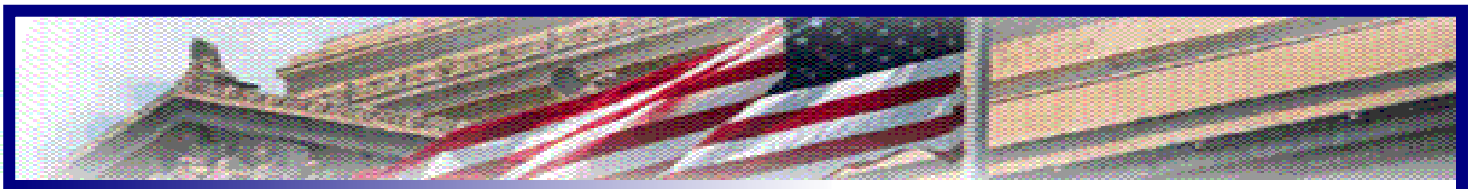

MANAGEMENT CONSULTING

FOR

STATE AND LOCAL GOVERNMENTS

QUALITY ASSURANCE (QA)

PROJECT OVERSIGHT

INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

PROJECT MANAGEMENT

RISK REDUCTION

TECHNOLOGY ALIGNMENT

Quality Assurance Assessment

for the

State of Washington

Administrative Office of the Courts (AOC)

SC-CMS Project

September 30, 2013

Prepared by

Bluecrane, Inc.

bluecrane ®

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Part 1: Executive Summary and Assessment Dashboard

Executive Summary

This report provides the September 2013 quality assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the State of Washington Administrative Office of the Courts (AOC) Superior Court – Case Management System (SC-CMS) Project.

Our report is organized by assessments in the project areas of:

- Project Management and Sponsorship
- People
- Application
- Data
- Infrastructure

This month, we have identified risks in four areas as follows:

- We have identified a budget risk regarding the level of AOC funding support for local preparation and implementation costs. If a decision is made to fund the local costs that exceed the $1.9M currently allocated to this local implementation, additional funding will have to be acquired from elsewhere such as reduction of SC-CMS scope, additional appropriation from the legislature, or reduction of funding for other AOC projects.
- We have identified an application architecture risk with the design of document management. The Clerks' representatives on the SC-CMS Steering Committee have said that they are not interested in using the Odyssey document management functionality that is included (at no additional cost) in the standard Odyssey implementation. If counties do not use Odyssey to store copies of documents, then some document management functionality will not be available in Odyssey and counties will have to pay license, implementation, and infrastructure costs for the local implementation of their own non-Odyssey document management systems.

  At the time of this writing, AOC is working with the Clerks to understand their objections to storing documents in a central location with local control of the documents. *bluecrane* encourages AOC to continue its efforts to understand the Clerks' objections and to further explore whether the objections can be alleviated with a more cost-effective approach.

- The purchase of Mentis aiSmartBench by Kitsap County has created risks in both (1) governance and (2) scope that have not yet been resolved. If counties or courts continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software.

bluecrane QA Assessment Dashboard

Area of Assessment	Urgency	July 2013	Aug 2013	Sept 2013	Summary Status/Recommendations
Project Management and Sponsorship					
Governance	**Urgent Consideration**	No Risk Identified	Risk	Risk	Kitsap County has purchased software, (Mentis aiSmartBench) that duplicates functionality provided by Odyssey (SessionWorks Judges Edition). Currently, AOC does not have a policy regarding the support of county ancillary systems that duplicate the functionality of AOC systems that are in the process of being implemented. If counties or courts continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. AOC is considering the adoption of a policy regarding the implementation of ancillary systems by counties that provide duplicative functionality of systems being implemented by AOC.
Scope	**Urgent Consideration**	No Risk Identified	Risk	Risk	One of the Odyssey modules negotiated in the Tyler contract is SessionWorks Judge Edition which will provide Washington judges with quick access to case information and other court-related documents. However, as noted above, Kitsap County has purchased a competing product called aiSmartBench from Mentis Technology and has requested that AOC provide an interface to this system. If counties continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. AOC should communicate Odyssey functionality to all counties so that new systems or enhancements to existing systems that duplicate the functionality of Odyssey are not implemented in the counties.

Area of Assessment	Urgency	July 2013	Aug 2013	Sept 2013	Summary Status/Recommendations
Schedule	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The Tyler contract was executed on schedule in July. Planning meetings continued in September. Fig/gap sessions will be begin in October.
Budget	Urgent Consideration	No Risk Identified	No Risk Identified	Risk	Discussions are underway to determine the level of AOC support for local preparation and implementation costs. A budget of $1.9 million dollars has been allocated for local efforts over the SC-CMS implementation timeframe. Although it is reasonable for counties to receive some assistance in implementation costs, it is also reasonable that counties would incur some of the preparation and implementation costs based on the benefit derived from the implementation. If a decision is made to fund the local costs that exceed the $1.9 million currently allocated for local implementation, then additional funding will have to be transferred from elsewhere such as reduction of SC-CMS scope, additional appropriation from the legislature, or reduction of funding for other AOC projects. The alternatives for resolving this issue should be documented with an analysis of advantages and disadvantages, impacts, and costs from both a local and statewide perspective.
Communication	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Although there are multiple approaches to communicating project status and organizational change management information, it would be advisable for the project to conduct periodic surveys to determine the effectiveness of the various forms of communication being utilized. Effectiveness could be measured by gauging the project-related knowledge of internal and external stakeholders at all levels. Based on the results of surveys, approaches to project communications can be revised. Some approaches may be eliminated if they are found to be ineffective, or supplemental communications may be necessary to augment the current forms of communications.

Area of Assessment	Urgency	July 2013	Aug 2013	Sept 2013	Summary Status/Recommendations
Staffing and Project Facilities	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The staffing plan is being re-evaluated to identify any additional resource requirements due to the increase in project scope through the addition of the Odyssey document management, financial management, and e-filing modules. This will impact not only AOC resources but also will require the involvement of court staff during all phases of implementation. Detailed requirements for these modules will have to be developed and vetted, design and configuration deliverables will have to be reviewed, and the modules will have to be tested. Identification and commitment of subject matter experts (SMEs) from AOC staff, court clerks, judges, and administrators should begin well before the requirements validation and system configuration session that will start soon and last three to four months. Participation in the configuration, design, and user acceptance testing activities by business area representatives with substantial knowledge of their business processes will be critical to the success of the project.
Change Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	With the execution of the Tyler contract, the scope and budget have been baselined. All changes to scope or budget will be processed through the change management process.
Risk Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Consistent with the Risk Management Plan, the project is identifying and managing risks.
Issue Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Consistent with the Issue Management Plan, the project team is identifying and tracking issues.
Quality Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The project team has developed a Quality Management Plan.

People					
Stakeholder Engagement	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	Stakeholder engagement and organizational change management activities are underway. Thurston and Lewis counties have been select to participate in the project as “pilot sites.”
Business Processes/ System Functionality	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	In 2012, the Court Business Office (CBO) began the analysis and validation of the existing court business processes and began developing As-Is process models. Approximately one hundred twenty (120) current state business process flows have been developed, and fifty (50) have been validated and approved by the CUWG. Thirty (30) current state process flows are being reviewed by the CUWG.
Vendor Procurement	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	The SC-CMS Project Steering Committee contract with Tyler Technologies was executed in July, 2013. No other vendor procurements are planned at this time.
Contract Management / Deliverables Management	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	The list and schedule of vendor deliverables are confirmed in the executed contract with Tyler. Management of the contract began in September.

Application					
Application Architecture	**Urgent Consideration**	No Risk Identified	No Risk Identified	Risk	The Clerks' representatives on the SC-CMS Steering Committee have said that they are not interested in using the Odyssey document management functionality that is included (at no additional cost) in the standard Odyssey implementation. If counties do not use Odyssey to store copies of documents, then some document management functionality will not be available in Odyssey and counties will have to pay license, implementation, and infrastructure costs for the local implementation of their own non-Odyssey document management systems. At the time of this writing, AOC is working with the Clerks to understand their objections to storing documents in a central location with local control of the documents. *bluecrane* encourages AOC to continue its efforts to understand the Clerks' objections and to further explore whether the objections can be alleviated with a more cost-effective approach.
Requirements Management	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	The project's business analysts have loaded the SC-CMS requirements into the Rational Requirements Composer (RRC) requirements management tool that is being used to document requirements and for traceability. The CBO and CUWG will document Use Cases for the To-Be processes as needed.
Application Interfaces	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	The INH and COTS-Prep Application projects are defining and preparing interfaces using the interface information currently available. Additional activities will be planned as further definition of SC-CMS interface requirements are made available with the start of vendor activities in October.

Data					
Data Preparation	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	The Data Quality Coordinator will coordinate preparation of data in AOC and local court applications. One of the activities is the development of a data profiling report which will identify anomalies in data stored in JIS. The project has hired a System Support Technician who will help prepare and extract SCOMIS data for each superior court and county clerk office in the format that Tyler can import into Odyssey.

Part 2: Review of *bluecrane* Approach

We began our Quality Assurance engagement for the AOC SC-CMS Project by developing an understanding of the project at a macro level. We started by analyzing the following five "Project Areas":

- ***Project Management and Sponsorship***
- ***People***
- ***Application***
- ***Data***
- ***Infrastructure***

It is not our practice to duplicate Project Management activities by following and analyzing each task and each deliverable that our clients are tracking in their project management software (such as Microsoft Project). Rather, we identify those groups of tasks and deliverables that are key "signposts" in the project. While there are numerous tasks that may slip a few days or even weeks, get rescheduled, and not have a major impact on the project, there are always a number of significant "task groups" and deliverables which should be tracked over time because any risk to those items – in terms of schedule, scope, or cost – have a potentially significant impact on project success.

We de-compose the five Project Areas listed above into the next lower level of our assessment taxonomy. We refer to this next lower level as the "area of assessment" level. The list of areas of assessment grows over the life of the project. The following list is provided as an example of typical areas of assessment:

- ***Project Management and Sponsorship***
    - Governance
    - Scope
    - Schedule
    - Budget
    - Communication
    - Staffing and Project Facilities
    - Change Management
    - Risk Management
    - Issue Management
    - Quality Management
- ***People***
    - Stakeholder Engagement

  - Business Processes/System Functionality
  - Vendor Procurement
  - Contract Management/Deliverables Management
  - Training and Training Facilities
  - Local Court Preparation
  - User Support
- ***Application***
  - Application Architecture
  - Requirements Management
  - Implementation
  - Application Interfaces
  - Application Infrastructure
  - Reporting
  - Testing
  - Tools
- ***Data***
  - Data Preparation
  - Data Conversion
  - Data Security
- ***Infrastructure***
  - Headquarters Infrastructure
  - Regional Infrastructure
  - Partner Infrastructure
  - Technical Help Desk

For each area of assessment within a Project Area, we document in our QA Dashboard our observations, any issues and/or risks that we have assessed, and our recommendations. For each area we assess activities in the following three stages of delivery:

- **Planning** – is the project doing an acceptable level of planning?
- **Executing** – assuming adequate planning has been done, is the project performing tasks in alignment with the plans the project has established?
- **Results** – are the expected results being realized? (A project that does a good job of planning and executing those plans, but does not realize the results expected by stakeholders, is a less than successful project. Ultimately, r*esults are what the project is all about!*)

Assessed status is rated at a macro-level using the scale shown in the table below.

Assessed Status	Meaning
Extreme Risk	**Extreme Risk:** a risk that project management must address or the entire project is at risk of failure; these risks are "show-stoppers"
Risk	**Risk:** a risk that is significant enough to merit management attention but not one that is deemed a "show-stopper"
Risk Being Addressed	**Risk Being Addressed:** a risk item in this category is one that was formerly red or yellow, but in our opinion, is now being addressed adequately and should be reviewed at the next assessment with an expectation that this item becomes green at that time
No Identified Risk	**No Risk:** "All Systems Go" for this item
Not Started	**Not Started:** this particular item has not started yet or is not yet assessed
Completed or Not Applicable	**Completed/Not Applicable:** this particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes

We recognize that simultaneously addressing all risk areas identified at any given time is a daunting task – and not advisable. Therefore, we prioritize risk items in our monthly reports as:

1. Very Urgent Consideration
2. Urgent Consideration
3. Serious Consideration

Given the current phase of the SC-CMS Project, these priorities translate to:

1. Very Urgent Consideration – Potential Impact to Configuration of the System
2. Urgent Consideration – Potential Impact to Project's Readiness for Implementation
3. Serious Consideration – Potential Impact to the Successful Management of the Project

Rating risks at the macro-level using the assessed status and urgency scales described above provides a method for creating a snapshot that project personnel and executive management can review quickly, getting an immediate sense of project risks. The macro-level ratings are further refined by describing in detail what the risk/issue is and what remedial actions are being taken/should be taken to address the risk/issue. The result is a framework for AOC SC-CMS management to evaluate project risks – in terms of business objectives and traditional project management tasks.

We summarize the *bluecrane* QA Dashboard in Part 1 of our monthly report for review with client executives and project management. Part 3 of our monthly report provides the detailed QA Dashboard with all of the elements described above.

Part 3: *bluecrane* Detailed Assessment Report for September 2013

bluecrane Quality Assurance Dashboard for the Washington AOC SC-CMS Project	
Project Area Summary	
Project Area	Highest Level of Assessed Risk
Project Management and Sponsorship	Risk
People	No Risk Identified
Application	Risk
Data	No Risk Identified
Infrastructure	No Risk Identified

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**Risk**	**Risk**
Area of Assessment:	**Governance**			
Urgency:	**Urgent Consideration**			

Observation 1: Kitsap County has purchased software (Mentis aiSmartBench) that duplicates functionality provided by Odyssey (SessionWorks Judges Edition). Currently, AOC does not have a policy regarding the support of county ancillary systems that duplicate the functionality of AOC systems that are in the process of being implemented.

Risk/Impact: If counties or courts continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software. Likewise, AOC will incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented.

Recommendation: AOC should adopt a policy regarding the implementation of ancillary systems by counties that provide duplicative functionality of systems being implemented by AOC. Existing policies should be reviewed to see if modification of a current policy would provide the necessary guidance for counties. If an existing policy cannot be modified, then a new policy should be adopted to outline the AOC support guidelines for county systems.

Status: AOC is considering the adoption of an ancillary system policy that would provide guidance to counties on the implementation of software that provides overlapping functionality.

Observation 2: The Project Charter and Steering Committee Charter are being revised in preparation for starting the next phase of the project.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**Risk**	**Risk**
Area of Assessment:	**Scope**			
Urgency:	**Urgent Consideration**			

Observation 1: The scope of the SC-CMS project is established in the SC-CMS RFP requirements and deliverables as established by the SC-CMS contract with Tyler Technologies. One of the Odyssey modules negotiated in the Tyler contract is SessionWorks Judge Edition which will provide Washington judges with quick access to case information and other court-related documents. However, Kitsap County has purchased a competing product called aiSmartBench from Mentis Technology and has requested that AOC provide an interface to this system. In August, a comparison performed by AOC between Odyssey SessionWorks Judge Edition and aiSmartBench found that SessionWorks not only provides all of the capabilities of aiSmartBench but also offers additional features beyond what aiSmartBench provides.

Risk/Impact: Over time, some Washington counties have implemented various ancillary systems to supplement the lack of functionality in the legacy systems that SC-CMS will replace. Replacement of these ancillary systems with SC-CMS functionality is an important aspect of the SC-CMS implementation in order to realize cost savings and improved reliability inherent in an integrated system. If counties or courts continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software. Likewise, AOC will incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented.

Recommendation: AOC should work with Kitsap and other counties to help them understand the capabilities of Odyssey SessionWorks and the functionality, integration, and cost advantages of using Odyssey components. The same approach should be used to communicate Odyssey functionality to all counties so that new systems or enhancements to existing systems that duplicate the functionality of Odyssey are not implemented in the counties.

Status: AOC is considering the adoption of an ancillary system policy that would provide guidance to counties on the implementation of software that provides overlapping functionality.

Observation 2: Project scope was increased during contract negotiations with the inclusion of Odyssey document management, financial management, and e-filing modules in the SC-CMS implementation. AOC had planned for resources to implement and support the SC-CMS project based on the scope currently defined in the SC-CMS RFP. These additional modules will increase the resources required to complete the project successfully. The planning for resources to support the additional scope is underway.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Schedule**			
Urgency:	**N/A**			

Observation: The Tyler contract was executed on schedule in July. Planning meetings with Tyler continued in September. Fig/gap sessions will be begin in October.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**Risk**
Area of Assessment:	**Budget**			
Urgency:	**Urgent Consideration**			

Observation/Risk: Discussions are underway to determine the level of AOC support for local preparation and implementation costs. A list of potential categories of costs has been developed. The SC-CMS Feasibility Study estimated the costs for local preparation and implementation costs to be approximately $1.9 million dollars, and this amount of funding has been allocated to the project budget over the implementation timeframe. Estimating local implementation costs is difficult because of varying county needs. Although it is reasonable for counties to receive some assistance in implementation costs, it is also reasonable that counties would incur some of the preparation and implementation costs based on the benefit that they will derive from the implementation.

Impact: If a decision is made to fund the local costs that exceed the $1.9 million currently allocated for local implementation, then additional funding will have to be transferred from elsewhere such as reduction of SC-CMS scope, additional appropriation from the legislature, or reduction of funding for other AOC projects.

Recommendation: The alternatives for resolving this issue should be documented with an analysis of advantages and disadvantages, impacts,

and costs from both a local and statewide perspective. This analysis should include the likelihood of each alternative being implemented. For example, although reduction of SC-CMS may be an alternative, the likelihood of being able to reduce scope may be low. These alternatives should be processed through the SC-CMS governance process to obtain a decision.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Project Communications**			
Urgency:	**N/A**			

Observation: The project utilizes several approaches to communicate information to project stakeholders. Project status is communicated to AOC management, project team members, and other AOC stakeholders in multiple weekly meetings. Project Steering Committee Meetings are conducted weekly. Information is provided to representatives of the Judges, Clerks, and Administrators associations who pass information to the association members through their normal communication paths.

Status: The Communications Management Plan contains an approach for both internal and external communications activities. Internal communication activities include project status reports, performance reports, and project team meetings. External communications are used to inform stakeholders and end-users, in particular, of project activities that will affect them.

Recommendation: Although there are multiple approaches to communicating project status and organizational change management information, it would be advisable for the project to conduct periodic surveys to determine the effectiveness of the various forms of communication being utilized. Effectiveness could be measured by gauging the project-related knowledge of internal and external stakeholders at all levels. Based on the results of surveys, approaches to project communications can be revised. Some approaches may be eliminated if they are found to be ineffective, or supplemental communications may be necessary to augment the current forms of communications.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Staffing and Project Facilities**			
Urgency:	**N/A**			

Observation: The staffing plan is being re-evaluated to identify any additional resource requirements due to the increase in project scope through the addition of the Odyssey document management, financial management, and e-filing modules. This will impact not only AOC resources but also will require the involvement of court staff during all phases of implementation. Detailed requirements for these modules will have to be developed and vetted, design and configuration deliverables will have to be reviewed, and the modules will have to be tested.

Identification and commitment of subject matter experts (SMEs) from AOC staff, court clerks, judges, and administrators should begin well before the requirements validation and system configuration session that will start soon now that contract negotiations are complete and will last three to four months. Participation in the configuration, design, and user acceptance testing activities by business area representatives with substantial knowledge of their business processes will be critical to the success of the project. Often the staff with the best knowledge of business processes are also needed to keep the business processes running effectively, and the level of service provided by the business can be degraded if resources are pulled away to perform project work. It may be necessary to provide additional temporary resources to backfill staff utilized for project activities. It may also be necessary for the business to delay work, reduce the level of services, or fill the resource gap with overtime in order to provide the necessary project resources. Management will need to consider and evaluate the impact of resource constraints on operations and project activities, and the risk of implementing a system that does not meet the business needs of the organizations involved (due to overly constrained resources during configuration and implementation). Expectations should be set with management and staff in the business areas and with their customers about the potential impact to business operations by the reallocation of resources during the project timeframe.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Change Management**			
Urgency:	**N/A**			

Observation: With the execution of the Tyler contract, the scope and budget have been baselined. All changes to scope or budget will be processed through the change management process.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Risk Management**			
Urgency:	**N/A**			

Observation: Consistent with the Risk Management Plan, the project is identifying and managing risks.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Issue Management**			
Urgency:	**N/A**			

Observation: Consistent with the Issue Management Plan, the project team is identifying and tracking issues.

		July 2013	Aug 2013	Sept 2013
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Quality Management**			
Urgency:	**N/A**			

Observation: The project team has developed a Quality Management Plan.

		July 2013	Aug 2013	Sept 2013
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Stakeholder Engagement**			
Urgency:	**N/A**			

Observation: Stakeholder engagement and organizational change management activities are underway. Thurston and Lewis counties have been select to participate in the project as “pilot sites”.

		July 2013	Aug 2013	Sept 2013
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Business Processes / System Functionality**			
Urgency:	**N/A**			

Observation: In 2012, the CBO began the analysis and validation of the existing court business processes and began developing As-Is process models. Approximately one hundred twenty (120) current state business process flows have been developed, and fifty (50) have been validated and approved by the CUWG. Thirty (30) current state process flows are being reviewed by the CUWG.

		July 2013	Aug 2013	Sept 2013
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Vendor Procurement**			
Urgency:	**N/A**			

Observation: The SC-CMS Project Steering Committee contract with Tyler Technologies was executed in July, 2013. No other vendor procurements are planned at this time.

Category:	People	July 2013	Aug 2013	Sept 2013
Area of Assessment:	Contract Management / Deliverables Management	No Risk Identified	No Risk Identified	No Risk Identified
Urgency:	N/A			

Observation/Risk: The list and schedule of vendor deliverables are confirmed in the executed contract with Tyler. Management of the contract began in September.

Category:	Application	July 2013	Aug 2013	Sept 2013
Area of Assessment:	Application Architecture	No Risk Identified	No Risk Identified	Risk
Urgency:	Urgent Consideration			

Observation: The Clerks' representatives on the SC-CMS Steering Committee have said that they are not interested in using the Odyssey document management functionality that is included (at no additional costs) in the standard Odyssey implementation.

Impact: If counties do not use Odyssey to store copies of documents, then some document management functionality will not be available in Odyssey and counties will have to pay license, implementation, and infrastructure costs for the local implementation of their document management system.

Status: The Clerks Association will be providing a document explaining the reason that the Odyssey document management functionality does not meet their document management requirements.

Recommendation: *bluecrane* agrees with the AOC approach in understanding the Clerk's objection to storing documents in a central location with local control. In addition, it may be helpful for AOC to provide a detailed assessment that compares the functionality of the local storage/local control and the central storage/local control options, including a description of each with a list of functionality – possibly including screenshots, what is

common between the two, advantages and disadvantages from both a local and statewide view, risks, and costs. This type of comparison can help show that the two approaches to document storage are essentially the same.

		July 2013	Aug 2013	Sept 2013
Category:	**Application**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Requirements Management**			
Urgency:	**N/A**			

Observation: The project's business analysts have loaded the SC-CMS requirements into the Rational Requirements Composer (RRC) requirements management tool that is being used to document requirements and for traceability. The CBO and CUWG will document Use Cases for the To-Be processes as needed.

		July 2013	Aug 2013	Sept 2013
Category:	**Application**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Application Interfaces**			
Urgency:	**N/A**			

Observation/Risk: The INH and COTS-Prep Application projects are defining and preparing interfaces using the interface information currently available. Additional activities will be planned as further definition of SC-CMS interface requirements are made available with the start of vendor activities in October.

		July 2013	Aug 2013	Sept 2013
Category:	**Data**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Data Preparation**			
Urgency:	**N/A**			

Observation: The Data Quality Coordinator will coordinate preparation of data in AOC and local court applications. One of the activities is the development of a data profiling report which will identify anomalies in data stored in JIS.

The project has hired a System Support Technician who will help prepare and extract SCOMIS data for each superior court and county clerk office in the format that Tyler can import into Odyssey.