and other partner agencies
- Improve the accuracy of data being collected
- Timely and cost-effective implementation of new Projects

Benefits:

- Reduced resource costs
- Improved data accuracy and data access
- Elimination of redundant data entry
- Real-time data sharing
- Accurate decision-making metrics
- Increased public confidence that the courts are using public funds wisely

Related Projects:

- CMS, Resource Management, Reporting & Info. Access, Probation

Funding Source:

- JIS Budget, Federal, Local, Shared

Scope:

- Stakeholders: All court levels, judicial officers, staff, public and local, state and federal partner agencies
- Included: Any relevant data, regardless of source or format (e.g., text, images, etc.)

Project Responsibility:

- Shared

Critical Team Members:

- AOC: PM, Integration Engineers, Infrastructure. Customer: PM, Key Technical Staff.

Court:

- All courts

Data Exchange

Project: Data Exchange

Risk Factors:

- AOC support infrastructure
- Network & partner capabilities
- Customer readiness for planning, involvement, commitment, and technical

Mitigation:

- Provide business and technical support services to customers
- Familiarity with landscape (end-to-end)

High-Level Plan:

- Establish Data Exchange support group at AOC
- Implement initial infrastructural components
- Define strategy (bridging) for integrating with current legacy applications
- Execute bridging strategy proof-of-concept
- Identify discrete candidate data exchanges
- Determine new pilot partners
- Implement new pilot exchanges
- Document and publish new pilot results

Precursor Activities:

- Current pilot completed
- Review current pilot results

Contingency Plan:

- Continue duplicate data entry and non-standard exchanges

Current Project

Benefits: High
Cost: \$500K - \$2M
Time: 6-9 months
Risk: Low

Follow-On Project

Benefits: High
Cost: \$210K - \$260K
Time: 2-4 months
Risk: Medium

Follow Up Actions:

- Establish Data Exchange support group, define integration standards and select tools

Metrics: Resource costs

Outsource? Consider

Core CMS (Fully Integrated COTS, Minimize New Investment in Existing Systems)

Project: Fully Integrated CMS

Goals and Objectives:

- Ease of access and use
- Elimination of redundant data entry
- Ability to provide/determine proper identification and address information
- Ability to manage vehicle information and parking tickets
- Ability to manage cases with poorly identified persons
- Ability to support domestic violence orders
- Ability to handle increasing number of cases
- Increase case processing efficiency
- Meet current and future statutory requirements
- Ensure security, privacy, and confidentiality of information
- To enable electronic creation and dist. of judicial decisions

Scope:

- Stakeholders: All court levels, judicial officers, staff, third-party criminal justice partners, and public
- Included: case and person, basic calendaring, docketing, parking tickets, hearings, compliance, disposition, financial management/accounting, and system configuration, maintenance, security, and integrity
- Excluded: judicial decision making, reporting, pre/post sentencing probation, records management, resource management, jury management
- Selection process includes COTS suite or best of breed

Benefits:

- Reduce resource and potential liability costs based on work flow automation
- Timely and easy access to information
- Supports real time judgment & sentencing
- Ability to provide/determine proper identification and address information
- Ability to develop meaningful accounting and performance measures using better statistical information
- Increased public confidence that the courts are using public funds wisely

Related Projects:

- Data Exchange, pre/post sentencing probation, resource mgmt., reporting

Funding Source:

- JIS Budget

Project Responsibility:

- JISC, AOC, Local Court, Shared

Critical Team Members:

- AOC, User Steering Committee

Court:

- All courts

Core CMS (Fully Integrated COTS, Minimize New Investment in Existing Systems)

Project: Fully Integrated CMS (continued)

Risks:

- Lack of experience, ability, and responsiveness of vendor to implement, support, and maintain application
- Implementation strategy for local, regional, statewide may require multiple configurations
- Project fails to deliver defined business features within agreed to time and budget
- Unwillingness of users to standardize on an application or minimize customization
- Customization increases cost, effort and timeline
- Poor contract

Mitigation:

- Comprehensive scope defined with the courts
- Develop User Steering Committee with clear communication plan
- Minimal/no customization
- Leverage external services to develop a beneficial contract
- Strong Project Management and Project Oversight

High-Level Plan:

- Establish a User Steering Committee
- Develop a baseline project plan
- Support existing systems, but minimize new investment
- Define and develop requirements and evaluation criteria
- Begin procurement process and develop RFP
- Establish a formal decision point
- Identify the successful bidder(s)
- Define and execute formal contract with successful bidder(s)
- Begin collaborative planning towards defining implementation/deployment strategy

Precursor Activities:

- Must have data exchange standards established
- Define scope and fully document requirements

Contingency Plan:

- Maintain current JIS case management systems with limited or no enhancements
- Courts may pursue local solutions

Interim Support

Ben: Medium
Cost: \$1M-\$5M
Time: until replaced
Risk: Medium

Current Project

Ben: Very high
Cost: \$10M-\$20M
Time: 24–36 months
Risk: High

Follow Up Actions:

- Establish a User Steering Committee

Metrics: Benefits measurement metrics

Outsource? Yes

Resource Management and Automated Scheduling

Project: COTS as part of a suite solution

Goals and Objectives:

- Establish judicial and court resource availability, relate non-judicial resources to judicial resource, in order to validate requests for court time
- Create schedules, time slots in accordance with court business rules, case management tracks, in order to propose an optimum selection for a proceeding
- Assign related cases to the same judicial resource, easy re-assignment of judicial resource, for efficient use of judicial resource and participant time.
- Screen cases for complexity, issues, or geographic location, record judicial officer recusals, for efficient use of judicial panel and to eliminate potential prejudice/bias

Scope:

- Stakeholders: All court levels, judicial officers and staff, third-party criminal justice partners, and public
- Included: automated validation of requests for court time, 'best hearing date' calculation, judicial workload/caseload views, business rules by hearing type, screening, recusals, transfer-in of non-court scheduling data

Benefits:

- Reduced cost for public access to justice
- More efficient scheduling and managing of court and external resources (e.g., interpreters and law enforcement officers)
- Cost avoidance through better utilization of external resources
- Improved access to court scheduling information decreases jury wait time personal costs for the public
- Increased public confidence that the courts are using public funds wisely

Related Projects:

- Core case management

Funding Source:

- JIS Budget

Project Responsibility:

- JISC, AOC, Local Court, Shared

Critical Team Members:

- AOC, User Steering Committee

Court:

- All courts

Resource Management and Automated Scheduling

Project: COTS as part of a suite solution (continued)

Risks:

- Experience and ability of vendor
- Project stays on track to deliver defined business features within agreed to time and budget
- Stove pipe solution (without regard for integration with CMS)
- COTS solution insufficient

Mitigation:

- Thorough vetting of vendor experience and references during procurement
- Consider integration with CMS

Precursor Activities:

- Must have data exchange implemented
- Define scope and fully document requirements

Contingency Plan:

- Continue current local options for resource management
- Court can elect to pursue other solutions

High-Level Plan:

- Establish a User Steering Committee
- Develop a baseline project plan with top level views on WBS, deliverables, milestones, resources, and critical paths
- Establish requirements and evaluation criteria
- Define decision point (part of CMS suite or best of breed)
- Begin Procurement Process and develop RFP
- Identify the successful bidder(s)
- Define and execute formal contract with successful bidder(s)
- Begin collaborative planning toward defining implementation/deployment strategy

Current Project

Ben: Very High
Cost: \$1M–\$3M
Time: 18–24 months
Risk: Medium

Follow-On Project

Benefits: n/a
Cost: n/a
Time: n/a
Risk: n/a

Follow Up Actions:

- Establish a User Steering Committee

Metrics: Benefits measurement metrics

Outsource? Yes

Reporting and Information Access

Project: Reporting and Information Access

Goals and Objectives:

- Centralize all Reporting and Information functions into a single unit at AOC.
- Improve access and tools for getting at reports and information for our customers.
- Replace JIS-Link
- Complete all Extraction, Transformation and Load transformations to the Enterprise Data Warehouse so a complete set of JIS data is available.

Benefits:

- Improve operational efficiency of courts
- Reduce FTE for handling information requests
- Provide public with more data; lessen counter and phone traffic at the local courts
- Provides interim CMS reporting and potentially supplements COTS CMS reporting functionality
- Increased public confidence that the courts are using public funds wisely

Related Projects:

- All current applications

Scope:

- Phase 1: Strategy
- Phase 2: Scoping and Decision Point
- Phase 3: Incremental Execution of the Plan
- Stakeholders: All court levels, judicial officers, staff, public and local, state and federal partner agencies
- Includes JIS data only
- Courts: Access to accounting, full docketing, appellate, additional calendaring data by end of Q2 2006
- Public: Access to defendant case history plus 13 topic areas

Funding Source:

- JIS Budget

Project Responsibility:

- AOC Business Intelligence Team

Critical Team Members:

- AOC: PM & Team, Research Group.
Customers: Courts, Brio Users, Public

Court:

- Pilot partners

Reporting and Information Access

Project: Reporting and Information Access

Risks:

- AOC support infrastructure
- Customer planning, involvement and commitment
- Court reluctance to leave Brio behind

Mitigation:

- Work closely with infrastructure
- Provide courts with information and highlight new reporting tool capabilities vs. existing

High-Level Plan:

- Establish reporting support group and User Steering Committee to provide high level guidance
- Complete current scope (release of code and defendant case history) of Public data warehouse.
- Develop reporting strategy and define scope
- Begin research and decision point for new reporting tool
- Begin transition planning for possible Brio replacement
- Procure new reporting tool
- Make organizational changes
- Inventory and centralize all data dissemination libraries and functions.
- Begin JIS-Link retirement planning

Precursor Activities:

- Infrastructure

Contingency Plan:

- Complete Phase 1 and 2 only. Use Brio for the remainder of the Biennium.

Current Project

Ben: High
Cost: \$250K - \$400K
Time: 3-6 months to decision point
Risk: Medium

Follow-On Project

Benefits: High
Cost: \$500K – \$600K
Time: 6-12 mos.
Risk: Medium

Follow Up Actions:

- Start User Steering Committee right away.

Metrics: Resource costs

Outsource? No

Pre/Post Sentencing Probation

Project: Fully integrated COTS

Goals and Objectives:

- Probation management for courts of limited jurisdiction and juvenile departments that will provide standardization of business processes leading to increased statewide operational efficiencies.
- Reduction of liability through efficient data sharing with service providers and other organization.
- Assessment or court ordered probation through integration with case management and risk assessment.
- Improve supervision of probationers and public safety by better focusing resources where needed most.
- Improve efficiency of managing probationers and reducing errors by probation staff.

Scope:

- Stakeholders: All trial court levels, judicial officers, staff, third-party criminal justice partners, service providers, public
- Included: case and person, basic calendaring, accounting, security, and integrity (compliance with federal mandates, i.e., homeland security), reporting, records management
- Phased approach:
 - Phase 1: courts only with internal data exchange
 - Phase 2: third-party (e.g., treatment providers, DOC) data exchange

Benefits:

- Increased probation case processing efficiency to meet the demands of increased caseload.
- Reduced county costs due to reduction of liability exposure (in \$millions per year).
- Increased public confidence that the courts are using public funds wisely.
- Increased public safety.
- Improved outcomes management (supports grants reporting)
- Supports legislative decision making

Related Projects:

- CMS, Risk Assessment, Data Exchange, Resource Management, Reporting & Info. Access, Judicial Decision Making

Funding Source:

- JIS budget

Project Responsibility:

- JISC, AOC, Local Court, Shared

Critical Team Members:

- AOC, User Steering Committee

Court:

- All trial courts

Pre/Post Sentencing Probation

Project: Fully Integrated COTS

Risks:

- Business change impact due to adapting business practices to standard application
- Scope consensus must be met by disparate organizations
- Scope creep
- Scalability may not meet statewide requirements
- Unwillingness to minimize customization

Mitigation:

- On-going joint decision making and change management
- Jointly develop a communication strategy with key stakeholders to reach constituents throughout all court levels
- Take the time to reach out to constituents where they live and work to better understand the need
- Scalability will be a defined requirement

High-Level Plan:

- Establish a User Steering Committee
- Develop a baseline project plan
- Define and develop requirements and evaluation criteria
- Develop RFP
- Determine decision point
- Select bidder(s)
- Finalize implementation/deployment plan strategy
- Implement system

Precursor Activities:

- Must have data exchange implemented
- Capture statewide requirements

Contingency Plan:

- Continue with local systems and provide data exchange.

Current Project

Ben: Very High
Cost: \$1M-\$3M
Time: 9-18 months
Risk: Medium

Follow-On Project

Benefits: n/a
Cost: n/a
Time: n/a
Risk: n/a

Follow Up Actions:

- Evaluate Probations with CMS COTS

Metrics: Benefits measurement metrics

Outsource? Consider

Benefits and Costs Criteria

Portfolio Management: Benefits and Costs

Benefits Category	Expected Project Return on Investment (ROI)
Very High	Very High Positive ROI Expected (Very High = 5) >\$1 million
High	High Positive ROI Expected (High = 4) \$250,000 - \$1 million
Medium	Clear Positive ROI Expected (Medium = 3) \$100,000 - \$250,000
Low	Benefits expected to slightly exceed costs (Low = 2) \$0 - \$100,000
Negative	Negative ROI Expected (Negative = 1) <\$0

Classify benefits using one of these categories when specific numbers aren't available.

Costs Category	Expected Project Costs
Low	\$100,000 - \$250,000 (Low = 5)
Medium	\$250,000 - \$1 million (Medium = 4)
High	\$1 million - \$2 million (High = 3)
Very High	\$2 million - \$10 million (Very High = 2)
Major Project	> \$10 million (Major Project = 1)

Classify costs using one of these categories when specific numbers aren't available.