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 Assessment

for the

State of Washington

Administrative Office of the Courts (AOC)

CLJ-CMS Project

March 2023

Prepared by

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bluecrane ®

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March 31, 2023

Honorable Barbara Madsen, Justice
Washington Supreme Court

Ms. Dawn Marie Rubio
Administrator, Administrative Office of the Courts

Dear Justice Madsen and Ms. Rubio:

bluecrane has completed its Quality Assurance Assessment of the CLJ-CMS Project for the month of March 2023.

This document is structured as follows:

1. Executive Summary and Assessment Dashboard.
2. A detailed report of our CLJ-CMS assessment for the current reporting period.
3. An explanation of our approach for those readers who have not seen one of our assessments previously.

Please contact me with any questions or comments.

Sincerely,

Allen Mills

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Introductory Note on Project Structure

The Courts of Limited Jurisdiction – Case Management System (CLJ-CMS) Project consists of three primary areas of activity, namely:

- eFiling
- Case Management
- Supervision

These three high-level "workstreams" or "sub-projects" ultimately combine to deliver an integrated solution for participating district and municipal courts (and some other entities such as violations bureaus). However, work in each sub-project is being planned and conducted as a separate activity with a keen awareness of interdependencies and the interrelationships that will eventually come into play. For these reasons, much of our risk analysis will assess the three sub-projects individually. For consistency in terminology, we will reserve the term "CLJ-CMS" to refer to the three combined sub-projects and use the terms "eFiling," "Supervision," and "Case Management" to refer to the individual efforts.

1. Executive Summary

1.1 Executive Overview

This report provides the March 2023 Quality Assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the Washington State Administrative Office of the Courts (AOC) Courts of Limited Jurisdiction – Case Management System (CLJ-CMS) Project.

As noted in our February report, Solution Validation (SV) began February 6, 2023, after the CLJ-CMS Project Team completed their review and initial testing of the Priority 1 fixes delivered by Tyler Technologies (Tyler) at the end of December 2022. This was a very significant milestone for the CLJ-CMS Project as it strives to get to Pilot Court Go-Live.

On March, 17, 2023, SV concluded. Unfortunately, but not surprisingly, a number of challenges have arisen during SV and the project team is focused on addressing those. The most critical issues involve data conversion for the Enterprise Supervision ("probation") product from Tyler and completing fixes and testing for certain legacy data exchanges. While these remaining challenges are resolved, the CLJ-CMS Project deferred Pilot Court participation in SV, sending a notice to them on March 2.

With SV concluded, the CLJ-CMS Project has entered a period of "bug" fixes and final readiness in preparation for Pilot Court Go-Live. An important aspect of that work will be Tyler's delivery of fixes for most, if not all, Go-Live critical defects in its 2022.1.6 release which is currently targeted for mid-April 2023. ***We strongly recommend that AOC executives meet with Tyler executives as soon as practical*** to validate what will be delivered by mid-April and to obtain a firm commitment on the delivery of fixes to any remaining issues that must be addressed by Pilot Court Go-Live. With a firm commitment in-hand, AOC should be in a position to work with Pilot Courts to select and announce a Go-Live date.

From our high-level, independent perspective, the two "areas" of activities that are most significant at the current time are:

1. **Fixes for Go-Live Critical Issues:** AOC is expecting that most, if not all, Go-Live Critical Issues will be addressed in the mid-April release from Tyler. As noted above, AOC executive management should confirm with Tyler executive management that this is the case. If there are issues that will not be fixed by Pilot Court Go-Live, then AOC and Tyler should collaborate on a plan and schedule for delivery of those fixes as soon after Go-Live as practical. Almost all systems "go live" with some open issues remaining. That is acceptable as long as (1) the solution that is implemented at go live meets an acceptable level of quality, (2) the business users (in this case, the four Pilot Courts) of the new solution are willing and able to utilize "work-arounds" for the open issues for some defined period of time, (3) there is a plan to address open issues in a timely fashion post-go-live (which helps prevent the "institutionalization" of any work-arounds utilized in the interim), and, of course, (4) there is a plan to prioritize and address new issues that arise post go live (in this case, during the Pilot Court phase).
2. **Data Exchanges and Data Conversion:** Complete necessary work to utilize the Enterprise Data Repository (EDR) and ensure all legacy data exchanges are viable in the new solution's

environment. As has been previously reported, data conversion for Enterprise Supervision has become a complex undertaking, given the manner in which probation information is stored in JIS. The CLJ-CMS Project Team's testing of Alliance (the Tyler-internal effort that includes assimilation of the new Enterprise Supervision solution with Enterprise Justice) continues.

As we have noted for many months, staffing continues to be a risk for the CLJ-CMS Project. Labor market challenges that are beyond AOC's control continue to be a challenge. However, we are able to report that other projects in the Olympia and Seattle areas with which *bluecrane* is involved are beginning to see increased numbers of qualified applicants, apparently due to the large layoffs that have occurred (and are continuing to occur) in the technology business sector.

We continue to encourage limited jurisdiction judges and other stakeholders to lobby the legislature to approve the Decision Package (DP) for the integration platform project (which is an internal infrastructure project separate from the CLJ-CMS Project) as well as other budgetary requests essential to keeping the JIS fully funded. At this time, the integration platform effort is progressing through appropriate governance processes without impacting the performance and delivery of the CLJ-CMS Project.

Critical risks at this time remain those that are related to data conversion for Enterprise Supervision and the legacy data exchanges as noted above. The data conversion risk is being worked on by the CLJ-CMS Project Team and Tyler Technologies. With the initiation of SV, risks to schedule are continuing to decrease. While we are not ready to reduce the assessment level of schedule from "red" yet, we are cautiously optimistic that, when the remaining challenges in SV are resolved, a Pilot Go-Live date can be announced at that time.

1.2 Executive "At-a-Glance" QA Dashboard

The following table provides a summary of our risk assessment ratings for this month and the previous two months. Detailed findings, risk explanations, and recommendations for risk response are provided in Section 2 of this report. As a reminder to the reader, "blue" items indicate areas of ongoing risk; however, the mitigation and other response activities of the Program for blue items are assessed as adequate for the current review period.

Table 1. Summary Dashboard of QA Assessment Results

Project Management and Sponsorship			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Schedule: Case Management	**High Risk** ***(risk decreasing)***	**High Risk** ***(risk decreasing)***	**High Risk** ***(risk decreasing)***
Schedule: Supervision	**High Risk** ***(risk decreasing)***	**High Risk** ***(risk decreasing)***	**High Risk** ***(risk decreasing)***

Project Management and Sponsorship			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Schedule: eFiling	**High Risk** *(risk decreasing)*	**High Risk** *(risk decreasing)*	**High Risk** *(risk decreasing)*
Scope: Case Management	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Scope: Supervision	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Scope: eFiling	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Project Staffing	**Risk**	**Risk**	**Risk**
Governance	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Budget: Funding	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Budget: Management of Spending	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Contracts and Deliverables Management	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
PMO Processes	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**

People			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Stakeholder Engagement	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
OCM: Case Management	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**

People			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
OCM: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
OCM: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Communications	No Risk Identified	No Risk Identified	No Risk Identified
Court Preparation and Training	No Risk Identified	No Risk Identified	No Risk Identified

Solution			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Business Process: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Business Process: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Business Process: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Requirements, Design, and Configuration: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Requirements, Design, and Configuration: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Requirements, Design, and Configuration: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Integrations: Case Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Integrations: eFiling	No Risk Identified	No Risk Identified	No Risk Identified

Solution			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Reports: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Reports: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Testing: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Testing: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Testing: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Deployment: Case Management	Risk	Risk	Risk
Deployment: Supervision	Risk	Risk	Risk
Deployment: eFiling	Risk	Risk	Risk

Data			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Data Preparation: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Data Conversion: Case Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Data Conversion: Supervision	Risk Being Addressed	Risk Being Addressed	No Risk Identified
Data Security	No Risk Identified	No Risk Identified	No Risk Identified

Infrastructure			
Assessment Area	**March 2023**	**February 2023**	**January 2023**
Infrastructure for Remote Work	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Statewide Infrastructure	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Local Infrastructure	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Security Functionality	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Access	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Environments	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Post-Implementation Support	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**

2. Detailed Assessment Report

2.1 Project Management and Sponsorship

2.1.1 Schedule: Case Management

Project Management and Sponsorship			
Schedule: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	High Risk *(risk decreasing)*	**High Risk** *(risk decreasing)*	**High Risk** *(risk decreasing)*

Findings

As noted in our February report, Solution Validation (SV) began February 6, 2023, after the CLJ-CMS Project Team completed their review and initial testing of the Priority 1 fixes delivered by Tyler Technologies (Tyler) at the end of December 2022. This was a very significant milestone for the CLJ-CMS Project as it strives to get to Pilot Court Go-Live.

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With SV concluded, the CLJ-CMS Project has entered a period of "bug" fixes and final readiness in preparation for Pilot Court Go-Live. An important aspect of that work will be Tyler's delivery of fixes for most, if not all, Go-Live critical defects in its 2022.1.6 release which is currently targeted for mid-April 2023. ***We strongly recommend that AOC executives meet with Tyler executives as soon as practical*** to validate what will be delivered by mid-April and to obtain a firm commitment on the delivery of fixes to any remaining issues that must be addressed by Pilot Court Go-Live. With a firm commitment in-hand, AOC should be in a position to work with Pilot Courts to select and announce a Go-Live date.

From our high-level, independent perspective, the two "areas" of activities that are most significant at the current time are:

1. **Fixes for Go-Live Critical Issues:** AOC is expecting that most, if not all, Go-Live Critical Issues will be addressed in the mid-April release from Tyler. As noted above, AOC executive management should confirm with Tyler executive management that this is the case. If there are issues that will not be fixed by Pilot Court Go-Live, then AOC and Tyler should collaborate on a plan and schedule for delivery of those fixes as soon after Go-Live as practical. Almost all systems "go live" with some open issues remaining. That is acceptable as long as (1) the solution that is implemented at go live meets an acceptable level of quality, (2) the business users (in this case, the four Pilot Courts) of the new solution are willing and able to utilize "work-

arounds" for the open issues for some defined period of time, (3) there is a plan to address open issues in a timely fashion post-go-live (which helps prevent the "institutionalization" of any work-arounds utilized in the interim), and, of course, (4) there is a plan to prioritize and address new issues that arise post go live (in this case, during the Pilot Court phase).

2. **Data Exchanges and Data Conversion:** Complete necessary work to utilize the Enterprise Data Repository (EDR) and ensure all legacy data exchanges are viable in the new solution's environment. As has been previously reported, data conversion for Enterprise Supervision has become a complex undertaking, given the manner in which probation information is stored in JIS. The CLJ-CMS Project Team's testing of Alliance (the Tyler-internal effort that includes assimilation of the new Enterprise Supervision solution with Enterprise Justice) continues.

Risks and Issues

Open defects that are critical to Pilot Court Go-Live continue to delay the selection and announcement of a Pilot Court Go-Live date.

bluecrane Recommendation

As noted above, we strongly recommend that AOC executives meet with Tyler executives as soon as practical to validate what will be delivered by mid-April and to obtain a firm commitment on the delivery of fixes to any remaining issues that must be addressed by Pilot Court Go-Live. With a firm commitment in-hand, AOC should be in a position to work with Pilot Courts to select and announce a Go-Live date.

2.1.2 Schedule: Supervision

Project Management and Sponsorship			
Schedule: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	High Risk *(risk decreasing)*	**High Risk** *(risk decreasing)*	**High Risk** *(risk decreasing)*

Findings

Findings related to the schedule for Case Management are identical to those described above under 2.1.1 Schedule: Case Management.

As we have said in previous reports, it is important to note that Washington State and Bexar County, Texas, are the first two customers of Tyler's "Alliance" work to, among other things, tightly link the Supervision product that it acquired (now known as "Enterprise Supervision") with Enterprise Justice (formerly "Odyssey"). As has been previously reported, data conversion for Enterprise Supervision has become a complex undertaking, given the manner in which probation information is stored in JIS. The CLJ-CMS Project Team's testing of Alliance continues.

Risks and Issues

Open defects that are critical to Pilot Court Go-Live continue to delay the selection and announcement of a Pilot Court Go-Live date.

bluecrane Recommendation

As noted above, we strongly recommend that AOC executives meet with Tyler executives as soon as practical to validate what will be delivered by mid-April and to obtain a firm commitment on the delivery of fixes to any remaining issues that must be addressed by Pilot Court Go-Live. With a firm commitment in-hand, AOC should be in a position to work with Pilot Courts to select and announce a Go-Live date.

2.1.3 Schedule: eFiling

Project Management and Sponsorship			
Schedule: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	High Risk *(risk decreasing)*	**High Risk** *(risk decreasing)*	**High Risk** *(risk decreasing)*

Findings

Findings related to the schedule for eFiling are identical to those described above under 2.1.1 Schedule: Case Management.

Risks and Issues

Open defects that are critical to Pilot Court Go-Live continue to delay the selection and announcement of a Pilot Court Go-Live date.

bluecrane Recommendation

As noted above, we strongly recommend that AOC executives meet with Tyler executives as soon as practical to validate what will be delivered by mid-April and to obtain a firm commitment on the delivery of fixes to any remaining issues that must be addressed by Pilot Court Go-Live. With a firm commitment in-hand, AOC should be in a position to work with Pilot Courts to select and announce a Go-Live date.

2.1.4 Scope: Case Management

Project Management and Sponsorship			
Scope: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The scope of the CLJ-CMS Project is defined by the deliverables delineated in the SOW in the Tyler contract and the already-planned and approved AOC work to manage and support the project. The scope is further "decomposed" by the detailed requirements that AOC, the Court User Work Group (CUWG), and Tyler continue to validate. Scope is being managed through a Requirements Traceability Matrix (RTM), system vendor contract deliverables, and the Project Change Management process. The project team delivered an RTM to Tyler in August 2021.

Risks and Issues

The potential expansion of the CLJ-CMS Project's scope to include the development of an integrations platform and a pilot implementation of an integration with OCourts creates substantial risk to the CLJ-CMS Project. At this time, established governance processes are being respected and utilized to approve separate project efforts to accomplish this work, thereby helping to mitigate the risks.

***bluecrane* Recommendation**

If approved and funded, the development of an integrations platform should be governed and managed as an infrastructure project that is separate and apart from (although related to) the CLJ-CMS Project.

2.1.5 Scope: Supervision

Project Management and Sponsorship			
Scope: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The scope of the Supervision effort is defined in the Tyler SOW and the already planned and approved AOC work to manage and support the project. A fit-gap analysis was conducted in early January 2021 by AOC, the CUWG, and Tyler to validate requirements and identify any requirements that require custom development by Tyler. Scope is being managed through the RTM, system vendor contract deliverables, and the Project Change Management process.

Risks and Issues

The potential expansion of the CLJ-CMS Project's scope to include the development of an integrations platform and a pilot implementation of an integration with OCourts creates substantial risk to the CLJ-CMS Project. At this time, established governance processes are being respected and utilized to approve separate project efforts to accomplish this work, while helping to mitigate the risks.

bluecrane Recommendation

If approved and funded, the development of an integrations platform should be governed and managed as an infrastructure project that is separate and apart from (although related to) the CLJ-CMS Project.

2.1.6 Scope: eFiling

Project Management and Sponsorship			
Scope: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

As previously reported, Pilot Courts posted local rules for eFiling. Meanwhile, DMCJA is championing a statewide rule for mandatory eFiling.

As noted below under "Governance," the risks to the CLJ-CMS Project's scope continue but appear to be decreasing as established governance processes are being respected and utilized to approve separate project efforts to address the courts' needs.

Risks and Issues

The potential expansion of the CLJ-CMS Project's scope to include the development of an integrations platform and a pilot implementation of an integration with OCourts creates substantial risk to the CLJ-CMS Project. At this time, established governance processes are being respected and utilized to approve separate project efforts to accomplish this work, thereby helping to mitigate the risks.

bluecrane Recommendation

If approved and funded, the development of an integrations platform should be governed and managed as an infrastructure project that is separate and apart from (although related to) the CLJ-CMS Project.

2.1.7 Project Staffing

Project Management and Sponsorship			
Project Staffing	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk	Risk	Risk

Findings

As we have noted for many months, Staffing continues to be a risk for the CLJ-CMS Project. Labor market challenges that are beyond AOC's control continue to be a challenge. However, we are able to report that other projects in the Olympia and Seattle areas with which *bluecrane* is involved are beginning to see increased numbers of well-qualified applicants, apparently due to the large layoffs that have occurred (and are continuing to occur) in the technology business sector.

Risks and Issues

If the filling of CLJ Project positions becomes a prolonged effort, the project's timeline may be further at risk.

***bluecrane* Recommendation**

If specific positions pose hurdles, escalate the need to utilize contractors for those positions (at least temporarily) to AOC management as early as practical—and before the staff openings jeopardize the project's timeline.

2.1.8 Governance

Project Management and Sponsorship			
Governance	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

At its August 26, 2022 meeting, the JISC approved a motion for AOC to seek funding from the legislature and begin planning activities while awaiting funding to develop an "Enterprise Integration Platform." The platform will adopt a common communication standard for all systems, thereby enabling new systems to "be plugged into" existing systems at a lower cost with a much faster development time. The platform is essential to protect the state's network, servers, and systems from unauthorized access and intrusion when third-party systems are allowed to retrieve and update data that is protected

for confidentiality purposes. It is expected that the platform will provide logging, auditability, and support features, including reporting and tracking mechanisms for problem resolution.

During the summer months of 2022, a significant risk to the CLJ-CMS Project was the potential expansion of project scope that was being contemplated by the Project Steering Committee (PSC) as tolerable and permissible. At this time, the risks continue but appear to be decreasing as established governance processes are being respected and utilized to approve separate project efforts to address the courts' needs.

All parties acknowledge that "the world has changed" due to the COVID-19 pandemic. Members of the CLJ-CMS PSC deal with virtual operations every day—in ways that were not contemplated prior to the pandemic. However, we applaud all parties for adhering to approved governance processes to initiate work in this area.

Risks and Issues

The potential expansion of the CLJ-CMS Project's scope to include the development of an integrations platform and a pilot implementation of an integration with OCourts creates substantial risk to the CLJ-CMS Project. At this time, established governance processes are being respected and utilized to approve separate project efforts to accomplish this work, thereby mitigating the risks.

***bluecrane* Recommendations**

If approved and funded, the development of an integrations platform should be governed and managed as an infrastructure project that is separate and apart from (although related to) the CLJ-CMS Project.

Additionally, we encourage limited jurisdiction judges and other stakeholders to lobby the legislature to approve the DP for the integrations platform project as well as other budgetary requests essential to keeping the JIS fully funded.

2.1.9 Budget: Funding

Project Management and Sponsorship			
Budget: Funding	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Funding allocated to the project is consistent with the approved plan.

In addition, the approved state budget for FY2023 continues funding for the CLJ-CMS Project and funds eFiling on an ongoing basis, eliminating the need to charge user fees.

AOC's Decision Packages (DPs) for the 2024–2025 Biennium are with the legislature now.

2.1.10 Budget: Management of Spending

Project Management and Sponsorship			
Budget: Management of Spending	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The project is being managed within the approved budget.

2.1.11 Contracts and Deliverables Management

Project Management and Sponsorship			
Contracts and Deliverables Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The “process” of deliverables management by the AOC contracts staff is appropriate and sufficient. The AOC staff are doing a diligent job of managing the Tyler contract. In addition, the project team is reviewing the contents of deliverables for compliance and quality.

2.1.12 PMO Processes

Project Management and Sponsorship			
PMO Processes	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The project team is establishing processes, consistent with industry “best practices,” to manage and track the project. Project communications are occurring at regularly-scheduled project team, sponsor, and steering committee meetings.

2.2 People

2.2.1 Stakeholder Engagement

People			
Stakeholder Engagement	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The Organizational Change Management (OCM) and Communications Lead for the CLJ-CMS Project and AOC leadership team are doing an admirable and diligent job of reaching out to and engaging with the diverse CLJ stakeholder community.

2.2.2 OCM: Case Management

People			
OCM: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM activities in this area are numerous, professional, and clear. Collaboration with Pilot Courts will be critical as SV concludes.

2.2.3 OCM: Supervision

People			
OCM: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM activities in this area are numerous, professional, and clear. Collaboration with Pilot Courts will be critical as SV concludes.

2.2.4 OCM: eFiling

People			
OCM: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM activities in this area are numerous, professional, and clear. Collaboration with Pilot Courts will be critical as SV concludes.

2.2.5 Communications

People			
Communications	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM and Communications Lead for the CLJ-CMS Project, CLJ-CMS Business Liaison, and AOC leadership team are doing an admirable and diligent job of reaching out to and engaging with the diverse CLJ stakeholder community.

2.2.6 Court Preparation and Training

People			
Court Preparation and Training	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Training for Pilot Courts is planned to be conducted after SV and prior to the initiation of Go-Live activities.

2.3 Solution

2.3.1 Business Process: Case Management

Solution			
Business Process: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The business processes for case management are documented. The project is making any changes that are needed as a result of the CUWG's ongoing review of requirements.

2.3.2 Business Process: Supervision

Solution			
Business Process: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The business processes for supervision are documented. The project is making any changes that are needed as a result of the CUWG's ongoing review of requirements.

2.3.3 Business Process: eFiling

Solution			
Business Process: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The business processes for eFiling are minimal and relatively procedural in nature.

2.3.4 Requirements, Design, and Configuration: Case Management

Solution			
Requirements, Design, and Configuration: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

At this time, the project is making any changes that are needed as a result of the CUWG's ongoing review of requirements.

2.3.5 Requirements, Design, and Configuration: Supervision

Solution			
Requirements, Design, and Configuration: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Supervision requirements are included in the requirements reviews being conducted over time by the CUWG.

At the present time, configuration changes to Enterprise Supervision must be made by Tyler. The Enterprise Supervision solution is "in the 'cloud,'" unlike Enterprise Justice which is hosted at and configurable by AOC. We are not identifying a risk with this arrangement at this time, but we are raising awareness of the potential for a "bottleneck" as the CLJ-CMS solution moves into production. We encourage AOC and Tyler to work to ensure the process is streamlined and that there is no "single-point-of-failure" for what will be ongoing Enterprise Supervision configuration needs.

2.3.6 Requirements, Design, and Configuration: eFiling

Solution			
Requirements, Design, and Configuration: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Requirements for eFiling are minimal and relatively procedural in nature.

2.3.7 Integrations: Case Management

Solution			
Integrations: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

It is important that the CLJ-CMS Project and its partners complete necessary work to utilize the Enterprise Data Exchange (EDE) and to ensure all legacy data exchanges are viable in the new solution's environment. As has been previously reported, data conversion for Enterprise Supervision is becoming a complex undertaking, given the manner in which probation information is stored in JIS. The CLJ-CMS Project Team's testing of Alliance (the assimilation of the new Enterprise Supervision solution with Enterprise Justice) continues.

Another risk related to integrations is the potential expansion of project scope that was contemplated during the summer of 2022. The scope expansion included development of (1) an integration platform and (2) an integration with OCourts, each of which represents "new work" that is not included in the CLJ-CMS budget or timeline. At this time, the risks continue but appear to be decreasing as established governance processes are being respected. We encourage all parties to continue to follow the project governance processes that were approved at project initiation and the higher-level governance processes that are in place within Washington Courts.

Risks and Issues

The unforeseen complexity and manual processes required to utilize EDR create substantial risk to the CLJ-CMS Project. At this time, the legacy data exchange efforts have extended beyond the end of SV.

***bluecrane* Recommendations**

1. AOC and the Project Team should re-assess the progress of EDR-related work as a part of the plan to resolve all Go-Live critical issues as soon as practical.
2. If approved and funded, the development of an integrations platform should be governed and managed as an infrastructure project that is separate and apart from (although related to) the CLJ-CMS Project.

2.3.8 Integrations: eFiling

Solution			
Integrations: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Tyler certified the single integration required for eFiling in September 2021. Now that the eFiling funding issue has been resolved, the project will be able to leverage the work already done as well as the completed certification.

2.3.9 Reports: Case Management

Solution			
Reports: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Case management reports are defined in the CLJ-CMS requirements.

2.3.10 Reports: Supervision

Solution			
Reports: Supervision	Jan. 2023		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Supervision reports are defined in the CLJ-CMS requirements.

2.3.11 Testing: Case Management

Solution			
Testing: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

SV testing for Case Management has concluded. Testing is on-going post-SV as defects are resolved. At this time, no significant obstacles to completing the needed testing have been identified, and results from testing are good.

2.3.12 Testing: Supervision

Solution			
Testing: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

SV testing for Supervision has concluded. Testing is on-going post-SV as defects are resolved. At this time, no significant obstacles to completing the needed testing have been identified, and results from testing are good.

2.3.13 Testing: eFiling

Solution			
Testing: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

With eFiling now being rolled out in tandem with Case Management and Supervision, the necessary testing for eFiling has been a part of SV and is now part of the on-going testing effort in preparation for Pilot Court Go-Live.

2.3.14 Deployment: Case Management

Solution			
Deployment: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk	Risk	Risk

Findings

At this time, it appears likely that the delay in the Pilot Court Go-Live date will impact the deployment schedule for subsequent courts. While we believe it is premature to assess the deployment schedule as an “issue,” it certainly is at risk. We will monitor progress on addressing Go-Live critical defects, the announcement of a new date for Pilot Court implementation, and, eventually, the CLJ-CMS Project’s revised schedule for future phases of the solution rollout.

The Associate Director of the Court Services Division (CSD) is identifying and analyzing emerging requirements for an eventual integration of OCourts with Enterprise Justice via the yet-to-be-developed Integration Platform. His analysis will include how OCourts will interact with Enterprise Justice and production data. The results of this analysis and the timing of SV are each likely to have an impact on the CLJ-CMS Project’s baseline schedule for deploying the new solution to various parts of the state. The work of determining whether the baseline deployment plan needs revising will also need to take into consideration those courts that desire to wait for the Integration Platform to be “productionalized” and the expected subsequent OCourts integration with the Integration Platform to be completed.

Risks and Issues

The delay in the Pilot Courts Go-Live date may impact planned dates for implementations in subsequent courts.

2.3.15 Deployment: Supervision

Solution			
Deployment: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk	Risk	Risk

Findings

Findings related to the deployment for Supervision are identical to those described above under 2.3.14 Deployment: Case Management.

Risks and Issues

The delay in the Pilot Courts Go-Live date may impact planned dates for implementations in subsequent courts.

2.3.16 Deployment: eFiling

Solution			
Deployment: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk	Risk	Risk

Findings

Findings related to the deployment for eFiling are identical to those described above under 2.3.14 Deployment: Case Management.

Risks and Issues

The delay in the Pilot Courts Go-Live date may impact planned dates for implementations in subsequent courts.

2.4 Data

2.4.1 Data Preparation: Case Management

Data			
Data Preparation: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Business Analysts (BAs) on the CLJ-CMS Project team are sending reports to courts on a fairly regular basis, with requests that the courts review their data and clean it up as they are able. When the project's actual ("production") conversion begins, project technical staff will review data that is being converted and do additional clean-up at that time.

2.4.2 Data Conversion: Case Management

Data			
Data Conversion: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

At the time of the writing of this report, there are outstanding Priority 1 issues that are related to data conversion rules. Tyler Technologies is working to get these issues resolved.

Risks and Issues

The Priority 1 issues with data conversion must be resolved prior to Pilot Court Go-Live.

2.4.3 Data Conversion: Supervision

Data			
Data Conversion: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	No Risk Identified

Findings

As has been previously reported, data conversion for Enterprise Supervision has become a complex undertaking, given the manner in which probation information is stored in JIS. The CLJ-CMS Project Team's testing of Alliance (the assimilation of the new Enterprise Supervision solution with Enterprise Justice) continues.

Thirteen courts are currently on the CaseLoad Pro probation system, 39 courts have "homegrown" solutions, and some number of courts are on Tyler's supervision solution already. The data conversion plan for supervision is to ***not*** convert data from non-Tyler solutions. For the courts using Tyler's supervision solution currently, their data is already housed at Tyler and will be transferred to the new CLJ-CMS supervision solution.

Risks and Issues

The Priority 1 issues with data conversion must be resolved prior to Pilot Court Go-Live.

2.4.4 Data Security

Data			
Data Security	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The CLJ-CMS Project Technical Lead is meeting with AOC security staff on a monthly basis and validating the CLJ-CMS solution's security. In addition, he is currently working on a "Threat Model" which will be reviewed by AOC for approval prior to Go-Live.

2.5 Infrastructure

2.5.1 Infrastructure for Remote Work

Infrastructure			
Infrastructure for Remote Work	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The CLJ-CMS Project has adapted well to the remote work environment implemented in response to the COVID-19 pandemic. While there are intermittent issues with bandwidth to/from certain geographic areas, the team has managed to move forward with project activities. At this time, more and more work is being conducted on-site with both AOC and Tyler Technologies staff present.

2.5.2 Statewide Infrastructure

Infrastructure			
Statewide Infrastructure	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Because eFiling and Supervision will be delivered via a “Software-as-a-Service” (SaaS) approach, those applications will be accessible through an internet browser, requiring little technical infrastructure. The Case Management solution will require personal computers (desktops and laptops) and networking bandwidth adequate to support the application. At this time, no significant risks have been identified.

2.5.3 Local Infrastructure

Infrastructure			
Local Infrastructure	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

As noted above, the case management solution will require personal computers (desktops and laptops) and networking bandwidth adequate to support the application. Pilot courts have been provided a Technical Readiness checklist to help ensure, among other things, that all local technical infrastructure is in place.

2.5.4 Security Functionality

Infrastructure			
Security Functionality	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The security functionality of Enterprise Justice has been approved previously by AOC for the Superior Court–Case Management System (SC-CMS).

As noted above under Data Security, the CLJ-CMS Project Technical Lead is meeting with AOC security staff on a monthly basis and validating the CLJ-CMS solution's security. In addition, he is currently working on a "Threat Model" which will be reviewed by AOC for approval prior to Go-Live.

2.5.5 Access

Infrastructure			
Access	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

eFiling and Supervision access will be via browser. A “local application” will be required for access to the case management solution.

2.5.6 Environments

Infrastructure			
Environments	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

All environments have been implemented.

2.5.7 Post-Implementation Support

Infrastructure			
Post-Implementation Support	Three-Month Rolling Risk Levels		
	Mar. 2023	Feb. 2023	Jan. 2023
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Based on **“**Lessons Learned” from the Superior Court–Case Management System (SC-CMS) Project, the CLJ-CMS Project staffing plan includes having four Business Analysts on board specifically for Post-Implementation (or “Production”) Support.

Appendix: Overview of *bluecrane* Risk Assessment Approach

To determine the areas of highest priority risks for leadership as well as to identify risks that should be addressed at lower levels of the project, we have focused on over 40 areas of assessment as depicted in Figure 1. We have grouped the areas into our familiar categories of:

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

In keeping with our dislike of "cookie cutter" approaches, we tailored the specific areas of assessment for relevance and importance to CLJ-CMS *at this stage of its program lifecycle*. Some of the areas noted in the diagram have been assessed at a relatively detailed level, while others are so early in their lifecycle that a more thorough assessment will come later.

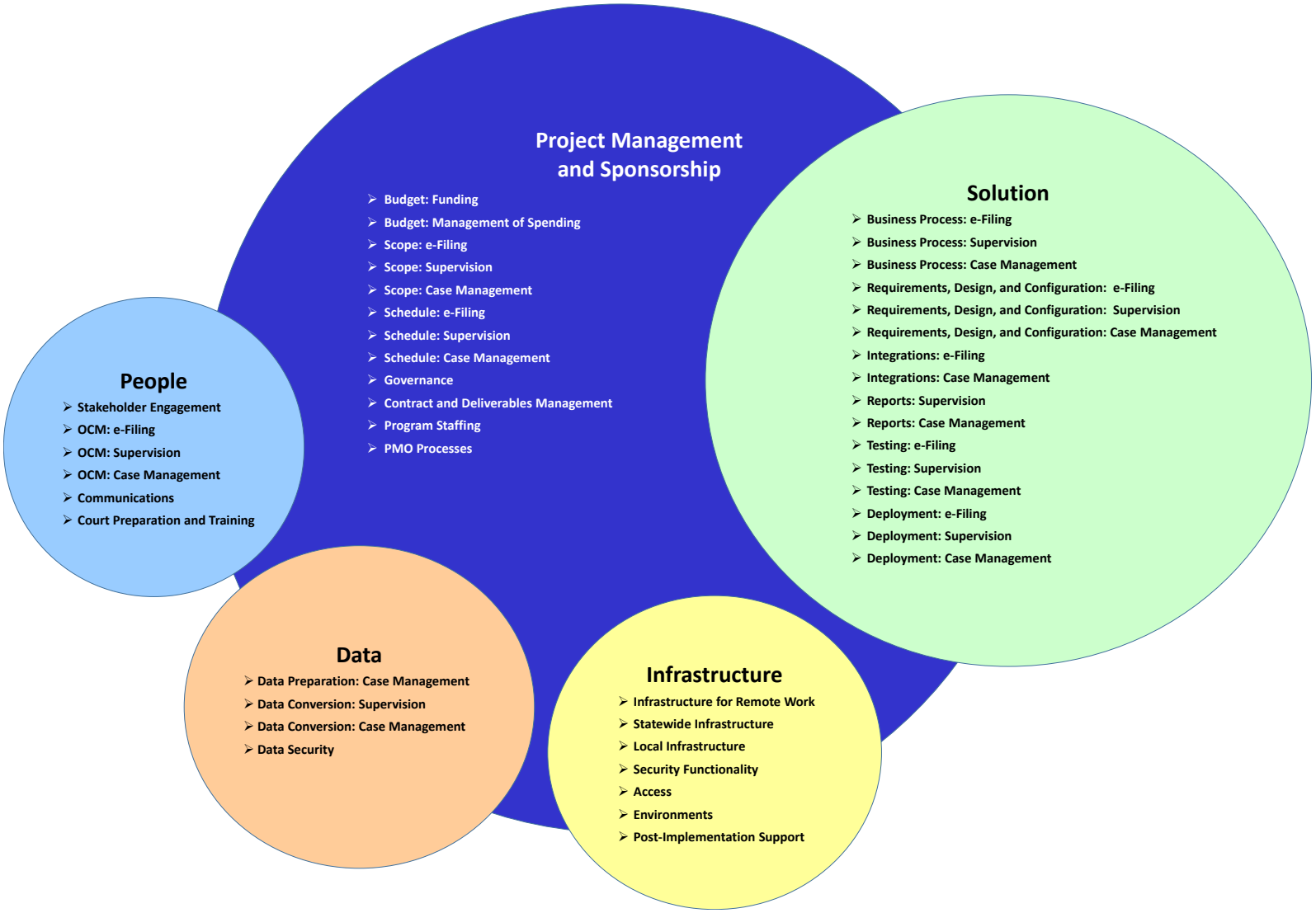

Figure 1. Areas of CLJ-CMS Project Assessed for Risks

Our risk ratings are summarized in Table 2 below.

Table 2. *bluecrane's* Risk Assessment Categorization

Assessed Risk Status	Meaning
No Risk Identified	Program activities in the area assessed are not encountering any risks
Risk Being Addressed	A risk that is being adequately mitigated. The risk may be ongoing with the expectation it will remain blue for an extended period of time, or it may be sufficiently addressed so that it becomes green as the results of the corrective actions are realized
Risk	A risk that is significant enough to merit management attention but not one that is deemed a "show-stopper"
High Risk	A risk that project management must address or the entire planning effort is at risk of failure; these risks are "show-stoppers"
Not Started	This particular activity has not yet started or is not yet assessed
Completed or Not Applicable	This particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes