WASHINGTON COURTS

Administrative Office of the Courts

Project Charter for Courts of Limited Jurisdiction Case Management Project

ITG-102

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Document History

Author	Version	Date	Comments
M.Walsh	.1	1/13/2014	
	.2	2/7/2014	Updated roles and responsibilities
	.3	3/6/2014	Rewrite project overview section, prep for internal team review.
M. Walsh	.4	3/25/2014	Added Justice Fairhurst as signatory Added responsibility bullet item for Project Sponsor roles and responsibilities
M. Walsh	1.0	3/25/2014	For Associations review
	2.0	4/9/2014	Ready for JISC review and approval

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A. General Information

Project Name:	Courts of Limited Jurisdiction (CLJ) Case Management System Project (CLJ CMS)	***Creation Date:***	1/2/2014
Controlling Agency:	AOC	***Revision Date:***	
Prepared by:	Michael Walsh	***Authorized by:***	Callie Dietz Vonnie Diseth
Project Manager:	Michael Walsh		Dirk Marler

Key Stakeholders:

- AOC Senior Management
- AOC Management and Staff
- District and Municipal Court Judges' Association (DMCJA)
- District and Municipal Court Management Association (DMCMA)
- Judicial Information Steering Committee (JISC)
- Misdemeanant Corrections Association (MCA)

B. Project Overview

Under the leadership of the Judicial Information System (JIS) Committee, the Administrative Office of the Courts operates the statewide information network that supports the daily operations of the courts. It also serves as the statewide database for criminal history information, which provides critical public safety information to courts and partner criminal justice agencies. JIS clients include judicial officers, clerks, court managers, local law enforcement, prosecutors, defense attorneys, the Washington State Patrol, Department of Corrections, Department of Licensing, Sentencing Guidelines Commission, and the Secretary of State.

The 258 courts of limited jurisdiction in Washington are the workhorses of the judicial system, processing more than 18 million transactions a month, approximately 87% of the state's caseload.

The existing case management and accounting system used by district and municipal courts is aging 1980's technology that no longer meets the business needs of the courts and their criminal justice partners. With ever increasing workloads and shrinking budgets, courts of limited jurisdiction are in dire need of a modern case management system that can keep pace with the needs of today's courts to fairly and efficiently administer justice for the public.

Some cities and counties that have the resources are considering implementing their own systems. The loss of comprehensive criminal history information statewide can have a

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significant impact on public safety around the state. As more courts move off of the statewide court case management system, less and less information about defendants is easily accessible to judicial decision makers and criminal justice partners.

Replacing a major legacy system is a multi-year effort and a multi-million dollar investment, which begins with the gathering of the business requirements for the courts.

Purpose

AOC will work with court customers to gather the business and technical requirements and develop an procurement plan for a commercial off-the-shelf (COTS) case management system.

C. Project Objectives

This project will meet the following objectives:

- Objective 1. Assemble cross-functional representation from the Courts of Limited Jurisdiction (CLJ) to support the governance groups (i.e., Steering Committee, Court User Work Group) that are needed for the project.
- Objective 2. Organize the work through the use of project management best practices to include all phases of the project (Initiation, Planning, Execution, Monitoring and Controlling, and Project Closure).
- Objective 3. Analyze and document the CLJ's current processes.
- Objective 4. Transform current state processes to future state processes to be used for evaluating COTS solutions and as specifications for implementing and deploying a statewide case management system.
- Objective 5. Create a complete, accurate and high quality procurement and evaluation process that represents the AOC and CLJ's business needs and technical requirements.
- Objective 6. Communicate effectively with the stakeholder community to prepare for their roles.

D. Project Scope

The scope of this project includes and excludes the following items:

In Scope

- Organization of a Court User Work Group (CUWG) that will make decisions regarding the court processes for implementing and deploying a case management system statewide.
- Develop a project governance structure and process that will assist the project team with timely decision making, obtaining court business process information, and overall guidance.
- Develop the District and Municipal Courts' future state business and technical requirement declaration.
- Develop a procurement plan that describes the process to select the best fitting and available Case Management Solution.

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Deliverables Produced

- Deliverable 1. CLJ-CMS Project Charter
- Deliverable 2. CLJ-CMS Project CUWG Charter
- Deliverable 3. Comprehensive Project Management Plan
- Deliverable 4. CLJ current state assessment including the requirements and process model documents
- Deliverable 5. CLJ future state analysis, including:
    - Gap analysis between current and future state
    - Transform documentation produced from current state to support the future state findings
    - Interface requirements and data exchange definitions
    - Test verification of future state requirements analysis
- Deliverable 6. A procurement plan that considers the project requirements against the current AOC Case Management solutions and other products competing in the same market space
- Deliverable 7. Project Closeout including the execution of closeout tasks and a signoff of the project closeout report

Critical Success Factors

- Leading stakeholders must work together to provide unified vision and leadership.
- Individual judicial officers and court administrators must be willing to adopt processes, roles, and standardized practices that may be different from their current practices.
- Critical resources are provided to the project in a timely manner.
- All integrations points are identified as requirements.

Organizations Affected or Impacted

The impact of this project on other organizations needs to be determined to ensure the right people and functional areas are involved and communication is directed appropriately.

Organization	How Are They Affected, or How are They Participating?
Local Courts	Court subject matter experts (SMEs) participate in business process mapping and definition, requirements identification and prioritization, and product demonstrations. Court SMEs include judicial officers, court managers, and members of their staff.

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DMCJA DMCMA MCA	• These associations provide representatives to the JISC, CLJ-CMS Steering Committee, support CLJ CMS Steering Committee decisions, and provide court subject matter experts (SMEs) to the project as needed. • This project has not received dedicated funding from the legislature or additional AOC staff resources. Its success is possible only by reprioritizing existing financial and staffing resources, including those that would otherwise be dedicated to supporting other CLJ business and technical needs such as codes, ITG requests, and training.
AOC	The requirements gathering process and procurement development will require AOC's participation and services in several areas such as procurement, potential agreements between different court entities, budget reporting and management of contract payments. AOC staff will also be required to participate in requirements identification, requirements analysis, stakeholder communication, and solution evaluations.

E. Project Estimated Effort/Duration

Estimated Duration: 33 Months

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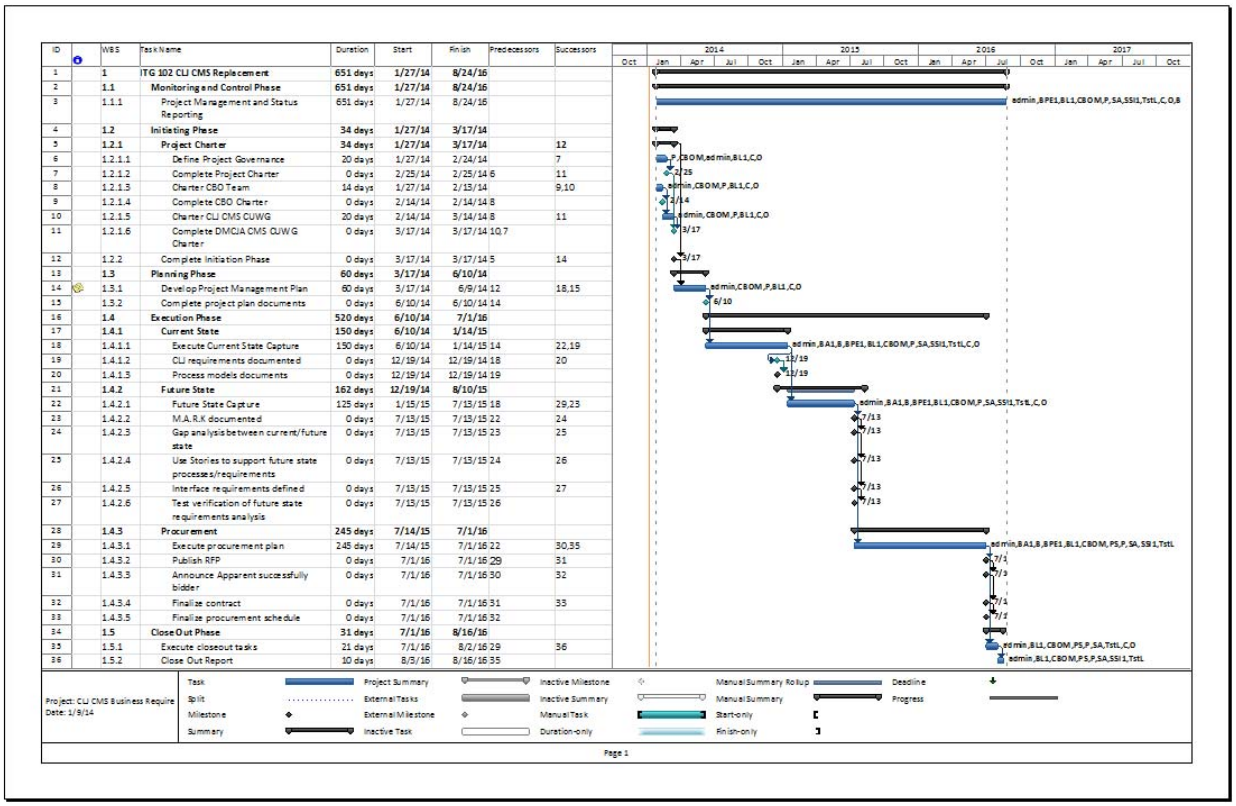

ID		WBS	Task Name	Duration	Start	Finish	Predecessors	Successors
1		1	**ITG 102 CLJ CMS Replacement**	**651 days**	**1/27/14**	**8/24/16**		
2		1.1	**Monitoring and Control Phase**	**651 days**	**1/27/14**	**8/24/16**		
3		1.1.1	Project Management and Status Reporting	651 days	1/27/14	8/24/16		
4		1.2	**Initiating Phase**	**34 days**	**1/27/14**	**3/17/14**		
5		1.2.1	**Project Charter**	**34 days**	**1/27/14**	**3/17/14**		12
6		1.2.1.1	Define Project Governance	20 days	1/27/14	2/24/14		7
7		1.2.1.2	Complete Project Charter	0 days	2/25/14	2/25/14	6	11
8		1.2.1.3	Charter CBO Team	14 days	1/27/14	2/13/14		9,10
9		1.2.1.4	Complete CBO Charter	0 days	2/14/14	2/14/14	8	
10		1.2.1.5	Charter CLJ CMS CUWG	20 days	2/14/14	3/14/14	8	11
11		1.2.1.6	Complete DMCJA CMS CUWG Charter	0 days	3/17/14	3/17/14	10,7	
12		1.2.2	Complete Initiation Phase	0 days	3/17/14	3/17/14	5	14
13		1.3	**Planning Phase**	**60 days**	**3/17/14**	**6/10/14**		
14		1.3.1	Develop Project Management Plan	60 days	3/17/14	6/9/14	12	18,15
15		1.3.2	Complete project plan documents	0 days	6/10/14	6/10/14	14	
16		1.4	**Execution Phase**	**520 days**	**6/10/14**	**7/1/16**		
17		1.4.1	**Current State**	**150 days**	**6/10/14**	**1/14/15**		
18		1.4.1.1	Execute Current State Capture	150 days	6/10/14	1/14/15	14	22,19
19		1.4.1.2	CLJ requirements documented	0 days	12/19/14	12/19/14	18	20
20		1.4.1.3	Process models documents	0 days	12/19/14	12/19/14	19	
21		1.4.2	**Future State**	**162 days**	**12/19/14**	**8/10/15**		
22		1.4.2.1	Future State Capture	125 days	1/15/15	7/13/15	18	29,23
23		1.4.2.2	M.A.R.K documented	0 days	7/13/15	7/13/15	22	24
24		1.4.2.3	Gap analysis between current/future state	0 days	7/13/15	7/13/15	23	25
25		1.4.2.4	Use Stories to support future state processes/requirements	0 days	7/13/15	7/13/15	24	26
26		1.4.2.5	Interface requirements defined	0 days	7/13/15	7/13/15	25	27
27		1.4.2.6	Test verification of future state requirements analysis	0 days	7/13/15	7/13/15	26	
28		1.4.3	**Procurement**	**245 days**	**7/14/15**	**7/1/16**		
29		1.4.3.1	Execute procurement plan	245 days	7/14/15	7/1/16	22	30,35
30		1.4.3.2	Publish RFP	0 days	7/1/16	7/1/16	29	31
31		1.4.3.3	Announce Apparent successfully bidder	0 days	7/1/16	7/1/16	30	32
32		1.4.3.4	Finalize contract	0 days	7/1/16	7/1/16	31	33
33		1.4.3.5	Finalize procurement schedule	0 days	7/1/16	7/1/16	32	
34		1.5	**Close Out Phase**	**31 days**	**7/1/16**	**8/16/16**		
35		1.5.1	Execute closeout tasks	21 days	7/1/16	8/2/16	29	36
36		1.5.2	Close Out Report	10 days	8/3/16	8/16/16	35	

F. Project Assumptions

Certain assumptions and premises need to be made to identify and estimate the required tasks and timing for the project. Based on the current knowledge, the project assumptions are listed below. If an assumption is invalidated at a later date, the activities and estimates in the project plan should be adjusted accordingly.

- While the initial efforts related to this project are being accomplished using existing staff and resources, in order to proceed the project will need funding to be authorized by the legislature in future sessions.
- Court staff will be actively engaged during all key activities of this project.

G. Project Risks

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect of the project or the quality of its deliverables. Known risks identified with this project have been included below. A plan will be put into place to minimize or eliminate the impact of each risk to the project.

Risk Area	Level (H/M/L)	Risk Plan
1. The CLJs of the state do not share a single vision of what	H	The project will identify the standard data elements required for data exchanges.

services AOC should provide on a state-wide basis.		

H. Project Constraints

- No funding for this project has been authorized. As such, all resources for this effort must be provisioned from the AOC's current budget.
- The project will require reprioritizing existing AOC financial and staffing resources, including those who would otherwise be dedicated to supporting other CLJ business and technical needs such as codes, ITG requests, and training.

I. Project Dependencies

Project	Date Due	Deliverable Dependency
None at this time		

J. Project Authority

Funding Authority

The project currently has no dedicated fund source. AOC leadership is committed to identifying sufficient funding for the project, including the sums necessary to reimburse necessary meeting and travel expenses for Project Steering Committee and Court User Work Group members.

Project Oversight Authority

The project will operate under the general authority of the Judicial Information System Committee (JISC).

A Project Steering Committee consisting of representatives from DMCJA, DMCMA, MCA, and AOC will 1) provide general project oversight; 2) ensure that the project reasonably satisfies the statewide business and technical needs of the courts of limited jurisdiction; 3) facilitate stakeholder communication and feedback; and 4) escalate any significant changes to scope, schedule or budget to the JISC through the AOC Chief Information Officer.

A Court User Work Group (CUWG) will be chartered with the agreement of DMCJA, DMCMA, MCA, and AOC to ensure broad statewide participation of system users and other stakeholders in defining the detailed statewide requirements.

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K. Project Organization / Project Management Structure

An appropriate project organization structure is essential to achieve success. The following list depicts the proposed organization:

Project Executive Sponsors:
- Justice Mary Fairhurst, JISC Chair
- Callie Dietz, Washington State Court Administrator

Project Sponsor:
- Dirk Marler, Director of Judicial Services Division
- Vonnie Diseth, Director of Information Services Division

Steering Committee Members:
- District and Municipal Court Judges' Association:
  - Judge Kim Walden, Tukwila Municipal Court
  - Judge Glenn Phillips, Kent Municipal Court
- District and Municipal Court Management Association:
  - Cynthia Marr, Pierce County District Court
  - Lynne Campeau, Issaquah Municipal Court
  - Aimee Vance, Kirkland Municipal Court
- Misdemeanant Corrections Association:
  - Larry Barker, Klickitat County Adult Probation Services
  - Melanie Vanek, Issaquah Municipal Court Probation Services
- Administrative Office of the Courts:
  - Callie Dietz, State Court Administrator, AOC
  - Vonnie Diseth, Information Services Division Director/CIO
  - Dirk Marler, Judicial Services Division Director

Project Manager: Michael Walsh, Administrative Office of the Courts
Court Business Office Manager: Dexter Mejia, Administrative Office of the Courts

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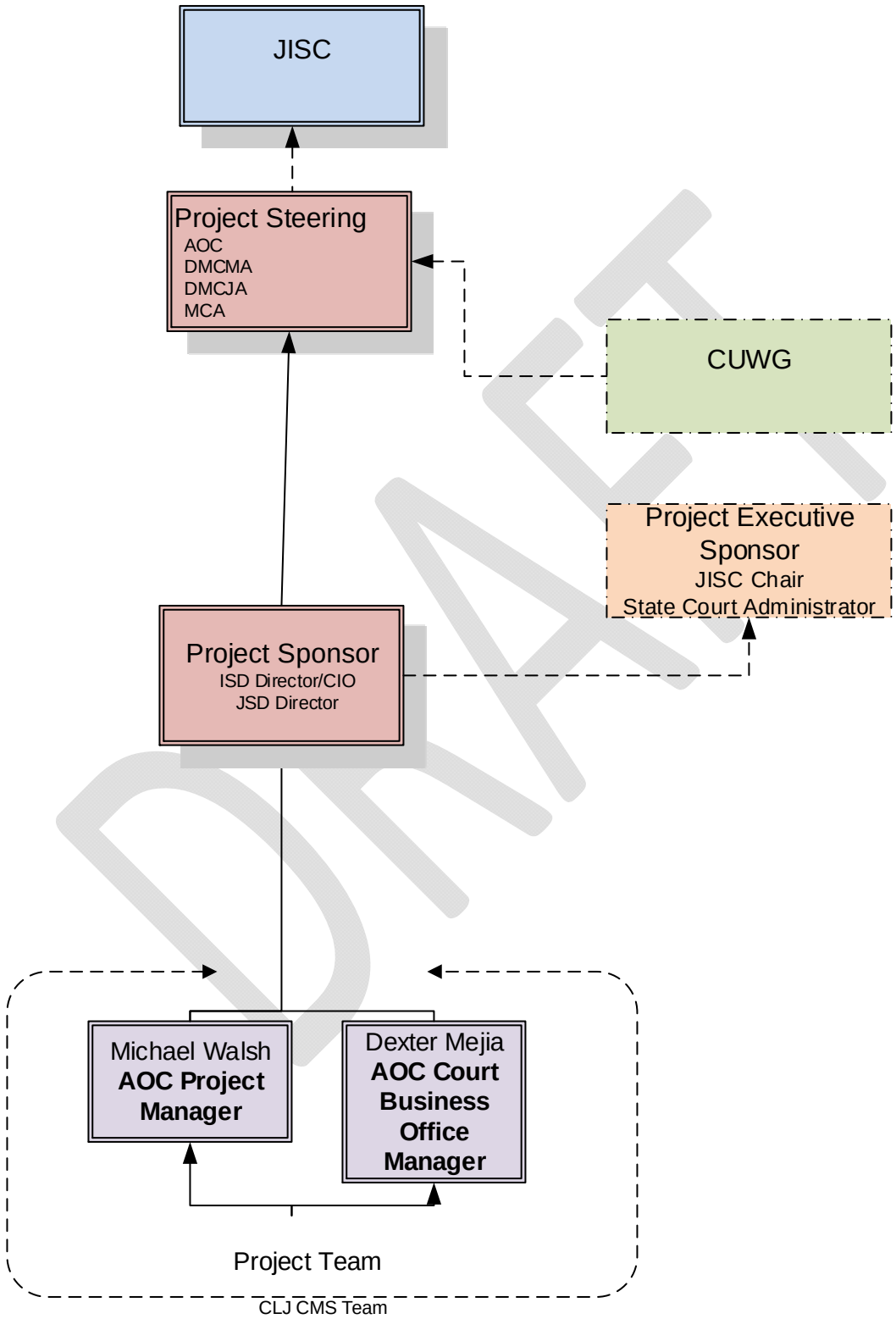
Organization Chart



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Note: Functional roles required and duration needed is finalized with approved project plan.

Roles and Responsibilities

Role	Time Commitment	Responsible for
All	• Varies	• Following all project standards • Participating in all checkpoints • Completing assigned tasks on time •
Executive Sponsors • JISC Chair • State Court Administrator	• Varies	• Serves as spokesperson and single point of contact for policy-level concerns of the project's customer community • Acts as the CLJ-CMS project's advocate with state agencies, industry trade associations, and other stakeholders • Approves and communicates the project vision and overall project direction • Ensures funding and other resources are available for the project's duration • Oversees the work and provides direction of the independent Quality Assurance Professional team • Ensures political and organizational obstacles to project success are addressed in a timely manner
Project Sponsor • **JSD Director** • **ISD Director**	• Varies • Attends key check point and status meetings	• Secures program/project funding • Acts as a liaison to legislature • Representing project to stakeholders, as appropriate • Promote and champions project to external agencies • Identifies multi-jurisdictional issues for discussion and resolution • Provides program/project ongoing support for resolution of impediments or blocking issues • May escalate issues or concerns directly to the JISC on behalf of AOC
Steering Committee	• Varies • Attends key checkpoints and status meetings	• Aligning engagement goals with organizational vision • Making cross-organizational decisions • Approving completion of out-of-scope activities and budgets

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Role	Time Commitment	Responsible for
Project Advisory	• Varies • Attends key checkpoints and status meetings	• Provides day-to-day project guidance • Securing program/project funding • Acting as a liaison to legislature • Representing programs/projects to stakeholders, as appropriate • Promoting and championing programs/projects to external agencies • Identifying multi-jurisdictional issues for discussion and resolution by the steering committee • Providing program/project ongoing support for resolution of impediments or blocking issues • Contract Management • Budget and Finance • Resource Management • SharePoint/EPM portal administration • Quality Assurance/Compliance • IT Portfolio Management
AOC Project Management Office	• Varies • Attends key sessions, all checkpoints, and all status meetings	• Change Management • Issue Management • Monitoring Risk Management • Contract Management • Budget and Finance • Resource Management • SharePoint/EPM portal administration • Quality Assurance/Compliance • IT Portfolio Management

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Role	Time Commitment	Responsible for
Project Manager	• Full Time • Attends key sessions, all checkpoints, and all status meetings	• Providing overall leadership oversight to project • Managing personnel and related issues • Defining scope and approving work plans • Reviewing and approving milestone deliverables • Ensuring that schedules and activities are coordinated within the project and that dependencies are identified, communicated to involved parties, and efficiently managed • Managing budgets • Communicating with stakeholders • Organizes requirements gathering structure. • Oversees requirements definition and capture • Documenting changes to scope, risks, assumptions • Documenting and managing impediments and blocking issues to closure and resolution • Daily coordination of AOC project team staffing and resources across court organizations • Directing and managing workload • Making decisions to keep the project on budget and on time • Working with AOC to define and enforce project standards and scope management • Daily coordination of issue management and resolution process with AOC and parties of interest • Change Management • Issue Management • Monitoring Risk Management

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Role	Time Commitment	Responsible for
CBO Manager	• Full Time • Attends key sessions, all checkpoints, and all status meetings •	• Managing personnel and related issues • Reviewing and approving milestone deliverables • Managing budgets • Communicating with stakeholders • Organizes requirements gathering structure • Oversees requirements definition and capture
Functional Domain (Experts) Team Members	• Full Time • Attend key sessions, all checkpoints, and all status meetings	• Clarifying business and functional requirements • Performing assessments and reviews • Creating project level documentation as needed • Developing project deliverables • Facilitating interactions with internal or external parties of interest • Representing all ISD business viewpoints • Representing all user viewpoints • Participating in as-needed communication, work sessions, and reviews for input/feedback • Participating in Quality Assurance and Usability Testing
Technical Domain (Experts) Team Members	• Varies • Attend key sessions, all checkpoints, and as appropriate, status meetings	• Creating system/technical level requirements • Clarifying system/technical requirements • Developing project deliverables • Performing assessments and reviews • Participating in as needed communication, work sessions, and reviews for input/feedback • Representing all AOC ISD technical viewpoints • Familiarity with existing tools/platform environment (PMO) • Participating in Quality Assurance and Usability Testing
Other	• TBD	• TBD

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L. Signatures

_____ Date_____ Honorable Mary Fairhurst Chair Judicial Information System Committee (JISC) Justice Washington State Supreme Court	_____ Date_____ Honorable David Svaren President District and Municipal Court Judges Association (DMCJA) Judge Skagit County District Court
_____ Date_____ Callie Dietz Washington State Court Administrator Administrative Office of the Courts	_____ Date_____ Ms. Aimee Vance President District and Municipal Court Management Association (DMCMA) Administrator Kirkland Municipal Court
_____ Date_____ Vonnie Diseth Director and CIO Information Services Division Administrative Office of the Courts	_____ Date_____ Dirk Marler Director Judicial Services Division Administrative Office of the Courts
_____ Date_____ Ms. Deena Kaelin President Misdemeanant Corrections Association (MCA) Probation Officer Puyallup and Milton Municipal Probation Services	_____ Date_____ Michael Walsh Project Manager Information Services Division Project Management Office Administrative Office of the Courts

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