



## Judicial Information System Committee (JISC)

Friday, August 26, 2016 (10:00 a.m. – 12:30 p.m.)

CALL IN NUMBER: 877-820-7831 PC: 572633#

SeaTac Facility: 18000 INTERNATIONAL BLVD, SUITE 1106, SEATAC, WA 98188

### AGENDA

1.	<b>Call to Order</b> a. Introductions I. Chief Moericke – WASPC II. Brian Elvin – ISD Admin b. Approval of Minutes	Justice Mary Fairhurst, Chair	10:00 – 10:10	Tab 1
2.	<b>JIS Budget Update</b> a. 15-17 Budget Update b. 2017-2019 JIS Budget Status Update	Mr. Ramsey Radwan, MSD Director	10:10 – 10:20	Tab 2
3.	<b>JIS Priority Project #4 (ITG 102): CLJ Case Management Update</b> a. Project Update b. CLJ-CMS QA Report c. <b>Decision Point:</b> Approval to Publish RFP	Mr. Mike Walsh, PMP Mr. Allen Mills, Bluecrane Ms. Vonnie Diseth, ISD Director	10:20 – 11:00	Tab 3
4.	<b>JIS Priority Project #1 (ITG 2): Superior Court Case Management Update</b> a. Project & Integrations Update b. SC-CMS QA Report	Ms. Maribeth Sapinoso, PMP Mr. Keith Curry, PMP Mr. Allen Mills, Bluecrane	11:00 – 11:15	Tab 4
5.	<b>Committee Report</b> a. Data Dissemination Committee (DDC)	Judge Thomas Wynne	11:15 – 11:20	
6.	<b>AOC Expedited Data Exchange Pilot Implementation Project:</b> a. AOC Project Update b. King County District Court Project Update c. King County Clerk's Office Update d. EDE Interim QA Report	Mr. Kevin Ammons, PMP Mr. Othniel Palomino Ms. Barb Miner, King Co. Clerk Mr. Tom Boatright, ISG Ms. Gena Cruciani, ISG Mr. John Anderson, ISG	11:20 – 12:05	Tab 5
7.	<b>Other JIS Priority Project Updates</b> a. Priority Project # 2 (ITG 45) – AC-ECMS Project Update	Mr. Martin Kravik Mr. Kevin Ammons, PMO Mgr.	12:05 – 12:20	Tab 6

	b. Priority Project #3 (ITG 41) – CLJ Revised Computer Records Retention/ Destruction Process			
<b>8.</b>	<b>Meeting Wrap-Up</b>	Justice Mary Fairhurst, Chair	12:20 – 12:30	
<b>9.</b>	<b>Information Materials</b> a. ITG Status Report			Tab 7

Persons with a disability, who require accommodation, should notify Pam Payne at 360-705-5277 [Pam.Payne@courts.wa.gov](mailto:Pam.Payne@courts.wa.gov) to request or discuss accommodations. While notice 5 days prior to the event is preferred, every effort will be made to provide accommodations, when requested.

## Future Meetings:

### 2016 – Schedule

October 28, 2016

December 2, 2016

### 2017 – Schedule - Draft

February 24, 2017

April 28, 2017

June 23, 2017

August 25, 2017

October 27, 2017

December 1, 2017

## JUDICIAL INFORMATION SYSTEM COMMITTEE

June 24, 2016  
10:00 a.m. to 12:30 p.m.  
AOC Office, SeaTac, WA

### DRAFT - Minutes

#### Members Present:

Justice Mary Fairhurst, Chair  
Mr. Larry Barker  
Ms. Lynne Campeau  
Judge Jeanette Dalton - phone  
Ms. Callie Dietz  
Judge J. Robert Leach  
Mr. Frank Maiocco  
Judge G. Scott Marinella - phone  
Ms. Barb Miner  
Ms. Brooke Powell  
Judge David Svaren  
Mr. Bob Taylor  
Ms. Aimee Vance - Phone

#### Members Absent:

Mr. Rich Johnson  
Mr. Jon Tunheim  
Judge Thomas J. Wynne

#### AOC Staff Present:

Mr. Kevin Ammons  
Ms. Tammy Anderson  
Ms. Kathy Bradley  
Ms. Vicky Cullinane  
Ms. Vonnie Diseth  
Mr. Mike Keeling  
Mr. Martin Kravik  
Mr. Dirk Marler  
Ms. Pam Payne  
Mr. Ramsey Radwan

#### Guests Present:

Ms. Beth Baldwin  
Ms. Sonya Kraski – phone  
Mr. Othniel Palomino  
Mr. Brian Rowe  
Judge Donna Tucker

### Call to Order

Justice Mary Fairhurst called the meeting to order at 10:00 a.m. and introductions were made.

Justice Fairhurst announced that Chief Ed Green has tendered his resignation from the Judicial Information Systems Committee (JISC) as he recently left his position with the Oak Harbor Police Department. The Washington Association of Sheriffs and Police Chiefs (WASPC) has been asked to provide recommendations for a new representative. Also, it was mentioned that six members of the JISC were ending their Committee terms: Mr. Larry Barker, Ms. Callie Dietz, Mr. Rich Johnson, Judge J. Robert Leach, Mr. Frank Maiocco, and Ms. Aimee Vance. Each of these members have been selected to continue Committee membership for another term.

### April 22, 2016 Meeting Minutes

Justice Fairhurst asked if there were any corrections to the April 22, 2016 meeting minutes. Hearing none Justice Fairhurst deemed them approved.

### JIS Budget Update (15-17 Biennium)

Mr. Ramsey Radwan reported on the green sheet, a summary of the amounts allocated and expended for the various projects. Spending continues to be on track and each of the projects are doing well. A 2016 supplemental budget request for the AC-ECMS project was made, and funded by the legislature. Expenditures for the AC-ECMS were less than anticipated, therefore a request was made to carryover the unexpended funds.

Mr. Radwan then provided the Proviso update, happily reporting that all items are now complete aside from monitoring expenditures, which is currently in process with AOC staff. Following the report, Justice Fairhurst asked if Committee members felt the JISC had satisfied all of the Budget Provisos; a general consensus was made by the JISC that the provisos had been met.

Mr. Radwan then introduced the decision point which moves that the JISC approve the items identified on the Preliminary Budget Request (Blue Sheet) for the 2017-2019 biennium in concept but not dollar amount (as the dollar amounts will change), with the understanding that when the amounts change, they will be brought back to the JISC for discussion.

**Motion:** Judge J. Leach, as noted above by Mr. Ramsey Radwan

**Second:** Judge David Svaren

**Voting in Favor:** Justice Mary Fairhurst, Mr. Larry Barker, Ms. Lynne Campeau, Ms. Callie Dietz, Judge J. Robert Leach, Mr. Frank Maiocco, Judge G. Scott Marinella, Ms. Barb Miner, Ms. Brooke Powell, Judge David Svaren, Mr. Bob Taylor, Ms. Aimee Vance

**Opposed:** None.

**Absent:** Judge Jeanette Dalton, Mr. Rich Johnson, Mr. Jon Tunheim, Judge Thomas J. Wynne

## CIO Report

### Snohomish County Go-Live Report

Ms. Vonnie Diseth reported that on May 2, 2016, Snohomish County successfully went live with Odyssey. The implementation went much smoother than previous implementations partly due to AOC and Tyler's learning experience with the other implementations, and also due to Snohomish County being very well prepared. The overall mood during implementation was very positive and upbeat. A total of 84 issues were identified during the two-week go-live when the team was on site. 74 of those issues have been closed. Ten issues remain open and are being worked on by the project teams, one of which is a new development effort. From AOC's perspective, this was a very successful implementation.

Ms. Sonya Kraski agreed that the Odyssey implementation was a success. She credited much of the success to the chain of support from Snohomish County Superior Court and the Clerk's Office. The court's power users worked diligently on business process reviews, a critical step in the implementation. She was also impressed with the on-site support by both AOC and Tyler—having technical and business experts on site from the two groups as well as from other Odyssey courts was very helpful.

Ms. Kraski stated that while Snohomish County was implementing Odyssey, the county also made a significant business change to go to a paper-on-demand system. Odyssey go-live was an appropriate time to make this change. Post-implementation, there have been some pros and cons. A significant pro is having everything in one system, rather than multiple systems. One con involves financial processes, specifically the current need for staff training and written procedures for several of the processes. While this is frustrating, Ms. Kraski noted that AOC and Tyler have been working hard to address those needs. One other issue is having the user-access management at the state-level (at AOC), which is proving to be cumbersome and confusing to court customers and staff. Ms. Kraski expressed her hope that at some point an additional security level could be built in to allow courts to have a more hands-on

management approach. Overall, the implementation went very well, though there are some areas that still need to be worked on and addressed.

Ms. Brooke Powell shared some highlights and lessons learned from a report Judge Thomas Wynne had created, which was distributed to the JISC. The report echoed Ms. Kraski's praise of the support and communication between the Clerk's Office, Court Administration, and their IT group; that communication was critical to success. Ms. Powell mentioned a Project Manager who was assigned to keep everyone focused and on task, which was very helpful. Communication with Tyler (and the use of webinars and Tyler U) and with AOC was also of great benefit. Ms. Powell also agreed that the issues with rights and responsibilities (especially regarding Case-Type 7) have been frustrating, both during go-live, and following it. She emphasized the importance for courts to celebrate successes and to champion the project as implementations continue, as there will be frustrations and concerns. Having a support team for the 'users on the ground' in counties during implementation is key to success.

### **CLJ-CMS Project QA Vendor Update**

Ms. Diseth reported that AOC issued a Request for Quotes and Qualifications (RFQQ) on April 28, 2016 for a Quality Assurance Vendor for the CLJ-CMS project. Seven qualified vendor responses were received, and all seven proposals were evaluated and scored. Four of the vendors advanced to the presentations and cost proposals steps of the process, both of which were scored. Each vendor's final scores were then calculated. Based on these results, Bluecrane was selected as the QA vendor. Mr. Allen Mills and Mr. Eric Olson will be working on this project. A kick-off meeting will be held this afternoon, June 24, 2016. Beginning in August, Bluecrane will providing the JISC with QA reports for the CLJ-CMS project.

### **ITG #2 – SC-CMS**

Ms. Diseth presented the Implementation Local Cost Rules, now that 5 courts are implemented, we have experience with all levels of courts. These costs are based on the information from the five implementations.

#### **Motion: Mr. Frank Maiocco**

I move that the JISC approve the SC-CMS Project Steering Committee's recommendation regarding state and local implementation costs for the remainder of the statewide rollout of Odyssey (32 counties) subject to the parameters set forth in the attached addendum – "SC-CMS Implementation Cost Rules."

#### **Second: Mr. Larry Barker**

**Voting in Favor:** Justice Mary Fairhurst, Mr. Larry Barker, Ms. Lynne Campeau, Judge Jeanette Dalton, Ms. Callie Dietz, Judge J. Robert Leach, Mr. Frank Maiocco, Judge G. Scott Marinella, , Ms. Brooke Powell, Judge David Svaren, Mr. Bob Taylor, Ms. Aimee Vance

**Opposed:** None.

**Abstaining:** Ms. Barb Miner

**Absent:** Mr. Rich Johnson, Mr. Jon Tunheim, Judge Thomas J. Wynne

## AOC Expedited Data Exchange (EDE) Pilot Implementation Project

Mr. Kevin Ammons presented changes to the EDE Steering Committee Charter. He outlined the changes that were made based on the JISC's vote at the April 22, 2016 meeting to add a member to the Steering Committee representing the District and Municipal Court Management Association (DMCMA). Mr. Ammons also pointed out several changes that were made to clarify roles and governance as well as correcting items such as meeting frequency.

**Motion:** Judge David Svaren

I move that the JISC approve the amended AOC Expedited Data Exchange - Pilot Implementation Project Steering Committee charter.

**Second:** Ms. Barb Miner

**Voting in Favor:** Justice Mary Fairhurst, Mr. Larry Barker, Ms. Lynne Campeau, Judge Jeanette Dalton, Ms. Callie Dietz, Judge J. Robert Leach, Mr. Frank Maiocco, Judge G. Scott Marinella, Ms. Barb Miner, Ms. Brooke Powell, Judge David Svaren, Mr. Bob Taylor, Ms. Aimee Vance

**Opposed:** None.

**Absent:** Mr. Rich Johnson, Mr. Jon Tunheim, Judge Thomas J. Wynne

Mr. Ammons continued by presenting the charter for the EDE JIS Systems Change Governance Committee. He explained that the committee would be voting on recommendations and providing feedback based on impacts to the JIS as a result of courts leaving JIS and sending their data to the Enterprise Data Repository.

**Motion:** Mr. Bob Taylor

I move that the JISC approve the Expedited Data Exchange JIS Systems Change Governance Committee.

**Second:** Mr. Larry Barker

**Voting in Favor:** Justice Mary Fairhurst, Mr. Larry Barker, Ms. Lynne Campeau, Judge Jeanette Dalton, Ms. Callie Dietz, Judge J. Robert Leach, Mr. Frank Maiocco, Judge G. Scott Marinella, Ms. Barb Miner, Ms. Brooke Powell, Judge David Svaren, Mr. Bob Taylor, Ms. Aimee Vance

**Opposed:** None.

**Absent:** Mr. Rich Johnson, Mr. Jon Tunheim, Judge Thomas J. Wynne

## ITG #45 – AC-ECMS Update

Mr. Martin Kravik presented a status update on the AC-ECMS project. He reported that the AC-ECMS Executive Steering Committee voted on June 20, 2016 to forward the contract amendment being negotiated with ImageSoft, the project vendor, to the JISC for approval.

The amendment removes the replacement of ACORDS from the project scope, creates a combined Washington/ImageSoft team for efficiency and better knowledge transfer, and prescribes the use a development approach that is highly iterative to allow more frequent validation.

The amendment also identifies three releases for the remainder of the project. Release 1 implements a centralized document management system for all of the appellate courts. Release 2 entails minor integration between AC-ECMS and ACORDS. Release 3 will address business process workflows. The amendment also states that each iteration within the three major releases will be two weeks long and will conclude with a review session with the appellate courts.

Mr. Robert Taylor, representing the Washington State Bar Association, asked if there are any penalties in place if the vendor underperforms. The amendment specifically gives AOC the right to terminate the contract after any iteration.

A motion was made to adopt the AC-ECMS Project Executive Steering Committee recommendation to authorize a contract amendment to remove case management from the project's scope, and to add eight months to the project's schedule, starting in July 2016.

**Motion: Judge Jeanette Dalton**

I move to adopt the Appellate Court ECMS Project Executive Steering Committee recommendation to authorize a contract amendment to remove case management from the project's scope and add 8 months to the project's schedule starting in July, 2016.

**Second: Judge David Svaren**

**Voting in Favor:** Justice Mary Fairhurst, Mr. Larry Barker, Ms. Lynne Campeau, Judge Jeanette Dalton, Ms. Callie Dietz, Judge J. Robert Leach, Mr. Frank Maiocco, Judge G. Scott Marinella, Ms. Barb Miner, Ms. Brooke Powell, Judge David Svaren, Mr. Bob Taylor, Ms. Aimee Vance

**Opposed:** None.

**Absent:** Mr. Rich Johnson, Mr. Jon Tunheim, Judge Thomas J. Wynne

### **ITG 41 Priority Project #3 – CLJ Revised Computer Records Retention/Destruction Process**

Mr. Kevin Ammons reported on the ITG 41 - CLJ Revised Records Retention and Destruction project. AOC has discovered an issue related to how Domestic Violence cases were identified in the past, mainly before the DV flag was implemented in the JIS. Mr. Ammons reported that the schedule for implementation will be replaced once the issue is clearly understood and corrective actions have been implemented.

### **Data Dissemination Committee Report (DDC)**

Judge J. Leach reported the committee addressed several requests – Drive Legal Whatcom is asking for Level 20 access to JIS Link. This program is to help people who have lost driving privileges due to unpaid fines, to regain the licenses. The committee voted to allow licensed attorneys in good standing access for 3 months.

The DDC previously recommended at its last meeting that AOC remove the DCH screen due to inaccurate information. However there were concerns that the DDC did not know about the Expedited Data Exchange JIS Systems Changes Governance Committee, and that it reviewed and addressed such issues with all JIS screens, including the DCH. DDA Happold provided a memo about the EDE Committee and its decision to keep the screens and add permanent and temporary warning messages on them.

The DDC agreed warning messages should be put on the screens, but wanted DDA Happold to provide more information about the EDE Committee and what material it reviewed to make its decisions. She is to report back to the Committee before it makes a recommendation on how to move forward.

The committee continues to work on the Data Dissemination Policy amendments.

The Committee reviewed a list of Odyssey Portal issues that AOC Staff compiled. One of the issues being addressed is that some odyssey screens will disclose dates of birth for all individuals including minors, the screens have been shut off for now. Discussions continue on how to fix the issue so those who need the data can have access to it.

As part of the Expedited Data Exchange (EDE) project, the Committee approved LEA access to the ICH screen for future JABS use.

**Adjournment**

The meeting was adjourned by Justice Fairhurst at 11:45am.

**Next Meeting**

The next meeting will be August 26, 2016, at the AOC SeaTac Facility; from 10:00 a.m. to 2:00 p.m.

**Action Items**

	<b>Action Item – From October 7<sup>th</sup> 2011 Meeting</b>	<b>Owner</b>	<b>Status</b>
1	Confer with the BJA on JISC bylaw amendment regarding JISC communication with the legislature.	Justice Fairhurst	
	<b>Action Item – From August 28<sup>th</sup> 2015 Meeting</b>		
2	Starting with the October JISC meeting, create a chart of all the provisos, and report progress on them to date.	Ramsey Radwan	<b>Completed</b>



**Administrative Office of the Courts  
Information Services Division Project Allocation & Expenditure Update  
2015-2017 Allocation**

**Biennial Balances as of 7/31/2016**

Initiatives--JIS Transition	ALLOTTED	EXPENDED	VARIANCE
<b>Expedited Data Exchange (EDE)</b>			
15-17 Allocation	\$8,540,000	\$2,240,020	\$6,299,980
<b>Information Networking Hub (INH) - Subtotal</b>	<b>\$8,540,000</b>	<b>\$2,240,020</b>	<b>\$6,299,980</b>
<b>Superior Court CMS</b>			
15-17 Allocation	\$13,090,000	\$12,098,046	\$991,954
<b>Superior Court CMS Subtotal</b>	<b>\$13,090,000</b>	<b>\$12,098,046</b>	<b>\$991,954</b>
<b>Courts of Limited Jurisdiction CMS</b>			
15-17 Allocation	\$3,789,000	\$457,770	\$3,331,230
<b>Courts of Limited Jurisdiction CMS - Subtotal</b>	<b>\$3,789,000</b>	<b>\$457,770</b>	<b>\$3,331,230</b>
<b>Appellate Courts Enterprise CMS</b>			
15-17 Allocation	\$584,000	\$531,285	\$52,715
<b>Appellate Courts Enterprise CMS - Subtotal</b>	<b>\$584,000</b>	<b>\$531,285</b>	<b>\$52,715</b>
<b>Equipment Replacement</b>			
15-17 Allocation	\$2,365,000	\$1,126,883	\$1,238,117
<b>Equipment Replacement Subtotal</b>	<b>\$2,365,000</b>	<b>\$1,126,883</b>	<b>\$1,238,117</b>
<b>TOTAL 2015-2017</b>	<b>\$28,368,000</b>	<b>\$16,454,004</b>	<b>\$11,913,996</b>

# **Court of Limited Jurisdiction Case Management System (CLJ-CMS)**

## **Project Update**

Michael Walsh, PMP - Project Manager

August 26, 2016

# Recent Accomplishments

- ✓ Bluecrane selected QA vendor.
- ✓ A Special Assistant Attorney General (SAAG) is under contract to assist and advise with the RFP.
- ✓ Completed the RFP review:
  - Business requirements approved by the CUWG.
  - Technical requirements reviewed by Court IT.
  - RFP tiered review cycle:
    - Internal review by procurement key staff.
    - Functional and technical completeness by AOC managers.
    - Contract readiness by Contracts Office and the SAAG.
    - RFP assessment by QA.
    - Final review by Steering Committee and AOC Leadership.

# Budget Proviso Activities

## Addressed budget provisos.

- ✓ Submitted quality assurance quarterly reports for April and July 2016.
- ✓ Submitted steering committee report to the legislature on procurement status and court inclusions.
- ✓ Requested approval for RFP publication to JISC.
- Steering committee working with OCIO on most efficient RFP proposal evaluation strategy.

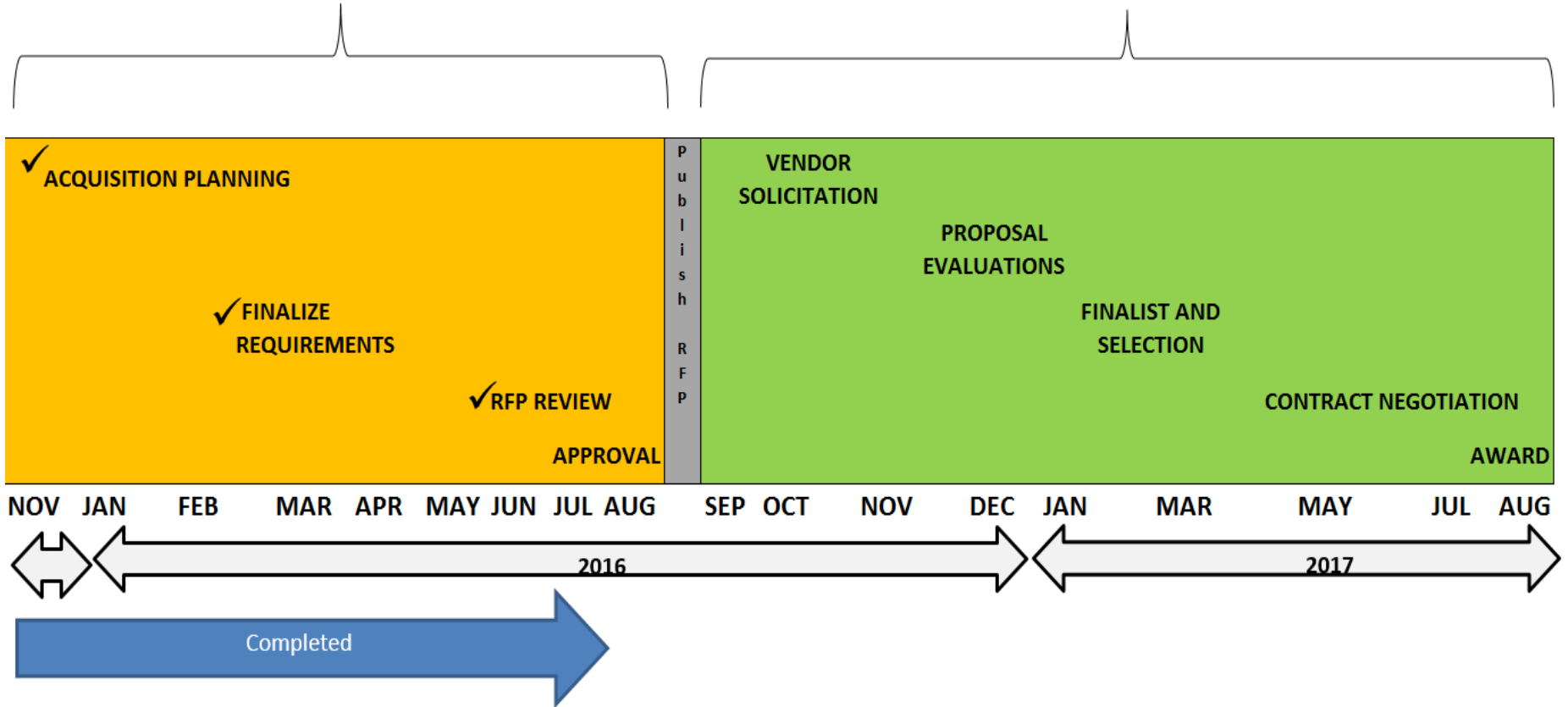
# Project Team Activities

- ❑ Business process activities:
  - Assisting with data cleanup to prepare for data conversion.
  - Site visits to local courts and probation departments.
  - ✓ Created business simulation scripts in support of vendor demonstrations and solution implementation.
- ❑ The solution architect is refining the implementation strategy to include integration, conversion, testing, and deployment.
- ❑ Organization change management team is creating a strategy for reaching a broader audience within the CLJ community regarding the future case management system.

# Acquisition Schedule

Pre RFP publication activities

Post RFP publication activities



✓ Indicates activity is complete

■ Indicates pre publication activities

■ Indicates RFP publication activities

■ Indicates post publication activities

# Active Project Risks

Total Project Risks		
Low Exposure	Medium Exposure	High Exposure
1	1	0

## Significant Risk Status

Risk	Probability/Impact	Mitigation
None		

# Active Project Issues

Total Project Issues			
Active	Monitor	Deferred	Closed
0	2	0	0

# Significant Issues Status

Issue	Urgency/Impact	Action
None		



# Next Steps

Milestone	Date
JISC meeting with RFP decision motion	8/26/2016
Publish RFP	9/1/2016
Project team site visits to local courts and probation departments	Aug. – Oct. 2016
Pre-proposal Vendor Conference	9/14/2016
Vendor letters of interest due	11/4/2016
Vendor proposals due	12/2/2016



*bluecrane*

*Management Consulting*

*for*

*State and Local*

*Governments*

*Quality Assurance*

*Executive Advisement*

*Project Oversight*

*Project Management*

*Independent Verification and  
Validation (IV&V)*

*Risk Reduction*

# Quality Assurance Report

for the

## State of Washington

### Administrative Office of the Courts (AOC)

## CLJ-CMS Project

July 31, 2016

Prepared by

**Bluecrane, Inc.**



*bluecrane* ®



## Table of Contents

PART 1: EXECUTIVE DASHBOARD .....	1
PART 2: DETAILED ASSESSMENT REPORT .....	3
PART 3: REVIEW OF <i>BLUECRANE</i> APPROACH .....	15



## Part 1: Executive Dashboard

### Introduction

This report provides the July 2016 quality assurance (QA) assessment by Bluecrane, Inc. (“bluecrane”) for the State of Washington Administrative Office of the Courts (AOC) Courts of Limited Jurisdiction – Case Management System (CLJ-CMS) Project.

### Executive Summary

The primary focus of the project at this time is the procurement for the CLJ-CMS software vendor, which is progressing smoothly. Other areas of the project are in planning stages or are underway. The project got early starts in several areas, including establishing the Court User Workgroup (CUWG) and developing a set of future-state business processes and organizational change management activities.

Although we have not identified any risks to the overall project scope, schedule, or budget, we have highlighted several areas that bear monitoring due to the critical dependence required for a successful project.

<b>Vendor Procurement</b>	<b>Urgency: N/A</b>	<b>Status: Monitor</b>	<b>July</b> <span style="background-color: green; color: white; padding: 2px;">N</span>	<b>Sept</b> <input type="checkbox"/>	<b>Nov</b> <input type="checkbox"/>
---------------------------	---------------------	------------------------	--	---	--

Procurement for the CLJ-CMS software vendor is underway. Development of the Request for Proposals (RFP) is in its final stages with approval by the CLJ-CMS Steering Committee and Judicial Information System Committee (JISC) anticipated in August. The content of the RFP has been reviewed by AOC and court stakeholders as well as a contracts attorney. RFP requirements were developed by the Court Business Office (CBO) in facilitated sessions with the CLJ-CMS Court User Workgroup (CUWG).

*For detailed assessment, see: [#Procurement](#)*

<b>Solution Integrations</b>	<b>Urgency: N/A</b>	<b>Status: Monitor</b>	<b>July</b> <span style="background-color: green; color: white; padding: 2px;">N</span>	<b>Sept</b> <input type="checkbox"/>	<b>Nov</b> <input type="checkbox"/>
------------------------------	---------------------	------------------------	--	---	--

State-level data and system integration will be provided through the AOC Enterprise Data Repository (EDR) that is currently under development. The EDR is planned for implementation in mid-2017 by the Expedited Data Exchange (EDE) project. The CLJ-CMS Project’s reliance on the EDR establishes a very heavy dependency on the success of the EDE project. We recommend that the CLJ-CMS Project team stay in close touch with the EDE project to monitor progress and participate in testing activities.

*For detailed assessment, see: [#Integration](#)*

<b>Staffing</b>	<b>Urgency: N/A</b>	<b>Status: Monitor</b>	<b>July</b> <span style="background-color: green; color: white; padding: 2px;">N</span>	<b>Sept</b> <input type="checkbox"/>	<b>Nov</b> <input type="checkbox"/>
-----------------	---------------------	------------------------	--	---	--

Planning is underway to determine the resource needs and timing for the remainder of the project to ensure adequate funding and allocation of resources when needed. Areas under consideration include business analysis, conversion, training, deployment, and operational support.



Implementation of CLJ-CMS will require sharing the limited AOC, vendor, and local court and probation resources that are knowledgeable and proficient in the new system functionality. Setting expectations with local courts for the level of support they can expect for rollout and operational support of both the new and legacy systems will help smooth the transition.

**For detailed assessment, see: [#Staffing](#)**

Stakeholder Engagement / Organizational Change Management	Urgency: N/A	Status: Monitor	July	Sept	Nov
			N		

Organizational Change Management (OCM) activities have started with project information being disseminated through association meetings and other events, Washington court websites, and awareness surveys.

The CLJ-CMS Project has a large number of stakeholders dispersed throughout the state. The engagement of these dispersed stakeholders requires an emphasis on project activities to ensure that stakeholders are informed, have their concerns addressed, and have their expectations set appropriately. Two-way communication is exceedingly important in gaging the effectiveness of communications. OCM strategies cannot be effectively implemented without sufficient resources to perform the work.

**For detailed assessment, see: [#OCM](#)**

**Legend**



No Risk Identified



Risk



Extreme Risk



Risk Being Addressed



# Part 2: Detailed Assessment Report



## Project Management and Sponsorship

Category	Project Management and Sponsorship	July	Sept	Nov
Area of Assessment	Governance	No Risk Identified		
Urgency	N/A			

**Observation:** The implementation of the CLJ-CMS project involves and impacts many stakeholders at the courts, AOC, and other state agencies. The structure of the project presents a challenge to the efficient and effective decision-making that will be needed to keep the project progressing successfully through the implementation.

Project governance is defined in the Project Charter and is being executed effectively by the Project Leadership, Executive Sponsors, Steering Committee, and JISC.

Business functionality governance is achieved through the Court User Workgroup.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Project Management and Sponsorship	July	Sept	Nov
Area of Assessment	Scope	No Risk Identified		
Urgency	N/A			

**Observation:** Effective management of scope is critical to the success of the project in meeting schedule and budget constraints. A “baseline” for scope is established prior to the start of contract negotiations and then managed using the project change control and governance processes through the life of the project. Project scope is reviewed and communicated frequently during the project through the organizational change management process. These activities will help to ensure that stakeholders understand the scope of the project and are involved in changes to scope at appropriate levels of the organization.

The scope of the CLJ-CMS project is established in the system vendor RFP requirements and includes the deliverables defined in the Statement of Work (SOW). It is possible that the scope will be modified during the fit-gap analysis when the requirements are validated by the system vendor, AOC, and the CUWG. Scope will be managed through the Requirements Traceability Matrix, system vendor contract deliverables, and the Project Change Management process.

Modifications to project scope can impact the project schedule and budget. Project scope can be increased through the addition of requirements or by expansion of project activities. As the requirements are further defined during the fit-gap activity, there may be discoveries that result in the need for additional scope that was not identified in the RFP requirements, or there may be refinements of requirements that result in the expansion of work activities that impact the schedule or budget.

It may be necessary to modify the scope of some implementation activities if project resources allocated to the project are limited due to budget constraints.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**



Category	Project Management and Sponsorship	July	Sept	Nov
Area of Assessment	Schedule	No Risk Identified		
Urgency	N/A			

**Observation:** The procurement phase is currently on schedule. The project team is beginning to plan timelines for subsequent phases of the project, but the full project schedule will not be baselined until the vendor contract is executed and a project schedule has been developed collaboratively by the system vendor and project team and approved by the Steering Committee. Potential system vendors have been asked to provide a detailed schedule with their proposal submission.

**Recommendation:** As project timelines are refined, schedule contingency time should be allocated to mitigate the risk of unforeseen complexities, staff changes, or imprecise estimates of effort. Schedule contingency can be allocated to individual tasks, intermediate milestones, or at the overall schedule level. Explicit schedule contingency is easier to track as it is consumed. The percentage of schedule contingency should be based on the level of confidence in the estimates for the individual tasks as affected by factors such as the experience of the estimators, whether or not the resources are 100% allocated to project activities or will also be providing operational support, familiarity with the technology, familiarity with business processes, interdependencies, etc.

If the schedule has no contingency to consume and activities require more time than planned, there may be a tendency to reduce time allotted to activities near the end of the configuration phase, including testing and training, to avoid extending the date for pilot Go-Live. If time is reduced for critical activities, the quality of the implementation can be compromised.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Project Management and Sponsorship	July	Sept	Nov
Area of Assessment	Budget	No Risk Identified		
Urgency	N/A			

**Observation:** An initial budget for the project has been allocated. The budget may be revised based on the executed system vendor contract.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**





Category	Project Management and Sponsorship	July	Sept	Nov
Area of Assessment	PMO: Change, Risk, Issue, Quality Management	No Risk Identified		
Urgency	N/A			

**Observation:** The project team is beginning to establish processing to manage and track the project. Project communications are occurring at regularly scheduled project team, sponsor, and steering committee meetings.

It is important that the quality of project deliverables be considered when estimating effort and resources required to complete the deliverables. Stakeholders at all levels should consider the impact to the success of the project if quality is compromised to meet previously identified milestones. The effect of quality on the success of the project will be most apparent in the areas of requirements, organizational change management, testing, and integrations.

**Recommendation:** As identified in the Project Schedule area, an evaluation should be performed in all areas of the project to ensure that estimates of effort and resources remain accurate and include sufficient contingency to allow for discoveries that will occur in the remaining phases. Project stakeholders should support the project's evaluation of effort and time required to produce quality deliverables and results.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**



## People

Category	People	July	Sept	Nov
Area of Assessment	Staffing	No Risk Identified		
Urgency	N/A			

**Observation:** The project has adequate resources to complete the procurement phase. Based on lessons learned from the SC-CMS project, resources were allocated early to perform business analysis, technical analysis, and organizational change management. These resources are being utilized to support the procurement of the CLJ-CMS vendor as well as beginning preparations for upcoming phases of the project. Additionally, planning is underway to determine the resource needs and timing for the remainder of the project to ensure adequate funding and allocation of resources when needed. Areas under consideration include business analysis, conversion, training, deployment, and operational support.

**Recommendation:** *bluecrane* agrees with the project’s approach to conduct early planning for resource requirements through the duration of the project. Lack of sufficient resources continues to be an issue with the SC-CMS project as they attempt to facilitate and complete the implementation readiness activities for upcoming courts and, **at the same time**, provide adequate support to the courts where the system has been implemented. Implementation requires sharing the limited AOC, vendor, and local court and probation resources that are knowledgeable and proficient in the new system functionality. This resource “bubble” of demand for support and operational resources will eventually subside as court personnel increase their knowledge and skills in the use of the new system and as AOC and local court resources are redirected from support of legacy systems to support of the new system. However, setting expectations with local courts for the level of support they can expect for rollout and operational support of both the new and legacy systems will help smooth the transition.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	People	July	Sept	Nov
Area of Assessment	Stakeholder Engagement / Organizational Change Management	No Risk Identified		
Urgency	N/A			

**Observation:** Organizational Change Management (OCM) activities have started with project information being disseminated through association meetings and other events, Washington court websites, and awareness surveys. The OCM lead has formed a sub-team with participants from the CLJ-CMS project and from other business and information technology support areas at AOC. The OCM requirements have been identified in the vendor RFP and include requirements for vendor support and involvement in OCM activities.

Note that we differentiate between four types of stakeholder engagement communications that occur during a system implementation: stakeholder relationship management, organizational change management, project communications, and transition management.

1. **Stakeholder relationship management** communication activities are aimed at ensuring support and positive involvement of stakeholders who have the ability to influence the success of the project.



- 2. **Organizational change management** communication activities focus on change within the social infrastructure of the workplace to support new ways of doing work and overcome resistance to change by setting expectations with regards to specific changes to the workplace.
- 3. **Project communications** are used to inform executives, sponsors, business management, interface partners, and other stakeholders of project progress, accomplishments, planned activities, risks, and issues.
- 4. **Transition management** communications provide stakeholders with information about the product and changes to operations primarily through training.

This section of the report focuses on the first two areas of stakeholder relationship management and organizational change management. Project communications are assessed in the PMO Processes section and transition management is assessed in the Training and Rollout, User Support, and Operations sections.

**Recommendation:** Effective organizational change management is one of the keys to successful implementation of any project. It will be especially critical in this project due to the need to implement standardized processes across the state. It is important to communicate the system functionality that will be implemented to support business processes, as well as the system functionality that will *not* be implemented.

The CLJ-CMS project has a large number of stakeholders dispersed throughout the state. The engagement of these dispersed stakeholders requires an emphasis on project activities to ensure that stakeholders are informed of project progress, are aware of short-term and long-term impacts to business processes, have their concerns solicited and addressed through the life of the project, and have their expectations set as to the functionality that will and *will not* be available in the system. *bluecrane* agrees with the approach taken by the OCM team in assessing stakeholder groups on a regular basis to monitor their level of involvement and support of the project and how court staff are moving along the Change Acceptance Curve through awareness and understanding. Two-way communication is exceedingly important in gauging the effectiveness of communications.

*bluecrane* also agrees with the approach to have the system vendor provide resources to support OCM activities. Although OCM is primarily an activity that should be driven by AOC and court business leaders, OCM strategies cannot be effectively implemented without sufficient resources to perform the work.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	People	July	Sept	Nov
Area of Assessment	Training	No Risk Identified		
Urgency	N/A			

**Observation:** Planning for training has begun, including consideration of the involvement of system vendor in providing training, the timing of training, and configuration of the system training environment. Training requirements have been specified in the RFP.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**



Category	People	July	Sept	Nov
Area of Assessment	Rollout, User Support, and Operations	No Risk Identified		
Urgency	N/A			

The project team has begun implementation planning with respect to the timing and resource requirements for court preparation, conversion, training, Go-Live events, and transition to operations. Due to the large number of courts to be moved to the new system (300+), consideration is being given to the best approach for a quality implementation in the least amount of time. Alternatives include beginning the pilot implementation with one or more of the larger courts to quickly begin building the reserve of court staff that can assist with implementations in other courts or starting small to gain experience with smaller courts first. Bidders have been asked to propose a rollout strategy in their response to the RFP.

To return to Executive Dashboard, click: [#ExecDashboard](#)

Category	People	July	Sept	Nov
Area of Assessment	Contract and Deliverables Management	No Risk Identified		
Urgency	N/A			

**Observation:** The system vendor contract is being developed as part of the procurement process and is close to completion. Development of the contract has been a collaborative effort by the AOC Contracts Office, CLJ-CMS stakeholders, and the contracted information technology procurement attorney.

To return to Executive Dashboard, click: [#ExecDashboard](#)



## Solution

Category	Solution	July	Sept	Nov
Area of Assessment	Vendor Procurement	No Risk Identified		
Urgency	N/A			

**Observation:** The procurement for the CLJ-CMS software vendor is progressing smoothly. The development of the RFP is in its final stages with approval by the CLJ-CMS Steering Committee and Judicial Information System Committee (JISC) anticipated in August. The Superior Court-Case Management System (SC-CMS) RFP was used as a model for the CLJ-CMS RFP with modifications based on “lessons learned” from the SC-CMS implementation. The content of the RFP has been reviewed by business and information technology stakeholders within AOC as well as CLJ-CMS Steering Committee members. The AOC solicited the assistance of a contracts attorney to help ensure that the vendor with the best qualifications will be selected through the procurement process and that AOC will be able to adequately hold the selected vendor accountable to complete the CLJ-CMS implementation successfully while meeting the desired scope within the project’s allocated schedule and budget for the project.

As noted, the Solution Requirements, Design, and Configuration section, the Court Business Office (CBO) developed a set of future-state requirements utilizing the CLJ-CMS CUWG. The resulting requirements were used in the RFP to specify the scope of the system.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Solution	July	Sept	Nov
Area of Assessment	Business Processes / System Functionality	No Risk Identified		
Urgency	N/A			

**Observation:** The CBO got an early start on defining the CLJ business processes that will be used as a basis for deriving the requirements for system functionality to support the processes. The CLJ-CMS CUWG was formed to represent the business interests of the CLJ courts and engaged to develop a set of future-state business processes. The CBO worked with CUWG members to identify and address problems that courts are experiencing with the legacy system and their current business processes.

**Recommendation:** *bluecrane* agrees with the approach taken by the CBO to work with the CLJ CUWG, Steering Committee, and court stakeholders to standardize business processes as much as possible across the state to align with core system functionality of the selected Commercial Off-the-Shelf system. Standardized business processes will reduce cost and complexity of both the short-term project implementation and long-term operational support of the business processes and supporting system functionality. We highly recommend that, where possible, courts modify their business processes to align with the standardized processes.

A second recommendation is to identify early any systems that have been implemented in the courts or any systems planned for implementation that have duplicative functionality with the derived requirements. It is important to understand the mapping of these ancillary systems to CLJ-CMS requirements to determine an approach for providing similar functionality and decommission the local legacy systems.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Solution	July	Sept	Nov
Area of Assessment	Solution Requirements, Design, and Configuration	No Risk Identified		
Urgency	N/A			

**Observation:** Requirements for information system implementation projects are typically divided into those required to support business processes and those to support the technical needs. Both types of requirements have been identified in the RFP, being further divided into mandatory and desirable requirements. The business requirements were developed by the CBO in conjunction with the CUWG. The CBO focused on deriving the approximately 1,500 requirements based on future-state business processes that were developed by addressing problems that courts are currently experiencing. A requirements traceability matrix is being maintained to log changes to the requirements and the reason for each change. Using lessons learned from the SC-CMS project, the requirements development was begun well in advance of the development of the RFP. It is expected that not all identified business requirements will be implemented due to budget constraints. This expectation has been communicated to the CUWG and Steering Committee.

Technical requirements have been identified in the RFP as well, including browser, security, and performance requirements. The technical requirements are based on information technology best practices and were derived using input from the AOC technical SMEs, technical requirements from the SC-CMS RFP, and lessons learned from the SC-CMS project.

**Recommendation:** *bluecrane* agrees with the approach taken by the project to drive towards limiting the amount of software customizations and modifications in the configuration of the system for local court implementations. Software customizations are problematic long-term due to the need for ongoing testing and modifications necessary to keep system customizations in synch with new versions of the core system as they are released. Variances in local configurations increase the implementation resources and timeframe for each court, and are difficult and expensive to support long-term. In nearly all cases, a less expensive and less troublesome approach is for courts to make the often minor modifications to their business processes to align with the core system functionality.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**



Category	Solution	July	Sept	Nov
Area of Assessment	Software Integrations	No Risk Identified		
Urgency	N/A			

**Observation:** There are two levels of integrations between CLJ-CMS and other computer systems. State-level integrations provide the transfer of information between CLJ-CMS and other state systems, including those at AOC and other state agencies such as the Department of Corrections and State Patrol. The systems at AOC include the Judicial Information System (JIS) that provides access to case information across the state. Local integrations provide the transfer of information between CLJ-CMS and local court and city information systems.

State-level integration will be provided through the AOC EDR, which is currently under development. The EDR is planned for implementation in mid-2017 by the Expedited Data Exchange (EDE) project. King County District Court will be the first court supported by the EDR as part of the independent King County case management system implementation. If the EDR is not implemented in time for the first CLJ-CMS court, then the CLJ-CMS project would have to either (1) delay the first court implementation until the EDR is completed or (2) build separate integrations using completed components of the EDR to support the CLJ-CMS courts.

The CLJ-CMS project’s reliance on the EDR establishes a very heavy dependency on the success of the EDE project. A similar dependency existed between the SC-CMS project and the Information Networking Hub (INH) project. While the INH project was completed in time for the SC-CMS pilot, there was not sufficient time for testing, which has resulted in continuing integration-related problems for the SC-CMS rollout. At this time, we simply provide an observation that the dependency between the two projects is significant, but we are not raising a risk.

**Recommendation:** We recommend that one or more members of the CLJ-CMS project team attend EDE project meetings to stay informed on project progress, issues, and risks. We also recommend that the CLJ-CMS project be involved in EDR testing as early as possible to reduce the possibility of integration problems during and following pilot.

*To return to Executive Dashboard, click: [#ExecDashboard](#)*

Category	Solution	July	Sept	Nov
Area of Assessment	Information Retrieval and Reporting	No Risk Identified		
Urgency	N/A			

**Observation:** The business requirements identified in the CLJ-CMS RFP include requirements for reporting and on-line access to party and case information. As part of the implementation, the project will conduct an analysis to determine legacy system reports that can be replaced by reports that come standard with the new system and those legacy reports that will require new reports to be developed using a report development tool.

*To return to Executive Dashboard, click: [#ExecDashboard](#)*



### Data

Category	Data	July	Sept	Nov
Area of Assessment	Data Preparation	No Risk Identified		
Urgency	N/A			

**Observation:** The project team has an early start on communicating to courts the need to resolve data inaccuracies in the legacy systems on an on-going operational basis prior to conversion of their data to the new system. Data profiling reports are being provided to courts to identify data anomalies in the Judicial Information System (JIS). The preparation of data for conversion is typically a long, tedious activity that should be started as early as possible since the local court and probation resources that are allocated to data clean-up also have daily operations responsibilities.

If local courts do not allocate sufficient resources to data preparation activities, data problems will be transferred to the new system. Data quality issues may affect synchronization processes, which could indirectly (or directly) impact court operations.

**Recommendation:** *bluecrane* agrees with the approach being taken by the project to encourage courts to review data quality reports and resolve noted data problems as part of their normal on-going operational processes.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Data	July	Sept	Nov
Area of Assessment	Data Conversion	Not Assessed		
Urgency	N/A			

This area will be assessed later in the project.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**





### Infrastructure

Category	Infrastructure	July	Sept	Nov
Area of Assessment	Statewide Infrastructure	Not Assessed		
Urgency	N/A			

This area will be assessed later in the project.

To return to Executive Dashboard, click: [#ExecDashboard](#)

Category	Infrastructure	July	Sept	Nov
Area of Assessment	Local Infrastructure	Not Assessed		
Urgency	N/A			

This area will be assessed later in the project.

To return to Executive Dashboard, click: [#ExecDashboard](#)



## Part 3: Review of *bluecrane* Approach

We began our Quality Assurance engagement for the AOC CLJ-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***
- ***Solution***
- ***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 that 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
  - PMO: Change, Risk, Issue, Quality Management
- ***People***
  - Staffing
  - Stakeholder Engagement/Organizational Change Management
  - Training
  - Rollout, User Support, and Operations
  - Contract and Deliverables Management
- ***Solution***
  - Vendor Procurement
  - Business Processes / System Functionality



- Solution Requirements, Design, and Configuration
- Solution Integrations
- Information Retrieval and Reporting
- **Data**
  - Data Preparation
  - Data Conversion
- **Infrastructure**
  - Statewide Infrastructure
  - Local Infrastructure

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, *results 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
<b>Extreme Risk</b>	<b>Extreme Risk:</b> a risk that project management must address or the entire project is at risk of failure; these risks are “show-stoppers”
<b>Risk</b>	<b>Risk:</b> a risk that is significant enough to merit management attention but not one that is deemed a “show-stopper”
<b>Risk Being Addressed</b>	<b>Risk Being Addressed:</b> 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
<b>No Risk Identified</b>	<b>No Risk Identified:</b> “All Systems Go” for this item
<b>Not Started</b>	<b>Not Started:</b> this particular item has not started yet or is not yet assessed
<b>Completed or Not Applicable</b>	<b>Completed/Not Applicable:</b> 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

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 CLJ-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 2](#) of our monthly report provides the detailed QA Dashboard with all of the elements described above.

Judicial Information System Committee Meeting

August 26, 2016

**DECISION POINT – Courts of Limited Jurisdiction Case Management System – RFP Release**

**MOTION:**

- I move that the JISC authorize release of the Courts of Limited Jurisdiction Case Management System (CLJ-CMS) Request for Proposal (RFP) as recommended by the CLJ-CMS Project Steering Committee.

**I. BACKGROUND**

On April 25, 2014, the Judicial Information System Committee (JISC) authorized the Courts of Limited Jurisdiction Case Management System (CLJ-CMS) project. The project objective is to modernize current court and probation office business practices by replacing the existing system commonly known as DISCIS with a commercial off-the-shelf (COTS) product.

The JISC established the CLJ-CMS Project Steering Committee to provide oversight of the development of the CLJ-CMS. The committee includes representation from the District and Municipal Court Management Association (DMCMA), the District and Municipal Court Judges' Associations (DMCJA), the Misdemeanant Corrections Association (MCA) and the Administrative Office of the Courts (AOC).

The JISC also authorized the formation of a CLJ-CMS Court User Work Group (CUWG) to develop the business requirements for the project. The CUWG includes representatives from the DMCJA, DMCMA, MCA, AOC, the Washington State Bar Association (WSBA), and the Access to Justice (ATJ) Board. The group, working with the AOC project team and subject matter experts, documented the current state automated and manual business processes and has defined the business requirements for courts of limited jurisdiction and probation department operations. The requirements developed by the CUWG form the backbone of the Request for Proposal (RFP) for a commercial off-the-shelf case management solution.

**II. DISCUSSION**

The RFP has undergone a thorough internal and external review by the project team, AOC subject matter experts, the AOC management team, AOC leadership, the Special Assistant Attorney General, the independent quality assurance vendor (Bluecrane), and the CLJ-CMS Project Steering Committee.

The CLJ-CMS Steering Committee has reviewed and recommends the CLJ-CMS RFP for release.

### **III. PROPOSAL**

The CLJ-CMS RFP Steering Committee recommends that the JISC approve the continuation of the CLJ-CMS project to the next phase and authorize release of the CLJ-CMS Request for Proposal as authorized by the steering committee.

#### **OUTCOME IF NOT PASSED –**

If the decision to release the RFP is delayed, it could result in a significant delay of the CLJ-CMS project, as there are many dependencies and coordination of participants in the subsequent steps of the procurement process.

# Courts of Limited Jurisdiction Case Management System

## ACQ-2016-0701-RFP

### RFP Schedule

<u>Event</u>	<u>Date</u>	<u>Time*</u>
Release RFP to Vendors	September 1, 2016	TBD
Pre-Proposal Vendor Conference	September 14, 2016	9 AM
Written Questions Due From Vendors	September 23, 2016	4 PM
Question and Answer Document Released	October 7, 2016	4 PM
Amendment (if required)	October 12, 2016	4 PM
Vendor Letter Of Intent Due (optional)	November 4, 2016	4 PM
Vendor Proposals Due	December 2, 2016	4 PM
Notification of Top Ranked Vendors for Demonstrations	January 18, 2017	TBD
Vendor Demonstrations	February 14-17 & 21-24, 2017	TBD
Notification of Top Ranked Vendors for On-Site Visits	March 17, 2017	TBD
Client On-Site Visits	April 10-14, 17-21 & 24-28, 2017	TBD
Notification of Apparently Successful Vendor (ASV)	May 17, 2017	TBD
Contract Execution (on or before)	September 1, 2017	

*\*All times are Pacific Time, daylight saving or standard, as applicable.*



# **Superior Court Case Management System (SC-CMS) Project Update**

Maribeth Sapinoso, AOC Program Manager, PMP  
Keith Curry, AOC Deputy Project Manager

August 26, 2016

# Recent Activities

## Event #3 – Snohomish County

- ✓ Live with Odyssey – May 2, 2016
- ✓ Go Live Issues as of July 25, 2016:

Logged	Open	Closed	New Development
85	7	77	1

- ✓ Conducted Lessons Learned – May 19, 2016

# Recent Activities

## Event #4 – Asotin, Columbia, Garfield, Spokane and Whitman Counties

- ✓ Completed on-site Odyssey demonstration to all staff – May 2016
- ✓ Completed on-site Power User training – June 2016
- ✓ Completed first data conversion review – June 2016
- ✓ Completed on-site Business Process Reviews (BPRs) – July 2016

# Recent Activities

## Event #5 – Clark, Cowlitz, Grays Harbor, Klickitat, Mason, Pacific, Skamania, and Wahkiakum Counties

- ✓ Completed on-site technical reviews at Cowlitz and Clark counties– July 2016
- Completed on-site Odyssey demonstration:
  - ✓ Klickitat and Skamania counties – August 2, 2016
  - ✓ Cowlitz county – August 16, 2016
  - ✓ Grays Harbor, Mason, Pacific, and Wahkiakum counties – August 17, 2016
  - Clark County – August 30, 2016

# Recent Activities

- ✓ Completed implementation of Supervision module in Franklin County – June 2016
- ✓ Completed on-site Advanced Financials training in Snohomish County – June 2016
- ✓ Completed 3 day on-site hands-on training in Yakima County – August 2016
- ✓ Completed on-site Bonds training (new) in Snohomish County – August 2016
- ✓ Completed upgrade of Odyssey Release 1 – version 2014.3.xx

# Post Implementation Support

- Support for all Odyssey Courts transitioned from Project to AOC operational support.
- Go Live Issues resolved:
  - Pilot 100%
  - Early Adopter 100%
  - Snohomish County 92%
- Resolved 86% of eService tickets from all implemented counties.

## **In Progress for Event #4**

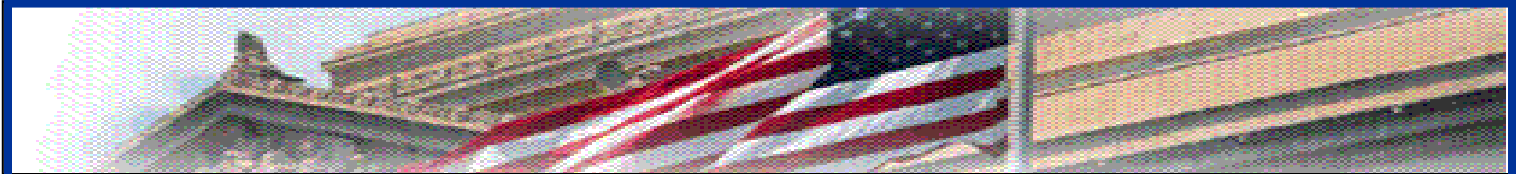
- Finalize Go Live Plan and present on site to all staff before end user training.
- Conduct end user training scheduled to begin September 19, 2016.
- Finalize system configuration.
- Finalize financial configuration.

## Event 4 Implementation

### Asotin, Columbia, Garfield, Spokane, Whitman

MILESTONES or PROJECT DELIVERABLES	CURRENT PLAN DATE
✓ Kickoff Completed	January 28, 2016
✓ Local Court Configurations Begins	May 16, 2016
✓ Second Data Conversion Push & Power User Review	August 4, 2016
60 Day Go-Live Readiness Assessment	September 6, 2016
30 Day Go-Live Readiness Assessment	October 3, 2016
Document Image Extracts Completed	October 20, 2016
End-User Training Completed	October 20, 2016
Go-Live	October 31, 2016





*bluecrane*

*Management Consulting*

*for*

*State and Local  
Governments*

*Quality Assurance*

*Executive Advisement*

*Project Oversight*

*Project Management*

*Independent Verification and  
Validation (IV&V)*

*Risk Reduction*

# Quality Assurance Report

for the

## State of Washington

## Administrative Office of the Courts (AOC)

## SC-CMS Project

### July 31, 2016

Prepared by

**Bluecrane, Inc.**



bluecrane ®



## **Table of Contents**

**PART 1: EXECUTIVE DASHBOARD..... 1**

**PART 2: DETAILED ASSESSMENT REPORT ..... 4**

**PART 3: REVIEW OF *BLUECRANE* APPROACH.....15**



## Part 1: Executive Dashboard

### Introduction

This report provides the July 2016 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.

### Executive Summary

This month we highlight an extreme risk with the Event 4 Spokane County implementation scheduled for November. Spokane has made a request to keep their Access database applications that duplicate calendaring and case management functionality in Odyssey and that require duplicate data entry to maintain synchronization with AOC systems. With only three months to Event 4 Go-Live, there is a very short timeframe to resolve the issue and stay on track for the November implementation.

The remaining risks noted in this and prior reports related to resources and “integration” of Odyssey with other AOC judicial information systems remain concerns. At this point, everyone is well aware of these risks and much is being done to mitigate the risks to the extent practical.

Business Processes and System Functionality	Very Urgent Consideration	New Risk	Feb	May	July
			A	A	X

Spokane has two software applications, SuperMan and SuperCal (SM/SC) that duplicate some of the calendaring and case management functionality provided by Odyssey. Judges and the Court Administrator staff have integrated these local SM/SC systems into their business processes. However, the Spokane County Clerk must enter data from SM/SC into the Superior Court Management Information System (SCOMIS) to keep the Judicial Information System (JIS) updated with Spokane’s case information thus requiring duplicate data entry. Yakima had a similar software application with duplicative functionality that was decommissioned when Odyssey was implemented to support their court business processes. However, it became clear in July that Spokane’s preference is to maintain the current arrangement with Judges and the Court Administrator staff continuing to use only SM/SC to manage court business and have the County Clerk update Odyssey instead of SCOMIS to keep the data between the three systems synchronized.

Spokane had identified three areas of functionality that were provided by SM/SC that are not provided directly by Odyssey. AOC is working with Spokane at multiple levels to determine if there are means acceptable to both Spokane and AOC to be able to discontinue the use of SM/SC and continue with the Odyssey implementation as planned. Changes may be required in Odyssey functionality or Spokane business processes to bridge the gap. Training materials that map data fields and workflow between the legacy SM/SC systems and Odyssey can help to overcome concerns in adapting to the new system.

If a decision on the implementation approach for Spokane is not made soon, it may be necessary to delay the Spokane Go-Live until preparations have been completed to ensure a successful transition.

**For detailed assessment, see: [#BusinessProcesses](#)**



<b>Solution Integrations</b>	<b>Urgent Consideration</b>	<b>Actions Taken to Address</b>	Feb <b>R</b>	May <b>A</b>	July <b>A</b>
------------------------------	-----------------------------	---------------------------------	-----------------	-----------------	------------------

With respect to the integration risk, recall that although the integration components that synchronize case and party data are working properly, replication process errors were being generated due to data entry errors in the counties that had implemented Odyssey. During March, April, and May, additional resources applied to the problem were able to make a significant reduction in the backlog. However, the backlog began rising again in June and July. In July additional resources were identified for recruitment and when hired they will be applied to reducing the backlog. This activity will require constant vigilance by the SC-CMS Project team until the all counties have been implemented and there is no longer a need for replication. Judges and court personnel have been notified of the potential problem of stale data in JIS and have been given instructions on how to view the most recent data using other data viewers such as the Odyssey Portal.

**For detailed assessment, see: [#Integration](#)**

<b>Staffing</b>	<b>Urgent Consideration</b>	<b>Actions Taken to Address</b>	Feb <b>A</b>	May <b>A</b>	July <b>A</b>
-----------------	-----------------------------	---------------------------------	-----------------	-----------------	------------------

With respect to resources, there continue to be more demands on the SC-CMS Project team than there are resources to fulfill the needs. Steps have been taken to help reduce the risk of constrained resources by moving operational support to other teams within AOC leveraging county personnel to assist during upcoming county rollouts and to support each other in resolving issues.

**For detailed assessment, see: [#Staffing](#)**

<b>Schedule</b>	<b>Urgent Consideration</b>	<b>Actions Taken to Address</b>	Feb <b>A</b>	May <b>A</b>	July <b>A</b>
-----------------	-----------------------------	---------------------------------	-----------------	-----------------	------------------

The resource risk described under “Staffing” has schedule implications as well. As noted, the SC-CMS Project is mitigating the resource risk through careful scheduling and execution of readiness activities for the remaining Odyssey counties while supporting the five counties where Odyssey has been implemented. In some areas, activities are limited to the minimum necessary to continue with the county implementation schedule. Although work on project activities related to future county implementations is progressing on schedule, concerns remain with over-allocation of resources and the potential for problems related to quality of deliverables.

**For detailed assessment, see: [#Schedule](#)**

<b>Stakeholder Engagement/Organizational Change Management</b>	<b>Serious Consideration</b>	<b>Actions Taken to Address</b>	Feb <b>A</b>	May <b>A</b>	July <b>A</b>
--	------------------------------	---------------------------------	-----------------	-----------------	------------------

Plans are moving forward to facilitate communication between counties to support each other with (1) a Washington-specific area within Tyler Community for asking/answering questions, (2) automated email distribution lists, and (3) facilitated conference calls with the implemented counties.

**For detailed assessment, see: [#OCM](#)**



<b>Rollout, User Support and Operations</b>	<b>Urgent Consideration</b>	<b>Actions Taken to Address</b>	Feb <b>A</b>	May <b>A</b>	July <b>A</b>
---	-----------------------------	---------------------------------	-----------------	-----------------	------------------

As noted in “Staffing,” support of counties where Odyssey has already been implemented, in addition to facilitating the rollout of Odyssey to other counties in the future, is stretching available resources. There have been some delays in resolving issues that are occurring in Odyssey production counties. Work is underway to begin to transition support and maintenance of SC-CMS to the operational organization within AOC.

*For detailed assessment, see: [#Support](#)*

<b>Data Preparation</b>	<b>Serious Consideration</b>	<b>Actions Taken to Address</b>	Feb <b>A</b>	May <b>A</b>	July <b>A</b>
-------------------------	------------------------------	---------------------------------	-----------------	-----------------	------------------

Data quality problems in the current system will be transferred to the new system during conversion unless addressed by counties prior to their Go-Live date.

*For detailed assessment, see: [#DataPreparation](#)*

**Legend**

- N No Risk Identified
- R Risk
- X Extreme Risk
- A Risk Being Addressed



# Part 2: Detailed Assessment Report



## Project Management and Sponsorship

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Governance	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** Governance is defined in the Project Charter and is being executed effectively by the Project Leadership, Executive Sponsors, Steering Committee, and JISC.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Scope	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** Scope is being managed effectively through the Requirements Traceability Matrix, Tyler contract deliverables, and the Project Change Management process.

It may be necessary to decrease the scope of some implementation activities to more effectively utilize the limited project resources allocated to the project.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Schedule	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Serious Consideration			

**Observation/Risk:** The resource risk described under “Staffing” has schedule implications as well. As noted, the SC-CMS Project is mitigating the resource risk through careful scheduling and execution of readiness activities for the remaining Odyssey counties while supporting the five counties where Odyssey has been implemented. In some areas, activities are limited to the minimum necessary to continue with the county implementation schedule. For example, business process and configuration work has been limited and some project management activities have not been performed to the full extent. Although work on project activities related to future county implementations is progressing on schedule, concerns remain with over-allocation of resources and the potential for problems related to quality of deliverables, including the possibility of incomplete deliverables.

**Status:** AOC conducted a planning exercise to assign priorities to the work that must be completed over the next two years to identify allocations of AOC, Tyler, and county resources to planned activities. As noted in the Staffing area, funding for additional resources was provided by the legislature. Additionally, it may be necessary to decrease the scope of some activities, postpone activities, or eliminate some of them all together. This reduction applies to both project and legacy system support activities. Expectations should be set



accordingly with AOC and county stakeholders on the level of effort allocated to SC-CMS and legacy system activities.

To return to Executive Dashboard, click: [#ExecDashboard](#)

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Budget	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** As noted in the Staffing section of this report, funding was approved by the legislature for additional AOC resources to support the Odyssey-implemented counties and to support the continued rollout of the remaining counties.

To return to Executive Dashboard, click: [#ExecDashboard](#)

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	PMO: Change, Risk, Issue, Quality Management	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** The project is performing project management and tracking processes at a minimum level.

To return to Executive Dashboard, click: [#ExecDashboard](#)





### Solution

Category	Solution	Feb	May	July
Area of Assessment	Business Processes / System Functionality	Risk Being Addressed	Risk Being Addressed	Extreme Risk
Urgency	Very Urgent Consideration			

**Observation/Risk:** Several years ago, Spokane developed two Microsoft Access software applications, SuperMan and SuperCal (SM/SC), to supplant the limited calendaring and case management functionality provided by SCOMIS. Judges and the Court Administrator staff have integrated these local systems into their business processes. Although SM/SC are able to pull statewide case data from the AOC JIS data repository, the Spokane County Clerk must enter data from SM/SC into SCOMIS to keep JIS updated with Spokane's case information thus requiring that the same data be entered twice.

Initially, the AOC SC-CMS Project team understood SM/SC to be similar to software applications that were implemented at other counties to supplement the functionality provided by SCOMIS. In the other counties implemented thus far, software with duplicative functionality has been decommissioned and Judges, Court Administrator, and County Clerk personnel in those counties now use Odyssey to support their court business processes. However, it became clear in July that Spokane's preference is to maintain the current arrangement with Judges and the Court Administrator staff continuing to use only SM/SC to manage court business and have the County Clerk update Odyssey instead of SCOMIS to keep the data between the three systems synchronized. At this point it is not clear that it would be possible to update Odyssey with the same limited information that Spokane enters into SCOMIS due to the sophistication of the Odyssey integrated solution. Even if that were possible, currently the Spokane county clerk is several months behind in entering data into SCOMIS resulting in a severe data synchronization issue.

We noted a risk of increased costs with the implementation of ancillary systems that duplicate Odyssey functionality in 2014. If counties or courts 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 integration if one-off, stand-alone systems were implemented. This risk was successfully mitigated in October 2014 with the change to AOC policy that does not allow integrations with ancillary county systems with duplicative functionality. This policy change was followed up with a recommendation by the Project Steering Committee and approved by the JISC in June 2016 that the SC-CMS Project not allocate funding or resources to develop integrations with local ancillary systems that duplicate functionality provided by Odyssey.

As of the publication of this report, Spokane had identified three areas of functionality that are provided by SM/SC that are not provided directly by Odyssey. The SC-CMS project team is working with Spokane to determine if there are means acceptable to both Spokane and AOC to be able to discontinue the use of SM/SC. Changes may be required in Odyssey functionality or Spokane business processes to bridge the gap.

**Recommendation:** *bluecrane* agrees with the approach taken by AOC and Spokane to identify, in detail, the specific differences between SM/SC and Odyssey, and perform an analysis of alternatives to modify Spokane business processes or enhance Odyssey to meet Spokane's business requirements. Although commercial off-the-shelf (COTS) systems such as Odyssey do not offer the flexibility for modifications as custom systems do (usually at a relative higher cost and longer timeline), typically, the differences between a legacy system and a



COTS replacement system are in the location of data fields in the user interface and variances in workflow. Changes in the use of software interfaces are never easy to initially absorb but become acquired behavior over time. Training materials that map data fields and workflow between the legacy SM/SC system and Odyssey can help to overcome concerns in adapting to the new system.

If a decision on the implementation approach for Spokane is not made soon, it may be necessary to delay the Spokane Go-Live until preparations have been completed to ensure a successful transition.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Solution	Feb	May	July
Area of Assessment	System Requirements, Design, and Configuration	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** Configuration of Odyssey for Snohomish was successfully completed for the May 2016 implementation. Configuration for Event 5 Counties that will be implemented in late 2016 is underway. It is anticipated that modifications to statewide and local configurations will be made for the Odyssey-implemented counties as they become more familiar with the new system in the coming months. Significant changes to the configuration will be approved by the CUWG and will be processed through the Change Management process.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Solution	Feb	May	July
Area of Assessment	Solution Integrations	Risk	Risk Being Addressed	Risk Being Addressed
Urgency	Urgent Consideration			

**Observation/Risk:** Although the integration components that synchronize case and party data between Odyssey and other AOC judicial information systems (JIS) are working correctly, replication process errors are generated if information is not entered into Odyssey in a specific sequence by the counties. Due to the resource constraints identified in the Staffing area, a backlog of replication process problems began to develop in late 2015 and continued to grow until March 2016. The backlog prevents the synchronization of Odyssey data with data in other AOC and state systems. This has the potential to result in legal problems if court decisions are made using stale data in the JIS.

**Status:** During March, April, and May, additional resources applied to the problem were able to make a significant reduction in the backlog. However, the backlog began rising again in June and July. In July additional resources were identified for recruitment and when hired they will be applied to reducing the backlog.

In addition to applying resources to resolve replication errors, AOC has taken the following measures to prevent replication process errors from occurring:

1. Provide upcoming and implemented Odyssey counties with additional education and work guides to prevent incorrect data entry.



- 2. Implement modifications to Odyssey that will prevent future incorrect data entry, thus preventing the generation of replication process problems.
- 3. Remove restrictions from the SCOMIS legacy case management system that require that data be entered in a specific sequence.

The replication problem will persist until all counties have been migrated to Odyssey in 2018. In the meantime, there are “workarounds” available to help ensure that all critical information is available to court personnel via other means. Specifically, judges and court personnel have been notified of the potential problem of stale data in JIS and have been given instructions on how to view the most recent data using other data viewers such as the Odyssey Portal.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Solution	Feb	May	July
Area of Assessment	Information Retrieval and Reporting	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** Requirements gathering, analysis, and development of SC-CMS reports has been ongoing since the early stages of the project. A minimum set of reports was made available for the Pilot and Early Adopter Counties. Additional reports have been developed as needed to fulfill requirements as they have been identified for the upcoming and implemented counties. The project conducted an analysis to determine legacy system reports that can be replaced by Odyssey standard reports and those legacy reports that will require new reports developed using the Enterprise Custom Reports (ECR) tool.

The Odyssey Portal has been implemented to provide case information access to selected members of the public, including attorneys and title companies. Currently, multiple Portal access IDs are required for those that need access to case information and documents from multiple counties. Alternatives to remedy this problem are being developed.

The public will continue to use JIS-Link to access case information for counties where Odyssey has yet to be implemented.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**



## People

Category	People	Feb	May	July
Area of Assessment	Staffing	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Urgent Consideration			

**Observation/Risk:** There has been significant effort by the SC-CMS Project Team and other AOC management and staff to facilitate and complete the implementation readiness activities for upcoming Counties and, *at the same time*, provide adequate support to the counties that have implemented Odyssey. The rollout of upcoming counties and support of counties that have implemented Odyssey requires sharing the limited AOC, Tyler, and County resources that (1) are knowledgeable and proficient in Odyssey functionality and (2) have experience with deployment of the system. Some of the resource deficit can be attributed to increasing of the initial scope of the project with document management, financials, and other functionality while having to hold project staffing to align with approved legislative funding levels.

Odyssey support and operational needs have been increasing over the past year since the Pilot County (Lewis County) implementation with the rollout of Early Adopter and Snohomish counties and will continue to increase over the next several years as Odyssey is implemented in the remaining counties. These needs include first and second level Help Desk support, configuration support, business process support, on-going training, release testing and deployment, AOC system integration support, county system integration support, and infrastructure support. The SC-CMS rollout will create a “bubble” of demand for support and operational resources that should eventually subside as court personnel increase their knowledge and skills in utilization of Odyssey and as AOC and county resources are redirected from support of legacy systems to support of SC-CMS. If the support “bubble” is not addressed, counties may experience delays in obtaining support from AOC, and the quality of the SC-CMS rollout to the remaining counties may be affected as the project team attempts to participate in both rollout and operational support activities.

**Status:** In April, AOC received additional funding for SC-CMS support and implementation positions from the legislature. Seven additional positions were added to several areas at AOC to support SC-CMS, including a Portal Administrator, three positions to support the integration with AOC systems, a Business Analyst, and two Help Desk positions.

AOC continues to mitigate the risks of constrained resources using the following approaches:

- AOC is continuing to transition operational support for the implemented SC-CMS counties to the groups in AOC that are responsible for operational support of the legacy systems. Due to the support bubble identified above, the level of operational support for legacy systems, including SCOMIS, will decrease as non-project resources at AOC take on the operational support of SC-CMS. This approach is very typical of new system implementations and necessary to ensure adequate resources are allocated to rollout and support of the new system. Support needs for legacy systems fall off sharply as a new replacement system is implemented since there is typically little value in allocating more than the minimum resources to keep the legacy system operating. Other support needs such as Help Desk and ongoing training are not required because of the in-depth knowledge of the legacy system in the counties. This allows the remaining counties to be nearly self-supporting during the rollout of the new system.



- AOC is preparing “Power Users” in the counties where Odyssey will be implemented in 2016 to become very proficient in the use of Odyssey so that they can assist other staff during the ramp-up following Go-Live;
- Engaging upcoming county staff to assist with readiness activities;
- Engaging county staff from the four counties where Odyssey has now been implemented to assist each other and to help with future county implementations;
- Temporarily allocating staff from other areas of AOC to the SC-CMS project;
- Leveraging Tyler resources where possible;
- Leveraging business processes and Odyssey configurations from the implemented counties for the upcoming counties where Odyssey will be implemented; and
- Utilizing “Lessons Learned” from the completed county implementations in order to help ensure that it will be unnecessary to repeat “course adjustments” made during those implementations.

To return to Executive Dashboard, click: [#ExecDashboard](#)

Category	People	Feb	May	July
Area of Assessment	Stakeholder Engagement / Organizational Change Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Serious Consideration			

**Observation/Risk:** Although stakeholder engagement and organizational change management (OCM) activities have been utilized to help prepare AOC and county staff for the transition to the new system, resource constraints have limited efforts in this area primarily due to training activities. The project team continues to conduct periodic meetings with the counties that have implemented Odyssey to discuss operational issues and activities. The project team also meets with the next several counties who will implement Odyssey to discuss implementation activities. Although these meetings, along with periodic Town Hall meetings and Odyssey training, provide information to the counties, communications and engagement with stakeholders are limited. Additional organizational change management activities would help smooth the transition to the new system and business processes.

**Recommendation:** Additional resources should be allocated to stakeholder engagement and organizational change management activities using the SC-CMS Communication Plan as a guide to help smooth the transition through increased communication and awareness activities. These stakeholder activities should be coordinated with the business process activities identified in the Business Process/System Functionality area.

**Status:** The SC-CMS Project Manager and OCM/Training Lead are beginning to allocate more time to strategic planning and engagement activities with stakeholders. In February, the OCM/Training Lead began implementing the Stakeholder Engagement Plan that was developed in January. Communications are being facilitated between counties to help them support each other with (1) a Washington-specific area within Tyler Community for asking/answering questions, (2) automated email distribution lists, and (3) facilitated conference calls with the implemented counties.

To return to Executive Dashboard, click: [#ExecDashboard](#)

Category	People	Feb	May	July
Area of Assessment	Rollout, User Support, and Operations	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Urgent Consideration			

**Observation/Risk:** Project resources are being stretched for support and operations of counties where Odyssey has already been implemented in addition to facilitating the rollout of Odyssey to the remaining counties. As a result, there have been delays in resolving issues that are occurring in Odyssey production counties. Work is underway to transition support and maintenance of SC-CMS to the operational organization within AOC. Additionally, as identified in the Staffing area, funding for additional resources was provided by the legislature. However, even with these mitigations, it is likely that a resource deficit will exist during the rollout timeframe.

*To return to Executive Dashboard, click: [#ExecDashboard](#)*

Category	People	Feb	May	July
Area of Assessment	Contract and Deliverables Management	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** The list and schedule of vendor deliverables are identified in the Tyler contract and are being managed by the project team. Vendor deliverables required for Go-Live events in the counties where Odyssey has been implemented thus far were completed in time for the implementations.

*To return to Executive Dashboard, click: [#ExecDashboard](#)*



**Data**

Category	Data	Feb	May	July
Area of Assessment	Data Preparation	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Serious Consideration			

**Observation/Risk:** The AOC Data Quality Coordinator will coordinate preparation of data in AOC and local court applications. One of the preparation activities is the development of a data profiling report that will identify anomalies in data stored in the JIS that will be used by counties to clean the data. The preparation of data for conversion is typically a long, tedious activity that should be started as early as possible since the county resources that are allocated to data clean-up also have daily operations responsibilities.

If counties do not allocate sufficient resources to data preparation activities, data problems will be transferred to the new system. Data quality issues may affect the synchronization and replication processes, which could indirectly (or directly) impact court operations.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**

Category	Data	Feb	May	July
Area of Assessment	Data Conversion	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** Conversion readiness activities, including validation of converted data converting documents for incorporating into Odyssey, are underway for Snohomish and Spokane Counties.

**To return to Executive Dashboard, click: [#ExecDashboard](#)**



### Infrastructure

Category	Infrastructure	Feb	May	July
Area of Assessment	Statewide Infrastructure	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** The project continues readiness preparations to ensure sufficient capacity on the state network for the estimated volume of Odyssey and document management system transactions that will occur as counties are migrated into the production environment.

*To return to Executive Dashboard, click: [#ExecDashboard](#)*

Category	Infrastructure	Feb	May	July
Area of Assessment	Local Infrastructure	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

**Observation:** The SC-CMS project team is working with counties where Odyssey will be implemented in the future to ensure that (1) the local county workstations have been configured correctly and (2) the county servers and network are appropriately sized to handle the volume at Go-Live. Purchases of additional workstation and server hardware are being made as needed to fulfill infrastructure requirements.

*To return to Executive Dashboard, click: [#ExecDashboard](#)*





## Part 3: 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***
- ***Solution***
- ***People***
- ***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 that 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
  - PMO: Change, Risk, Issue, Quality Management
- ***Solution***
  - Business Processes/System Functionality
  - System Requirements, Design, and Configuration
  - Solution Integrations
  - Information Retrieval and Reporting
- ***People***
  - Staffing
  - Stakeholder Engagement and Organizational Change Management
  - Rollout, User Support, and Operations



- Contract Management / Deliverables Management
- **Data**
  - Data Preparation
  - Data Conversion
- **Infrastructure**
  - Statewide Infrastructure
  - Local Infrastructure

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, *results 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
<b>Extreme Risk</b>	<b>Extreme Risk:</b> a risk that project management must address or the entire project is at risk of failure; these risks are “show-stoppers”
<b>Risk</b>	<b>Risk:</b> a risk that is significant enough to merit management attention but not one that is deemed a “show-stopper”
<b>Risk Being Addressed</b>	<b>Risk Being Addressed:</b> 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
<b>No Risk Identified</b>	<b>No Risk Identified:</b> “All Systems Go” for this item
<b>Not Started</b>	<b>Not Started:</b> this particular item has not started yet or is not yet assessed
<b>Completed or Not Applicable</b>	<b>Completed/Not Applicable:</b> 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 2](#) of our monthly report provides the detailed QA Dashboard with all of the elements described above.

# **Expedited Data Exchange (EDE)**

## **Program Update**

Kevin Ammons, PMP  
Program Manager

August 26, 2016

# Recent Activities

- ✓ Enterprise Data Repository Version 1 was released on June 16, 2016
- ✓ On-boarded Data Integration Vendor, InfoTrellis
  - ✓ Conducted engagement kick-off
  - ✓ Vendor working both on-site at AOC and remote
- ✓ Preparing Data Validation RFP for release
- ✓ Conducted meetings with seven justice partner agencies reviewing current data exchanges and planning for sourcing all exchanges from the EDR

# Active Project Risks

Total Project Risks		
Low Exposure	Medium Exposure	High Exposure
6	3	10

## Significant Risk Status

Risk	Probability/Impact	Description
New Business Processes	High/High	Significant changes to JIS court business processes will be required due to required application changes
Justice Partner Agency Interfaces	High/High	Work required with justice partner agencies may conflict with resource availability in the other agencies

## Significant Risk Status (cont.)

Risk	Probability/Impact	Description
Local Data Versus Statewide Data	High/High	Some data that has been identified as local data has been used statewide. This data will not be available statewide.
Data Validation Rules	High/High	The amount of data validation rules implemented at pilot may not be sufficient to allow data from different systems to be comparable.
Codes and Governance	High/High	If there is not uniform governance of codes and other policies, changes in one system could result in significant complications with usage of that data from the EDR.



# Active Project Issues

Total Project Issues			
Low Urgency	Medium Urgency	High Urgency	Closed
1	2	1	0

## Significant Issues Status

Issue	Urgency/Impact	Action
Resource Shortages amongst developers, business analysts, solution architects and others	High/High	Using project funds to recruit and contract, but finding a mix of required skills and knowledge of AOC systems is problematic
Procurement Time	Low/Low	Resolved by adding additional contract specialist to work some EDE procurements

# Project Milestones

King County Milestones	Date
✓ <i>KCDC System Selection/Procurement</i>	<i>March 2016</i>
<i>KCDC Pilot Go Live</i>	<i>August 2017</i>
✓ <i>King County Clerk's Office RFP Published</i>	<i>August 2015</i>
<i>King County Clerk's Office Go Live</i>	<i>January 2018</i>

AOC Milestones	
✓ Release EDR version 1	June 2016
✓ Contract Data Integration Vendor	August 2016
Release Data Validation RFP	August 2016
JIS Data Integration Complete	April 2017
EDR Version 2 Release	June 2017
Support KCDC Go Live	August 2017



# King County District Court Case Management System Project Update

Judge Donna Tucker – Presiding Judge

Othniel Palomino – Chief Administration Officer

August 26, 2016

# Project Overview



## Project Description:

King County District Court is implementing a unified case management system using modern technology that would allow the Court to become more efficient and provide new services to the public.

### In Scope

- Core Case Management System
- eFiling
- Probation System Replacement
- Document Management System
- eMitigation System
- Digital Signatures
- Electronic Data Exchange – EDR
- External Interfaces not covered through Data Exchange

### Out of Scope

- Video Conferencing Capabilities
- Court Audio Recording

# Recent Activities

- **Completed** Baseline system configuration
- System & interface design & configuration – **In Process**
- EDR interface analysis & design to send and retrieve statewide data – **In Process**
- Data Conversion analysis & design – **In Process**
- Working with AOC & DOL to determine how KCDC data is uploaded to DOL – **In Process**

# Project Milestones



**King County**  
District Court

Mile	Planned Completion Date
✓ Project Kickoff	April 2016
Analysis/Design/Configuration	March 2017
System Testing	July 2017
Interfaces/Data Conversion	August 2017
Pilot Go Live	August 2017



**King County**  
Department of Judicial  
Administration

# **King County Clerk's Office Systems Replacement Project**

## **Project Update**

Barbara Miner  
King County Clerk

August 26, 2016

# Project Overview

- In Scope
  - Case Management functionality that replaces JIS/SCOMIS and functionality in 3 KCCO systems
  - Financial Management functionality that replaces JRS and JASS
  - Integrations with internal KCCO and King County systems, AOC, DOL, and others
- Out of Scope
  - Replacement of existing:
    - Document Management System
    - eFiling Application
    - Public-facing and partner-facing Document Viewers



# Recent Activities

- ✓ Completed Requirements Fit/Gap Analysis
- Analyzing JIS data conversion requirements
- Configuring case initiation processes
- Developing EDR interface to send and retrieve statewide data
- ✓ Executed data sharing contract with DOL to access Abstract Driving Records



# Project Milestones

Milestone	Date
✓ Project Kick-off	April 2016
Analysis/Design/Configuration	June 2017
Interfaces/Data Conversion	November 2017
System & User Acceptance Testing	November 2017
Final Data Conversion & Go-Live	January 2018

# Administrative Office of the Courts

Quality Assurance Consulting Services

Integrated Solutions Group LLC

INH-EDE Steering Committee Interim Report #2

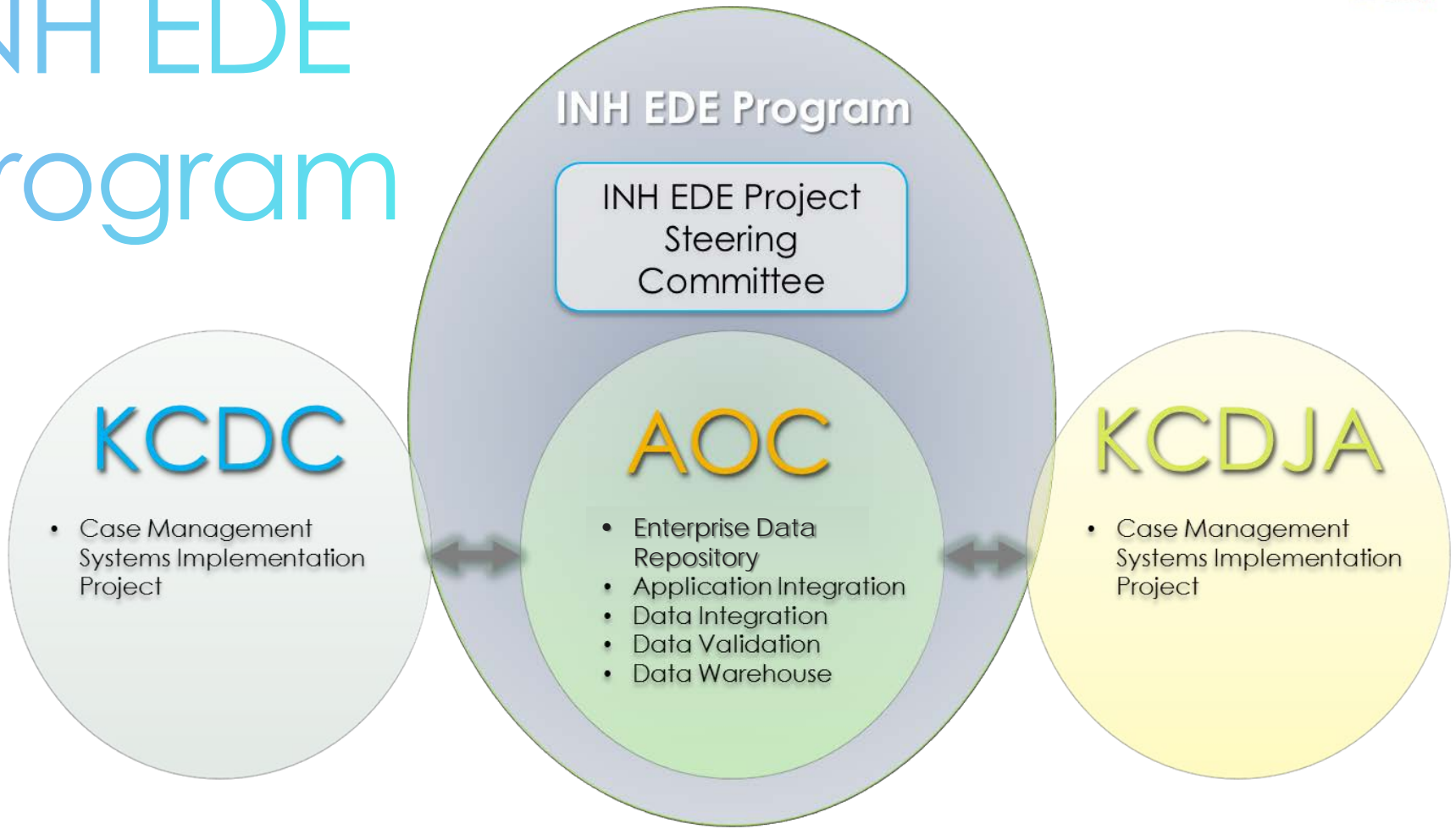
**August 12, 2016**

# INH EDE – QA Report Interim Findings Report #2

- Introduction 5 min.
- Process Overview 5 min.
- Assessment 30 min.

Closing/Questions

# INH EDE Program



## KCDC

- Case Management Systems Implementation Project

## INH EDE Program

INH EDE Project Steering Committee

## AOC

- Enterprise Data Repository
- Application Integration
- Data Integration
- Data Validation
- Data Warehouse

## KCDJA

- Case Management Systems Implementation Project

# Process for Report #2

- ✓ Assessment Interviews
- ✓ Documentation Discovery
- ✓ Operational Meetings and Observations

## ISG Assessment Framework

1. Planning Oversight
2. Project Management
3. Quality Management
4. Requirements Management
5. Software Development
6. System and Acceptance Testing
7. Data Management
- ❑ Operations Oversight

# Process for Report #2

## Completed Interviews

1. Eric Kruger
2. Chau Nguyen
3. Daniel Belles
4. Kevin Ammons
5. Christine Cook
6. Sree Sundaram
7. Sriram Jayarama

## Upcoming Interviews

- |                               |                           |
|-------------------------------|---------------------------|
| 8. Bill Kehoe                 | 12. Latasha Battle (KCDC) |
| 9. Shuyi Hu (KCCO)            | 13. Kanani Johnson (KCDC) |
| 10. Othniel Palomino (KCDC)   | 14. Kumar Yajamanam       |
| 11. Enrique Kuttemplon (KCDC) | 15. Vonnie Diseth         |

## Documentation/Observation

1. INH EDE Integrated Program Schedule
2. Draft PMP
  - Project Governance
  - Risk Management
  - Issue Management
3. INH-EDE Project Steering Committee reporting
4. Steering Committee Meeting Minutes
5. Expedited Data Exchange Budget Status Report
6. Application Integration High Level Schedule
7. Project Track Schedules
8. Project Track monthly reports
9. KCCO Requirements on Bulk Data Upload to EDR
10. INH EDE Program Town hall
11. EDE Technical Workshop - Meeting with AOC, KC and JTI
12. EDE Weekly Status Review Meeting
13. JIS System Change Governance Committee

# Baseline Assessment

## ISG Quantitative Analysis System

### Green – 1 through 3 impact weighting –

Best practices, expected processes, procedures and policy, and active application of management controls. No or very little adverse impact is anticipated.



1 to 3

### Yellow – 4 through 7 impact weighting –

practices, procedures, processes and policy analysis yield findings that could adversely impact project outcomes; recommendations for correction or remediation are warranted.



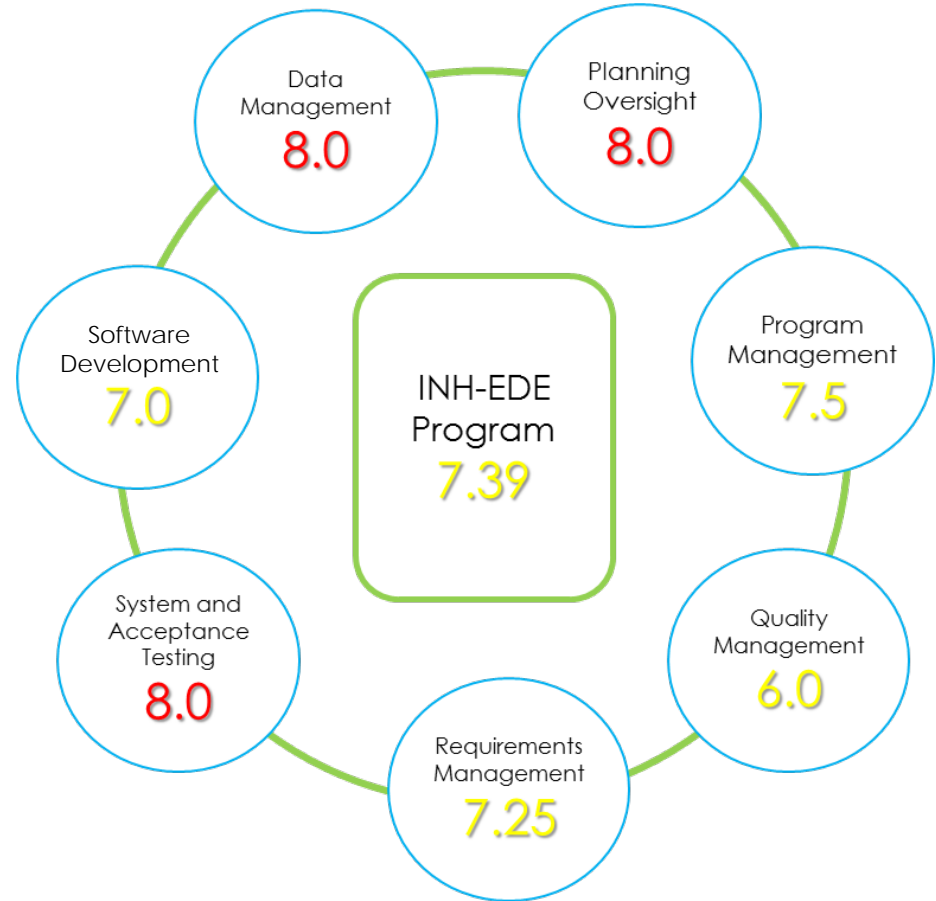
4 to 7

### Red – 8 through 10 impact weighting –

practices, procedures, processes and policy analysis yield findings that have a high likelihood to adversely impact program outcomes. Recommendations for correction or remediation are time sensitive and prioritized as needing immediate attention.



8 to 10





# Executive Summary

## Accomplishments

- Integrated Program Schedule (IPS) development
  - Joint effort by AOC, KCDC and KCCO
- Program Manager leadership
- First Draft of PMP under review
  - Governance
  - Issue Management
  - Risk Management
- Communication and coordination improvements
- Data Integration (DI) procurement completion

# Executive Summary, cont.

## In Progress/Opportunities

- Operationalizing the IPS
  - Monitoring and maintaining dates with each PM/Lead
  - Aligning Steering Committee status reports with IPS key activities
  - Implementing formal deliverable approval process
- Resource Management
  - Procurement, BA, and Application Track PM limitations
- Requirements Management
  - Formalizing requirements identification and management across tracks
- Test Plan Development
  - Aligning integration points across orgs
- Data Management Plan
  - Agreement on data migration

# Planning Oversight: 8.0 =


## Observations

- ↓ Additional resources within the procurement team have relieved some workload issues
- ↓ Procurement resources assigned to specific procurements has potential for workload efficiencies
- ↓ DI Procurement Project was completed successfully
- ↑ AOC Alternative acquisition models (e.g., convenience contracts for range of personnel needs) are not available for Program utilization




## Observations

- ↓ Program Management Plan (PMP) is under development with target completion in August
- ↓ Program Manager is leading development of key deliverables and communication mechanisms that are improving program operations and reducing risk
- ↓ Communication across program is improving due to Integrated Program Schedule (IPS) and regularly scheduled meetings
  - Program Project Managers meeting
  - AOC Project Managers Meeting
  - Town Hall Meetings
- ↑ Unexpected Application Lead/Project Manager availability limitations

## Observations

-  Critical deliverables highlighted in the IPS should be subject to a formal review and approval process to ensure business needs and quality objectives are being met
  - PMP should include a simple process and standard timeline for approving formal deliverables in the IPS including identification of reviewers and approvers by deliverable

## Observations

-  Requirements are understood and formally defined inconsistently across project tracks
-  PMP should define a standard Requirements Management Plan so that requirements are sufficiently addressed
-  Business Analysis (BA) resources within AOC is a risk that Program Manager has escalated to the Program Sponsors

# Software Development: 7.0

## Observations

-  Requirements Management and Configuration Management should be defined in PMP to ensure final product meets business needs

# System and Acceptance Testing: 8.0 =

## Observations

-  Program Test Plan is under development and targeted to be completed in early September

# Data Management: 8.0 =

## Observations

- ↑ Program Data Management Plan is being drafted and targeted to be completed in early September



# QA Project Team Next Steps

- Complete Program interviews through week of September 12<sup>th</sup>
- Continue documentation review through week of September 12<sup>th</sup>
- Present interim report #2 to JISC on 8/26
- Draft copy of final report #2 and review with SC sponsors 9/16
- Present final report #2 to EDE SC 9/23

# Close and Questions



# **ITG Request 41 - CLJ Revised Computer Records Retention and Destruction**

## **Project Update**

Kevin Ammons – PMO Manager  
Aug 26, 2016

# Recent Activity

- ✓ Deferred Prosecution and Domestic Violence issues reported at the last two JISC meetings have been resolved
  - ✓ AOC has produced reports for each court related to these issues and is only proceeding with the courts that have reported they have completed the case cleanup
- ✓ *Implementation of new retention and destruction rules is in progress and 32 courts have been completed as of August 10th*

# Next Steps

- AOC will continue to implement courts as they verify completion of case cleanup
- Project is now an operational implementation
- Status will be reported at [Inside Courts](#) by selecting the heading “ITG 41 CLJ Destruction of Records Court List” near the announcements section

# **ITG Request 45 – Appellate Courts Enterprise Content Management System (AC-ECMS)**

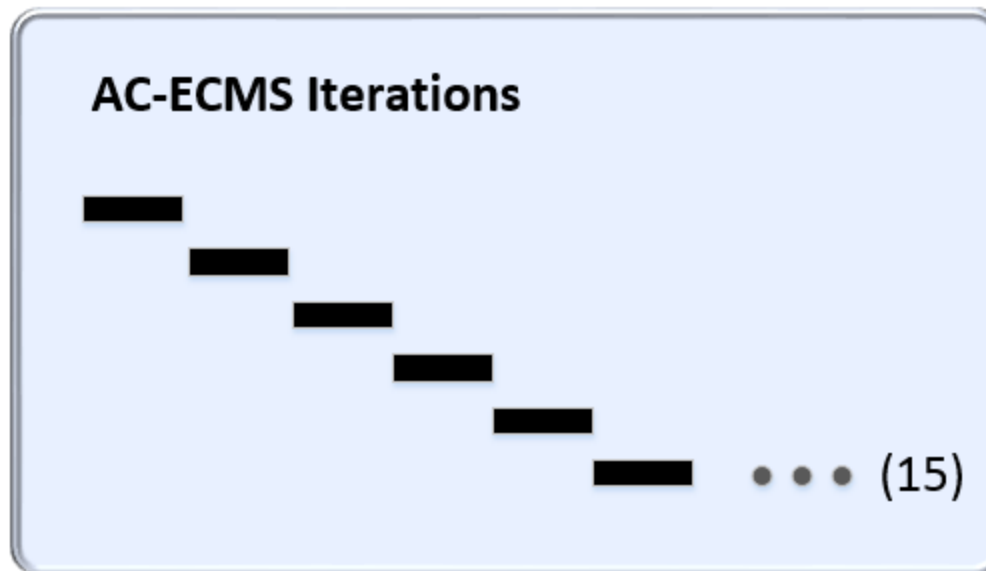
## **Project Update**

Martin Kravik, Project Manager

August 26, 2016

# Recent Activities

- ✓ Contract amendment executed on June 30, 2016
  - Adopted an “agile” development approach
  - Two week iterations



# Recent Activities

- ✓ Agile training for the project team occurred on July 6, 2016
- ✓ Iteration “Zero” began on July 7, 2016
  - Created the initial set of product requirements
  - Created a new development environment using the latest version of OnBase
  - Verified Court of Appeals configuration settings
  - Mapped existing OnBase document attributes with ACORDS
  - Created a developer documentation site
  - Configured the new tool for managing an agile project



# Recent Activities

- ✓ Iteration 1 began on July 20, 2016
  - Installed the OnBase document management system in the new development environment and installed the Court of Appeals configuration settings
  - Verified Supreme Court configuration settings
  - Finalized the document conversion maps for the three Court of Appeals Document Management Systems (DMS)
  - Created the document export processes from the Court of Appeals Division I and Division III DMS's
  - Verified how the ACORDS case number will be used within OnBase
  - Began designing the Supreme Court document export process from the existing electronic file folders

# Recent Activities

- ✓ Iteration 2 began on August 3, 2016
  - Installed the Supreme Court configuration settings
  - Created the Court of Appeals Division II document export process
  - Created the Supreme Court document export process
  - Tested the document export processes for the Court of Appeals Divisions
  - Started building the processes to import documents into OnBase
- ✓ Iteration 3 began on August 17, 2016

<b>JISC Priorities</b>					
<b>Priority</b>	<b>ITG #</b>	<b>Request Name</b>	<b>Status</b>	<b>Approving Authority</b>	<b>CLUG Importance</b>
1	2	Superior Court Case Management System	In Progress	JISC	High
2	45	Appellate Court ECMS	In Progress	JISC	High
3	41	CLJ Revised Computer Records and Destruction Process	In Progress	JISC	High
4	102	Request for new Case Management System to replace JIS	In Progress	JISC	High
5	27	Expanded Seattle Municipal Court Case Data Transfer	Authorized	JISC	High
6	62	Automate Courts DCXT Table Entries	Authorized	JISC	Medium
7	7	SCOMIS Field for CPG Number	Authorized	JISC	High
8	26	Prioritize Restitution recipients	Authorized	JISC	Medium
9	31	Combine True Name and Aliases for Timepay	Authorized	JISC	Medium

### Appellate CLUG Priorities

Priority	ITG #	Request Name	Status	Approving Authority	CLUG Importance
1	45	Appellate Courts ECMS	In Progress	JISC	High

### Superior CLUG Priorities

Priority	ITG #	Request Name	Status	Approving Authority	CLUG Importance
1	107	PACT Domain 1 Integration	Authorized	Administrator	High
2	7	SCOMIS Field for CPG Number	Authorized	JISC	High
3	158	Implementation of MAYSI 2	In Progress	CIO	High

### Non-Prioritized Requests

N/A	2	Superior Court Case Management System	In Progress	JISC	High
-----	---	---------------------------------------	-------------	------	------

### Courts of Limited Jurisdiction CLUG Priorities

Priority	ITG #	Request Name	Status	Approving Authority	CLUG Importance
1	102	New Case Management System to Replace JIS	In Progress	JISC	High
2	27	Expanded Seattle Municipal Court Case Data Transfer	Authorized	JISC	High
3	41	CLJ Revised Computer Records Retention and Destruction Process	In Progress	JISC	High
4	106	Allow Criminal Hearing Notices to Print on Paper and allow edits	In Progress	Administrator	Medium
5	32	Batch Enter Attorney's to Multiple Cases	Authorized	CIO	Medium
6	68	Allow Full Print on Docket Public View Rather than Screen Prints	Authorized	Administrator	Medium
7	46	CAR Screen in JIS	Authorized	CIO	Medium
8	31	Combine True Name and Aliases for Timepay	Authorized	JISC	Medium
9	26	Prioritize Restitution Recipients	Authorized	JISC	Medium

<b>Multi Court Level CLUG Priorities</b>					
<b>Priority</b>	<b>ITG #</b>	<b>Request Name</b>	<b>Status</b>	<b>Approving Authority</b>	<b>CLUG Importance</b>
<b>1</b>	<b>152</b>	<b>DCH and Sealed Juvenile Cases</b>	<b>Authorized</b>	<b>CIO</b>	<b>High</b>
<b>2</b>	<b>178</b>	<b>Race &amp; Ethnicity Data Fields</b>	<b>Authorized</b>	<b>Administrator</b>	<b>Medium</b>
<b>3</b>	<b>116</b>	<b>Display of Charge Title Without Modifier of Attempt</b>	<b>Authorized</b>	<b>Administrator</b>	<b>Medium</b>
<b>4</b>	<b>62</b>	<b>Automate Courts DCXT Table Entries</b>	<b>Authorized</b>	<b>JISC</b>	<b>Medium</b>
<b>5</b>	<b>141</b>	<b>Add Bond Transferred Disposition Code</b>	<b>Authorized</b>	<b>CIO</b>	<b>Medium</b>
<b>Non-Prioritized Requests</b>					
<b>N/A</b>	<b>3</b>	<b>Imaging and Viewing of Court Documents</b>	<b>Authorized</b>	<b>Administrator</b>	<b>Not Specified</b>