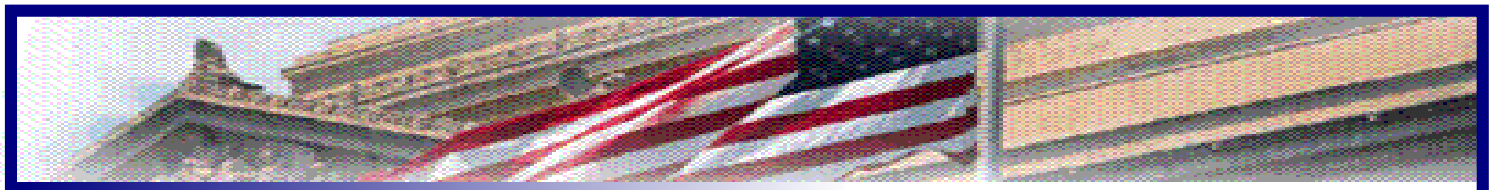

MANAGEMENT CONSULTING

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

February 28, 2014

Prepared by

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bluecrane ®

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February 28, 2014

Honorable Mary Fairhurst, Justice
Washington Supreme Court

Ms. Callie Dietz
Administrator, Administrative Office of the Courts

Dear Justice Fairhurst and Ms. Dietz:

bluecrane has completed its Quality Assurance Assessment of the SC-CMS Project for the month of February 2014.

This document is structured as follows:

1. Executive Summary and Assessment Dashboard.
2. An explanation of our approach for those readers that have not seen one of our assessments previously.
3. A detailed report of our SC-CMS assessment as of January month-end. Each assessed item in the detailed report begins with a summary table for the reader's quick reference that provides an impact statement, recommendations, and status. The summary table is followed by a more detailed assessment across project planning, project execution, and achievement of expected results.

Please contact me with any questions or comments.

Sincerely,

Allen Mills

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Part 1: Executive Summary and Assessment Dashboard

Executive Summary

This report provides the February 2014 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

The risks we assess as rising to a level of concern noteworthy of tracking in our monthly report to project Executive Sponsors are the following three:

- **Budget risk.** In light of King County's withdrawal in January, we identified a risk last month that funding for the entire SC-CMS project could be significantly reduced or withdrawn completely. We also noted the likelihood of a successful project may be increased with the removal of King County if funding was not affected.

  As of February 27, both the House and Senate budget proposals include full funding for the SC-SMS project. Although amendments to the budget proposals can be made before the final budget bill is signed, this is a good indication of the intention of the legislature to continue to fund the project.

- **Schedule risk.** A set of integration components is being developed as part of the Information Networking Hub (INH) and is dependent on completion of the CUWG fit-gap analysis. Delays in the completion of the fit-gap analysis review or in the design of integration components may result in a delay in the delivery of integration components which could impact the pilot go-live date.

  Additional clarity to the degree of this risk will be provided in March after the SC-CMS and INH projects complete their estimates of the integration component development effort and the CUWG completes the fit-gap review.

- **Application architecture risk.** With respect to the design and implementation of document management, if clerks do not use Odyssey to store copies of documents, then some document management functionality may not be available in Odyssey including statewide viewing of documents.

  Analysis of alternative approaches to document management, including business process implications as well as technological considerations, was postponed in February due to the King County withdrawal issue. Alternative analysis and review is planned for March.

- **County ancillary systems that duplicate the functionality of Odyssey.** Counties purchase of products that provide the same functionality as Odyssey components results in duplicated functionality and costs, and needs to be addressed by AOC, and potentially, the JISC. AOC is developing a policy with regards to ancillary systems.

bluecrane QA Assessment Dashboard

Area of Assessment	Urgency	Dec 2013	Jan 2014	Feb 2014	Summary Status/Recommendations
Project Management and Sponsorship					
Governance	**Urgent Consideration**	Risk	Risk Being Addressed	Risk Being Addressed	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. Counties purchase of products that provide the same functionality as Odyssey components duplicate functionality and costs. This is a risk that should be addressed by AOC, and potentially, the JISC. 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 almost certainly increase, adding risk to the project. Counties would bear not only the one-time implementation costs of the one-off, stand-alone software, but would have on-going maintenance costs for the software as well. Likewise, AOC would incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented. Failure to mitigate this risk now with a defined policy and approach fosters a continuing high degree of uncertainty. AOC is developing an ancillary system policy that will provide guidance to counties on the implementation of software that provides overlapping functionality.

Area of Assessment	Urgency	Dec 2013	Jan 2014	Feb 2014	Summary Status/Recommendations
Scope	Urgent Consideration	Risk	Risk Being Addressed	Risk Being Addressed	The risk of duplicated functionality (and associated costs) discussed above under Governance, has ramifications related to Scope as well. 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 continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of the SC-CMS project will almost certainly increase, adding risk to the project.
Schedule	N/A	No Risk Identified	No Risk Identified	Risk Being Addressed	A set of integration components is being developed as part of the Information Networking Hub (INH). INH design work cannot be completed until the fit-gap analysis has been completed. The review by the Court User Workgroup (CUWG) of the several hundred fit-gap analysis items is taking longer than expected to review due to the amount of time required for the CUWG to fully understand and concur to the modifications needed. Delays in the completion of the fit-gap analysis review or in the design of integration components may result in a delay in the delivery of integration components which could impact the pilot go-live date. *bluecrane* agrees with the approach being taken by the SC-CMS Project and INH Project to complete the estimate of the integration component development effort in March and the approach being taken by the CUWG to complete the fit-gap review by mid-March.
Budget	Urgent Consideration	Risk	Extreme Risk	Risk Being Addressed	In late January, King County announced their withdrawal from the SC-CMS project. In their original approval of funding for the project, the legislature included a provision that requires SC-CMS to meet the requirements of all counties. In light of King County's withdrawal, we identified a risk last month that funding for the entire SC-CMS project could be significantly reduced or withdrawn completely. We also noted the

Area of Assessment	Urgency	Dec 2013	Jan 2014	Feb 2014	Summary Status/Recommendations
					likelihood of a successful project may be increased with the removal of King County if funding was not affected. As of February 27, both the House and Senate budget proposals include full funding for the SC-SMS project. Although amendments to the budget proposals can be made before the final budget bill is signed, this is a good indication of the intention of the legislature to continue to fund the project. *bluecrane* will continue to monitor this risk until the budget bill has been signed by the Governor.
Communication	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	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.
Staffing and Project Facilities	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	Details of the work required to construct, test, and deploy the Information Networking Hub components are being defined and resources to complete the work will be estimated in March. Based on the results of the estimates, additional resources may be required to complete the integration work to meet the scheduled start of end-to-end testing on November 1, 2014.
Change Management	**N/A**	No Risk Identified	No Risk Identified	No Risk Identified	The scope and budget have been baselined.
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.

Area of Assessment	Urgency	Dec 2013	Jan 2014	Feb 2014	Summary Status/Recommendations
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 in February included the following: • Kickoff meetings were conducted in Thurston and Lewis counties • Legislative talking points were completed • Business and technical town hall meetings were conducted • Conducted outreach to 31 state agencies to obtain information on potential agency business and system impacts • Updated internal and external project websites
Business Processes/ System Functionality	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Process flows that represent the current state of court business processes have been developed and reviewed by the CUWG. The business processes will be utilized configuration activities to identify how Washington courts processes will be supported by Odyssey.
Vendor Procurement	N/A	No Risk Identified	No Risk Identified	No Risk Identified	A vendor procurement is being considered for additional SC-CMS technical resources to develop modifications to the AOC *case data* integration components. Similarly, a separate procurement is being underway for additional Information Networking Hub (INH) technical resources to develop modifications to the AOC *party data* integration components.

Area of Assessment	Urgency	Dec 2013	Jan 2014	Feb 2014	Summary Status/Recommendations
Contract Management / Deliverables Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The list and schedule of vendor deliverables are identified in the Tyler contract and are being managed by the project team.
Application					
Application Architecture	Urgent Consideration	Risk	Risk	Risk	County clerks have expressed concerns with using the integrated Odyssey document management solution that the State is offering through the SC-CMS Project because a copy of documents will be stored on one or more centralized servers in the AOC data center. The clerks are concerned that they would lose control over documents that are not stored on a local county server. However, in the SC-CMS Odyssey implementation, clerks would have security rights over all access to the documents in the centralized server. If the clerks do not use Odyssey to store copies of documents, then some document management functionality may not be available in Odyssey. For example, judges may not be able to view documents in other counties without some modified functionality. Additionally, counties will have to pay license, implementation, and infrastructure costs for the local implementation of their document management system. A follow-up meeting of stakeholders scheduled for February was postponed to focus on the King County withdrawal issue.
Requirements Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The CBO and CUWG will document Use Cases for the To-Be processes as needed.

Area of Assessment	Urgency	Dec 2013	Jan 2014	Feb 2014	Summary Status/Recommendations
Application Interfaces	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The Information Networking Hub (INH) and COTS-Prep Application projects have been defining and preparing AOC interfaces using SC-CMS information that was available prior to the selection of Tyler as the SC-CMS vendor. Further definition of the interfaces started in November, 2013 with a series of integration sessions that resulted in design details for the integration at of Odyssey with AOC and local county systems. AOC and Tyler will collaborate on a collection of translation components that will be constructed to facilitate the transfer of data between the SC-CMS Odyssey system and the AOC legacy systems.
Data					
Data Preparation	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The AOC 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.
Data Conversion	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Conversion extracts for Thurston and Lewis counties were executed to allow Tyler to begin data analysis. The first data load is planned for June when conversion and application testing begins.
Infrastructure					
Statewide Infrastructure	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The statewide sever infrastructure was installed in the AOC data center in November ahead of schedule.
Local Infrastructure	N/A	Not Started	Not Started	Not Started	This activity has not yet started.

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***
  - Statewide Infrastructure
  - Local 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 February 2014

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 Being Addressed
People	No Risk Identified
Application	Risk
Data	No Risk Identified
Infrastructure	No Risk Identified

		Dec 2013	Jan 2013	Feb 2014
Category:	**Project Management and Sponsorship**	**Risk**	**Risk Being Addressed**	**Risk Being Addressed**
Area of Assessment:	**Governance**			
Urgency:	**Urgent Consideration**			

Observation/Risk: 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. Counties purchase of products that provide the same functionality as Odyssey components duplicate functionality and costs. This is a risk that should be addressed by AOC, and potentially, the JISC.

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 almost certainly increase, adding risk to the project. Counties would bear not only the one-time implementation costs of the one-off, stand-alone software, but would have on-going maintenance costs for the software as well. Likewise, AOC would incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented. Failure to mitigate this risk now with a defined policy and approach fosters a continuing high degree of uncertainty.

Recommendation: AOC and/or the JISC 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 developing an ancillary system policy that will provide guidance to counties on the implementation of software that provides overlapping functionality. This work was postponed in February to address the King County withdrawal issue.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Scope**	**Risk**	**Risk Being Addressed**	**Risk Being Addressed**
Urgency:	**Urgent Consideration**			

Observation/Risk 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. The risk of duplicated functionality (and associated costs) discussed above under Governance has ramifications related to project scope as well.

Risk/Impact: Over time, several Washington counties have implemented 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 continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of the SC-CMS project will almost certainly increase, adding risk to the project. Duration of the project may also have to be extended. Counties 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 counties to help them understand the capabilities of Odyssey components, including SessionWorks Judges Edition and the functionality, integration, and cost advantages of using Odyssey components.

Status: AOC is developing 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. (See Staffing and Project Facilities below.)

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Schedule**	**No Risk Identified**	**No Risk Identified**	**Risk Being Addressed**
Urgency:	**Urgent Consideration**			

Observation/Risk: As identified in the Application Interfaces area, a set of integration components is being developed as part of the Information Networking Hub (INH). To meet the pilot go-live date of May 2015, the construction of integration components must be completed by November 1, 2014, when testing between Odyssey and the AOC systems is scheduled to begin. Although design and development work on some of the integration components started in January, 2014, the design work cannot be completed until the fit-gap analysis has been completed. The review by the Court User Workgroup (CUWG) of the several hundred fit-gap analysis items is taking longer than expected to review due to the amount of time required for the CUWG to fully understand and concur to the modifications needed. Delays in the completion of the fit-gap analysis review or in the design of integration components may result in a delay in the delivery of integration components.

Impact: Because of the significant dependency of the integration components to the on-time pilot deployment of SC-CMS, a delay in the completion of the integration components may result in a delay of pilot go-live.

Recommendation: *bluecrane* agrees with the approach being taken by the SC-CMS Project and INH Project to complete the estimate of the integration component development effort in March and the approach being taken by the CUWG to complete the fit-gap review by mid-March. The remaining fit-gap items were divided into three groups for clerks, judges, and administrators to allow the reviews to be performed in parallel. A detailed list of the tasks to complete the integration components will allow the SC-CMS Project and the INH Project to determine the resource requirements necessary to keep the pilot go-live on track.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Budget**	**Risk**	**Extreme Risk**	**Risk Being Addressed**
Urgency:	**Urgent Consideration**			

Observation/Risk 1 Withdrawal of King County: In late January, King County announced their withdrawal from the SC-CMS project. The reasons provided for their withdrawal are that, although SC-CMS meets 95% of their needs, they believe SC-CMS will not be as good as their current system and that SC-CMS will not be flexible enough to meet their future needs, which are rapidly changing and evolving. In their approval of funding for the project, the legislature included a provision that requires SC-CMS to meet the requirements of all counties. In light of King County's withdrawal, we identified a risk last month that funding for the entire SC-CMS project could be significantly reduced or withdrawn completely.

Impact: If SC-CMS funding were to be ***drastically reduced***, then the financial impact to the project will be catastrophic. Although King County represents a disproportionally large share of the case volume in Washington, the cost of implementing SC-CMS is not proportionally more than other counties. Whether King County participates or not, the purchase and implementation of the foundational software and infrastructure for SC-CMS is still required. Similarly, the project management costs to implement the foundational elements will not be reduced on a pure pro rata basis correlated to county caseload.

On the other hand, if the funding ***allocated specifically to the King County implementation were to be removed*** from the budget, then the project would be able to continue. However, the most advisable course of action is to preserve the original funding, if possible, for at least two reasons. First, there are currently unmet requirements that have been delayed to subsequent phases of the project that could be funded using the King County allocation. Second, discoveries are often made during the implementation of a large system that require additional funding. Preserving the original project funding increases the likelihood of a successful SC-CMS implementation in the remaining 37 counties.

Recommendation: Last month we noted our agreement with the approach taken by AOC to provide a recommendation to the legislature that the project continue to be funded at the current level of funding. As King County noted in their withdrawal notification letter, the likelihood of a successful project may be increased with the removal of King County because their organization and processes were designed to meet the high volume demands of their county. The remaining counties (Pierce County had been previously excluded from the project) have similar volume demands, and similar organizations and processes. *bluecrane* agrees with this assessment and has, along with the project leadership and other stakeholders, recognized the risk of implementing King County too early in the rollout of counties. Although the deployment of a new system in any organization bears a certain amount of risk, the risk is increased with the size of the organization. Additionally, *bluecrane* is aware of similar situations where large counties or large divisions of an organization initially did not participate in the implementation of a new system but later joined the consortium of participants after the system had been proven. So although King County may not participate in this round of deployments, they may be more motivated to join at a later date.

Status: As of February 27, both the House and Senate budget proposals include full funding for the SC-SMS project. Although amendments to the budget proposals can be made before the final budget bill is signed, this is a good indication of the intention of the legislature to continue to fund the project. We have noted this indication of the legislature by changing the assessed status of the risk to "Risk Being Addressed". *bluecrane* will continue to monitor this risk until the budget bill has been signed by the Governor.

Observation/Risk 2 Local Costs: 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 since the software license fees and overall implementation costs for the statewide system are being waived for all counties.

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 scope may be an alternative, the likelihood of being able to reduce scope may be low. The project team should develop a recommendation and vet the decision through the SC-CMS governance structure. It is important to adopt an approach soon in order to reduce the uncertainty of future costs (and likely ripple effects to SC-CMS scope and timeline) that not addressing this risk perpetuates.

Status: The SC-CMS Steering Committee reached agreement on cost categories in December, and there was further discussion of estimated costs associated with each category in the January Steering Committee meetings. Further analysis was scheduled to be performed in February to estimate county costs associated with the cost categories, including estimating the number of county systems that require conversion and the cost for typical conversions. However, efforts to resolve the local costs issue was postponed to focus on the King County withdrawal issue. The project and Steering Committee will work towards making a recommendation at the April JISC meeting.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Project Communications**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
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 SC-CMS project publishes a monthly internal status report, and Tyler provides a monthly status report as well.

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.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Staffing and Project Facilities**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation 1 Integration Staffing: As identified in the Application Interfaces area, a set of integration components is being developed as part of the Information Networking Hub. Details of the work required to construct, test, and deploy the components are being defined and resources to complete the work will be estimated in March. Based on the results of the estimates, additional resources may be required to complete the integration work to meet the scheduled start of end-to-end testing on November 1, 2014.

Observation 2 Project and SME Staffing:

The Project Staff Log is used to track current and planned staffing assignments. All staff needed for this timeframe are in place. The remainder of the technical team positions in support of the SC-CMS integrations are currently being planned to be filled starting in March.

The Configuration Plan identifies roles for AOC Subject Matter Experts (SMEs) and Local SMEs. The AOC SMEs have been identified. Pilot SMEs have been identified. Work is in progress to identify the SMEs for the early adopter counties.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Change Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The scope and budget have been baselined. All requests for changes to scope or budget will go through the SC-CMS change management process.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Risk Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

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

		Dec 2013	Jan 2014	Feb 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Issue Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

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

Category:	Project Management and Sponsorship	Dec 2013	Jan 2014	Feb 2014
Area of Assessment:	Quality Management	No Risk Identified	No Risk Identified	No Risk Identified
Urgency:	N/A			

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

Category:	People	Dec 2013	Jan 2014	Feb 2014
Area of Assessment:	Stakeholder Engagement	No Risk Identified	No Risk Identified	No Risk Identified
Urgency:	N/A			

Observation: Stakeholder engagement and organizational change management activities are underway. Thurston and Lewis counties have been selected to participate in the project as “pilot sites”. Yakima, Klickitat, Benton, Franklin, and Walla Walla were selected as “early adopter” counties in December. Counties selected as an “early adopter” will implement the solution after the pilot counties have been implemented.

Stakeholder activities in February included the following:

- Kickoff meetings were conducted in Thurston and Lewis counties
- Legislative talking points were completed
- Business and technical town hall meetings were conducted
- Conducted outreach to 31 state agencies to obtain information on potential agency business and system impacts
- Updated internal and external project websites

		Dec 2013	Jan 2014	Feb 2014
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Business Processes / System Functionality**			
Urgency:	**N/A**			

Observation: Process flows that represent the current state of court business processes have been developed and reviewed by the CUWG. The business processes will be utilized configuration activities to identify how Washington courts processes will be supported by Odyssey.

		Dec 2013	Jan 2014	Feb 2014
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Vendor Procurement**			
Urgency:	**N/A**			

Observation: Additional SC-CMS technical resources are being considered to develop modifications to the AOC *case data* integration components. Similarly, a vendor procurement is underway for additional Information Networking Hub (INH) technical resources to develop modifications to the AOC *party data* integration components.

		Dec 2013	Jan 2014	Feb 2014
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Contract Management / Deliverables Management**			
Urgency:	**N/A**			

Observation/Risk: The list and schedule of vendor deliverables are identified in the Tyler contract and are being managed by the project team.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Application**			
Area of Assessment:	**Application Architecture**	**Risk**	**Risk**	**Risk**
Urgency:	**Urgent Consideration**			

Observation/Risk: County clerks have expressed concerns with using the integrated Odyssey document management solution that the State is offering through the SC-CMS Project because a copy of documents will be stored on one or more centralized servers in the AOC data center. The clerks are concerned that they would lose control over documents that are not stored on a local county server. However, in the SC-CMS Odyssey implementation, clerks would have security rights over all access to the documents in the centralized server.

Impact: If the clerks do not use Odyssey to store copies of documents, then some document management functionality may not be available in Odyssey. For example, judges may not be able to view documents in other counties without some modified functionality. Additionally, counties will have to pay license, implementation, and infrastructure costs for the local implementation of their document management system.

Status: In mid-November, a meeting was held at SeaTac with representatives from the judges, clerks, and administrative associations present. Although there were further discussions on the advantages and disadvantages of various options, an agreement as to the direction of the project was not reached.

Alternatives for implementation of document management in SC-CMS were further analyzed in January. A follow-up meeting of stakeholders scheduled for February was postponed to focus on the King County withdrawal issue.

Recommendation: The alternatives for mitigating this risk should be documented with an analysis of advantages and disadvantages, impacts, and costs from both a local and statewide perspective. This analysis should be used in subsequent discussions of the risk. Once a decision has been reached on the selected alternative, the decision should be documented along with the reasoning upon which the decision was based.

		Dec 2013	Jan 2014	Feb 2014
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.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Application**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Application Interfaces**			
Urgency:	**N/A**			

Observation: The Information Networking Hub (INH) and COTS-Prep Application projects have been defining and preparing AOC interfaces using SC-CMS information that was available prior to the selection of Tyler as the SC-CMS vendor. Further definition of the interfaces started in November, 2013 with a series of integration sessions that resulted in design details for the integration of Odyssey with AOC and local county systems. AOC and Tyler will collaborate on a collection of translation components that will be constructed to facilitate the transfer of data between the SC-CMS Odyssey system and the AOC legacy systems.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Data**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Data Preparation**			
Urgency:	**N/A**			

Observation: The AOC 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 AOC System Support Technician will prepare and extract SCOMIS data for each superior court and county clerk office in the format that Tyler can import into Odyssey.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Data**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Data Conversion**			
Urgency:	**N/A**			

Observation: Conversion extracts for Thurston and Lewis counties were executed to allow Tyler to begin data analysis. The first data load is planned for June when conversion testing begins.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Infrastructure**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Statewide Infrastructure**			
Urgency:	**N/A**			

Observation: The server infrastructure for the test and conversion environments was installed in the AOC data center in November ahead of schedule.

		Dec 2013	Jan 2014	Feb 2014
Category:	**Infrastructure**	**Not Started**	**Not Started**	**Not Started**
Area of Assessment:	**Local Infrastructure**			
Urgency:	**N/A**			

Observation: This activity has not yet started.