

JUDICIAL INFORMATION SYSTEM COMMITTEE

February 27, 2009
9:00 a.m. to 1:00 p.m.
AOC Office, SeaTac, WA

Minutes

Members Present:

Judge C. Kenneth Grosse, Vice Chair
Ms. Cathy Grindle
Mr. Jeff Hall
Judge James Heller
Mr. William Holmes
Mr. N. F. Jackson (via phone)
Mr. Rich Johnson
Mr. Marc Lampson
Mr. Steward Menefee
Judge Michael Trickey
Ms. Yolande Williams
Ms. Siri Woods
Judge Thomas J. Wynne

Members Absent:

Justice Mary Fairhurst, Chair
Chief Robert Berg
Judge Glenn Phillips

Guests Present:

Mr. Larry Barker
Mr. Shayne Boyd
Mr. Paul Chabot
Ms. Lea Ennis
Judge Glenna Hall (Ret.)
Mr. Michael Kucha
Ms. Kathy Lambert
Ms. Barbara Miner

Staff Present:

Ms. Colleen Clark
Ms. Jeanne Lewis
Ms. Vicky Marin
Mr. Manny Najarro
Mr. Chris Ruhl
Ms. Pam Payne
Mr. Gregg Richmond

CALL TO ORDER

Judge Kenneth Grosse called the meeting to order at 9:00, introductions were made.

Judge Grosse asked for approval of past minutes.

Any changes or additions to the minutes of December 05, 2008; hearing none, they will be deemed approved.

Mr. Hall: in the presentation you are about to receive, Paul Chabot of Ernst & Young will relay a lot of the same ground as some previous vendors. They have a very understandable framework that will be helpful to lay that groundwork in this meeting as we move forward. Ernst and Young has validated many decisions that the JISC made, in terms of master data management, capacity building, as well as portfolio and program management. You will be hearing about some of those ongoing activities from Sierra Systems later in the meeting. Ernst & Young will describe what are our options are and will show us a path that will help us get to a place we can make good informed decision about which future option to choose.

Ernst & Young

Mr. Chabot started by setting the stage and how Ernst & Young typically goes about developing an IT strategy. We first look at the current state, where you are today and get an understanding of that. Then we go and define a desirable future state that is realistic and achievable and finally we plot the course for the current state to the future state. At this point we are about half way

through our engagement and we have analyzed the current state and we are defining Future state.

Findings: During the current state assessment we spoke to many people including members of this committee, we reviewed a lot of documentation, including the assessments that were conducted in previous years by other vendors. We have used all that information as input into our analysis.

ISD operates in a very complex environment. It is very complex in terms of the customer base it has to serve, both in terms of the courts, the public, commercial business, and state, local and federal governments. So a very broad complex customer base, complexity of the court level also, being independent courts having different court levels, different court sizes each with their own specific needs. ISD also has to deal with a very complex application architecture. Lots of different application platforms that you are supporting today, lots of different web platforms you are supporting today as well as data transformation platforms. There is also a complex data architecture that you are faced with, lots of duplicate data structures and duplicate data.

ISD has a low level of organization maturity which is making it quite a challenge and an obstacle to change. Some of the areas we see low maturity is in customer alignment, there is a disconnect with the customers, a lack of understanding of the customer needs in both today and going forward. Some key governance bodies are missing or ineffective, you are aware of some of this and you already started some work in the area of portfolio management, setting up the project management office as well as tackling some of the architectural governance issues. This still needs to be strengthened and you are addressing this now with Sierra Systems. Process definition and standardization is missing. There are a lot of processes in people's heads; things are done differently in different parts of the organization. Finally, security controls are weak. Focus is on access control, security is not taken into consideration when designing new systems. No holistic security approach or philosophy throughout the organization.

Conclusion: High complex environment, with low maturity means it is preventing ISD from making forward progress. That means whatever strategy you articulate it is very difficult to execute. Previous attempts at forward progress failed due to low level of maturity. ISD needs to transform, it needs to go back and focus on its core to help reduce some of the complexity it deals with as well as maturing some key capabilities.

Future State Options: (slide 8) what this means in business terms is that ISD cannot efficiently deliver services to its customers. Focus has been on maintaining this complex base of application and what little resources it had for projects were focused on initiatives that didn't necessarily come to full fruition. As a result customer and court productivity is reduced. The systems don't support the evolving needs of the courts.

- Current Limitations and Challenges that drive requirements – slides 10 & 11
- Baseline Organization Capabilities – slides 12 & 13
Must be put in place and matured in order to support successful execution of a strategy
- Baseline JIS Characteristics – slides 14 & 15
Must be in place regardless what applications options are chosen.
- Customer and Court Focus – slides 16 – 18
- Benefits of Focus – slide 19
Focus is on the common needs of the majority of courts, baseline functions that address key court processes.
- JIS Application Options Overview – slide 20

- How COTS Options Differ – advantages and disadvantages – slides 21 & 22

What are the next steps for Ernst & Young on the project? We will continue down the path that defines the Business Plan, IT Strategy, and Operational Plan – which essentially is that path from the current state to the future state. We'll work with the assumption that the hybrid approach is going to be the approach that's going to come out on top. While Ernst & Young believes COTS is the best path forward, so (a) or (b), we're going to develop our strategy with (c) in mind. What that does is allows us to define all the initiatives necessary for success in either a commercial off the shelf world, or a custom development world. So, the strategy we will be able to be leveraged regardless of the outcome of the Feasibility Study. If the feasibility study determines that COTS is needed, then ISD only needs to go to a certain level of maturity to support a COTS. If the feasibility study indicates that custom development is required as well, we will have also defined the initiatives and the resource requirements necessary to support a higher level of maturity that will be required for success.

The decision we need to get to is: Do we need to do a feasibility study? What is in the COTS market and is this a viable option, for either a focused customer set or all courts? We need JISC to say; "do the feasibility study or not". We can meet at a point in the near future with that assessment, and what Ernst & Young is doing in terms of the baseline development and the operational plan.

A special JISC meeting is called for 3/20/09 to discuss the feasibility study, options and timing.

Sierra Systems

Overview – there's been a previous approval for the implementation of PMO and this is now the next steps in the evolution of the maturity. The intention today is to cover the background, three key elements – IT governance, PMO, and Portfolio Management. IT governance is the front end of the processes with the objective of ensuring the policies and procedures ensuring that when you spend, you're spending for right reasons. Looking to understand what those policies and procedures should be, for AOC ISD as a broader group, not just for the JIS applications. The work E&Y and Sierra is doing at the same time is highly interwoven so that some of the things that will come up in the business planning, strategic planning, we have to make sure that we understand what each other is doing in those areas. We've got significant overlap and tie-in between the IT governance and portfolio management, little less in the PMO elements. Current work is about "assessing the current state and what's there or not there, what can be improved."

KEY ACTIVITY STATUS

- Ten Step conducted additional training for ISD employees, in project management.
- Sierra's presentation re: building up the project portfolio and governance.
- System upgrades – completed the Natural to COBOL upgrade. During CMS, the upgrades of all applications were halted because we would have a COTS. This required us to manage five update releases, which was a huge undertaking, but is complete. Another project converting our Natural code into COBOL was not undertaken as the return on investment was 4.5 to 5 years. The DB2 database is on target to complete in May – CICS is complete. SQL server database is scheduled for completion next month. JIS system modernization – E&Y effort.

- Good news is the data warehouse is up and running. A couple of issues that revolve around accessing real time data, as opposed to functionality within the reports themselves.
- Cleanup of the JIS data is continuing, internal to ISD.
- Disaster Recovery – JISC requires that we exercise this twice per year. The biennial test will happen next month.
- Project Mgmt and Vendor Mgmt – data exchanges, vehicle related violations, PCH & CACH, SCOMIS DX (out for RFP), e-ticketing prosecutor enhancements.

LEGISLATIVE STATUS

AOC talking to legislative people – not getting questions about need or project substance, although we are providing updates about where we are, what we've accomplished, and where we're going. The biggest question is relative to the JIS budget, we consistently pitch that it's a dedicated appropriated account, it's a proprietary account and leaving it alone has no impact on your general fund crisis. They'll probably mess with us around the edges. I have some expectations that they will do a PSEA fund shift. We're doing our best to ensure they don't go beyond that. Continuing to work support base and what is different this year versus prior years – we have relationships with the right people.

BUDGET STATUS

Mr. Hall for Mr. Radwan; You approved AOC to go forward with hiring additional staff predicated upon continued funding in this next biennia. I indicated I would manage those hiring's as we move forward through time. As the economy has worsened and the budget outlook has gone dimmer, we really have not effectively filled or tried to fill all of those positions. I most recently and painfully put the brakes on a project manager hire. We're waiting to see what the March 19 budget forecast is. That will give us an order of magnitude. I continue to feel optimistic that the judiciary, as a whole, will fair relatively well in the overall state budget. I continue to be very conservative in our burn rate and staff hires, whether in ISD or the rest of the organization. The other piece – the legislature passed a hiring contracts equipment and out of state travel freeze. We're still looking at what that means relative to JIS in particular, as well as putting the process in place to just deal with that more generally within the judicial branch. Unfortunately, in seeing that bill pass, we did move the exception approval authority within the judicial branch from the Chief Justice.

COMMITTEE REPORTS

Data Management Steering Committee

Positive – We Do have a steering committee in existence that is working and they do push things - prototyping the interface with project mgmt / best practices – started doing a feasibility study and strategy documents and a better job of identifying what it is we want to do and what we hope to get on the back end. The good news is we are gaining traction – have a contract for the vehicle related data exchange, which supports electronic ticketing. We have a prioritization of our projects – gone through that process. Next focus in that effort and is ongoing

simultaneously, is for a superior court (SCOMIS DX). We've broadened our target a little bit. Originally, it was focused on eliminating the data entry associated with the LINX system in Pierce County – broadened that to say we need to build an exchange that will provide superior courts (wherever they are) with data from our database to support their ancillary or custom or locally developed applications. We believe that's critical to the overall model. Whatever door we pick, is a way of having a central database and the ability to serve that data up or in fact consume that data from the customers in an effective way so we can get away from our previous model and environment which was – one system for everybody and that's the way it has to be. It was recognized that that isn't a reality for all of the reasons we've been discussing over the last five years.

Making progress and we have a course. Based on what happens here, the relationships with regard to governance, and I think we're trying to do a lot of what was suggested, which is not have the discussions with the people that not only are impacted, but also at the right level, so that in this case the JISC is making policy level decisions that we can then push forward with the initiative on. There is and lots of interaction between what we're doing on DX side, the master data management, the data architecture with modernization, data exchange.

OTHER BUSINESS

William Holmes – for the good of the order, I'm part of a group that wanted me to express to the JISC the ongoing concern of Courts of Limited Jurisdiction Juvenile Courts and soon to be Superior Courts' continuing need for a probation case management tool. We'll be developing a Feasibility Study and hope to bring that before JISC at an appropriate time. Given today's discussion, it's understandable that we need to pay attention to how that will fit into things, but I just want you to hear that need is still out there. And why is that relevant to you? Because 1) a lot of local jurisdictions are losing their ability to operate efficiently, and 2) this state's already suffered liability damages to the tune of at least \$100 million by failure to supervise by absence of having appropriate tools, in part. And thirdly, because the legislature is now opening the door for superior courts to have probation practices done by local county probation departments. In order to meet that function, there will be a need for that tool. Thanks for hearing that.

NEXT MEETING

The next regular meeting will be April 17, 2009, at the AOC SeaTac facility; from 9:00 a.m. – 1:00 p.m.

There being no other business, the meeting was adjourned at 12:00 p.m.