Washington State Administrative Office of the Courts

Superior Court Management Feasibility Study

Feasibility Study Report
Version 1.4

Deliverable 8

PSC 11291 Superior Court Management Feasibility Study Project

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I. Executive Summary

In 2008, the Judicial Information Systems Committee (JISC) approved a series of strategic, business and operational plans to guide the development and implementation of new information technology solutions for the Washington courts. These plans provide for the retirement and replacement of legacy applications, where appropriate. This feasibility study represents the first effort under these plans to extend the level of business functionality provided to the courts and promote the potential modernization of one or more legacy applications.

This study looks into potential benefits, costs, and risks associated with the implementation of the Superior Court Case Management System (SC-CMS) in all 32 superior court districts in the state. This application will meet the business needs of the superior courts for calendaring and for case flow management functions, along with participant/party information tracking, case records, and relevant disposition services functions in support of judicial decision-making, scheduling, and case management.

A. Objectives

In March 2010, the Superior Courts Judges Association recommended that the JISC approve the acquisition and deployment of an SC-CMS. The objectives of this system are to:

- Enable judicial officers to:
  - Direct and monitor court case progress.
  - Schedule case events.
  - Enforce court business rules.
  - View case plans/schedule, status, progress, and case party information.
  - Quickly and efficiently communicate court schedules and orders.
- Enable court administrators to:
  - Report and view case plans/schedule, status, progress, and case party information.
  - Quickly and efficiently schedule case events.
  - Enforce court business rules.
  - Quickly and efficiently communicate court schedules and orders.

The acquisition and deployment of the SC-CMS is focused on meeting those objectives. In addition, this effort offers the potential to significantly improve the efficiency and effectiveness of the county clerks' court operations. This project will look for areas where the solution offered in the market can provide benefits to the county clerks and the communities they serve. It will solve a number of problems related to these objectives and enhance the service delivery of the superior courts in Washington.

B. Impacts

The impacts of SC-CMS will depend on the implementation decisions made by each local superior court and its justice partners. These impacts include both short term, implementation impacts and long term, operational impacts. It is likely that implementation may:

- Require staff commitment/additions to support planning and transition.
- Introduce:
  - New court processes, record keeping, forms, correspondence, and reports

  - New technologies
- Require IT capital investments to implement some interfaces and advanced devices.
- Possibly cause short-term service disruptions and degradations in court operations.

Long term, SC-CMS will provide a broad range of benefits. These include quantifiable fiscal benefits as well as many qualitative benefits.

Calendaring, scheduling, and data entry roles will very likely change for the SC-CMS stakeholders. Judicial officers, Superior Court Administrators (SCAs), and litigants will be empowered to contribute to and, as appropriate to the role of each, manage the judicial process. County clerks' responsibilities may transition from the entry of data into the official record to ensuring the quality of the data submitted to the record. The Administrative Office of the Courts (AOC) Information Services Division (ISD) will transition from an application development organization to an integration organization. Staffing requirements may change as data entry responsibilities shift between organizations and the amount of structured data entered increases.

AOC ISD will need to establish and manage the SC-CMS implementation program. In addition, AOC will need to expand its services to support courts with configuration and process management.

C. Organizational Effects

While the exact effects of the selected solution cannot be predicted, it can be assumed that the way information is managed and the way ISD manages the case management solution will change. Most significantly, increased automation in operations will shift the focus to ensuring data quality and providing new or improved services. ISD will shift away from being the sole solution provider of case management applications and will move into a role where it manages and partners with the SC-CMS solution provider.

The organizational effects of the SC-CMS will be felt in both the courts and the AOC. However, the implementation of SC-CMS will not require fundamental changes in organizational charter or structure.

D. Alternatives Considered

The Requirements Gap Analysis[1] established the alternatives to be considered for the Superior Court Management Feasibility Study (SCMFS) and compared the stated needs of the superior courts for case flow management, calendaring, and select case management functions against the four leading alternatives:

- Use of the Pierce County Legal Information Network Exchange (LINX) application as an SC-CMS statewide
- Acquisition of a commercial application focused on calendaring, scheduling, and case flow management for the superior courts
- Acquisition and central implementation of a full feature commercial application providing calendaring, scheduling, case flow management, and other record keeping functions for the superior courts

[1] See Superior Court Management System Gap Analysis, Deliverable Number 5.

- Acquisition and local implementation of a full feature commercial application providing calendaring, scheduling, case flow management, and other record keeping functions for the superior courts

Only one vendor offers a commercial application that supports only calendaring, scheduling, and case management for courts. All other responding vendors in this market provide full-feature commercial applications that integrate calendaring, scheduling, and case management for courts with record keeping functions commonly employed by clerks.

At this time, Pierce County and the AOC are not prepared to redesign, reconstruct, configure, deploy, and support LINX as a case management system (CMS) for use by Washington Superior Courts statewide. LINX has been a great success as an integrated justice application for Pierce County, and it has the potential to be successful as an open source application. However, it requires a significant software development effort to be ready for service to the courts. In addition, significant organizational development efforts are required to provide for management, configuration, deployment, and support as a multi-tenant application serving multiple courts, counties, and communities of interest. Overall, employing LINX as the CMS for all superior courts statewide is a materially riskier alternative.

The acquisition of a full feature commercial application best met the functional, technical, and organizational requirements of the superior courts and presented the least-risk alternative. This alternative:

- Does not require significant application development and aligns with the software purchase preference outlined in the business and strategic plans approved by the JISC
- Is supported by a relatively broad range of experienced solution providers with resources to deploy and maintain the application
- Aligns with the planned technology architecture of the AOC
- Is most likely to evolve with the needs of the Washington courts

The most economical and lowest risk manner to deploy a full featured commercial court CMS is to do so centrally.

E. Conformity With the JIS IT Portfolio

This initiative is consistent with the business and strategic plans approved by the JISC. These plans seek to modernize both the judiciary's technology infrastructure and the AOC's information systems management capabilities. The SC-CMS will provide a modern business application to support superior court business operations that operate within the planned technology architecture. The offerings in the market put the JISC in a position to potentially retire SCOMIS. This will provide new opportunities to evaluate and manage the portfolio of court applications, making it more economical and efficient, consistent with the IT strategy developed by Ernst and Young and approved by the JISC.

F. Project Management and Organization

Recently implemented best practices will be used in program and project management to plan, organize, control, and lead project activities. Program management provides coordination across multiple projects to ensure that business benefits and outcomes are accomplished. Following the international Project Management Institute (PMI) standards, the Project Management Body of Knowledge (PMBOK), will be used to manage each project within a program.

The project will be organized following the governance structure that has existed for the feasibility study. The project will be under the direction of the JISC. An Executive Sponsor Committee, similar to the SCMFS Executive Sponsor Committee, will provide oversight to the project. It will consist of judicial officers, court administrators, and county clerks. AOC executives will act as the executive sponsors, managing the day-to-day operations of the project. An AOC project manager from the project management office (PMO) will act as the program manager of the overall initiative and project manager of the central SC-CMS implementation project. A Court User Work Group, consisting of representatives from each court district, will meet regularly to consider and recommend policy that will be adopted by the Executive Sponsor Committee. A project team, consisting of AOC staff and solution provider staff, will prepare the products and implement the system in Washington courts. AOC will need to have staff who have the necessary knowledge, skills, and abilities to participate in this project.

G. Estimated Time Frame and Work Plan

The migration to a new modern superior court system will follow a structured implementation process that configures the solution provider's application to support Washington superior court business operations, rigorously test the application, and conduct a pilot in a superior court environment. AOC and the solution provider will then implement the application in court districts, statewide.

Assuming acquisition activities begin in September 2011 (Fiscal Year 2012), configuration and validation of a commercial application will result in a solution being ready to pilot in 18-24 months. A 6-month pilot may result in a JISC decision to continue implementing statewide. Statewide rollout to the remaining 31 court districts is estimated to require 3 years of effort to implement 23 small and medium courts and 9 large courts with the new SC-CMS application.

Key decision and major milestone deliverables will assist the court community in tracking project progress. Deliverables contain the plans, designs, specifications, and certifications associated with a progressive implementation process. They will provide the basis of tracking and controlling project progress and quality.

H. Cost-Benefit Analysis

The costs and benefits of the SC-CMS have been developed based on the alternatives, work plan, and impacts described above. This analysis considered the incremental operating costs of the SC-CMS over a 10-year period. It estimates the SC-CMS implementation costs of all phases of the project, including the costs to both the superior courts and their stakeholders. In addition to costs, this analysis considers the major quantifiable benefits of implementing the SC-CMS.

The detailed cost-benefit analysis follows the Washington Department of Information Systems framework for financial analysis in feasibility studies. The detailed financial analysis is contained in APPENDIX E. It shows a net present value (NPV) of the investment in the SC-CMS of $7.2 million and an internal rate of return (IRR) of 11.8 percent.

I. Risk Management

Risk identification and management is critical to the successful implementation of the SC-CMS. Two risk assessments were conducted as a part of the feasibility study for the SC-CMS project. Based on the Washington Information Services Board (ISB) Information Technology Investment

Risk Portfolio – Based Severity and Risk matrix, the project scored high severity and high risk. The SC-CMS project is designated as a Level 3 risk in the ISB risk rating scheme.

A structured risk analysis process was applied to gain an understanding of the root causes of project risks and identify actions to mitigate those risks. It used a set of 90 quality standards, organized in 13 categories and identified 18 high risk items and 22 medium risk items. The migration strategy, budget, and project plan have been developed to mitigate these risks. The JISC, the AOC, and the superior courts will need to continue identify and mitigate high risks as the implementation of the SC-CMS application proceeds.

J. Recommendation

Superior court judicial officers statewide lack the tools they need to manage disputes to resolution in a most timely and appropriate manner. SCAs lack tools to manage court case schedules, resources, and personnel as efficiently as possible. These limitations, coupled with declining budgets and increasing demands for court services, effectively:

- Delay justice.
- Increase the costs to all parties.
- Limit access to justice.

As noted by one superior court administrator, the courts will be fighting to maintain their relevance if they cannot address these trends. The superior courts should implement the SC-CMS to provide the tools and information to do so. The SC-CMS will provide the ability to:

- Manage disputes to resolution prudently and efficiently.
- Manage caseload efficiently with available facilities, resources, and staff.
- Enhance record keeping and administrative resources for the county clerks.
- Enhance services to litigants, the bar, justice partners, and others in the court community.
- Lower court operating cost.

This implementation would enable access to well over 200 benefits accruing to the courts, the court community, and the AOC. In addition, full SC-CMS implementation would provide an estimated total benefit of almost $8 million annually.

However, this investment has significant risks that must be addressed. Chief among these:

- The project requires that the leading stakeholders (superior court judicial officers, SCAs, clerks, and the AOC) work together to provide unified vision and leadership to this effort.
- Individual judicial officers, SCAs, and clerks must be willing to adopt some processes, roles, and record keeping practices that are different from their current practices and more consistent statewide.
- The AOC must:
    - Effectively deliver the planned Information Networking Hub (INH) services.
    - Manage the solution provider contract to meet court needs for SC CMS.
- Funding must be reliable throughout the term of the project, spanning up to 3 biennia.

The return on this investment can be optimized beyond the projections in this feasibility study. The SC-CMS will provide a foundation and a modern IT toolset that the superior courts and the county clerks can use to optimize their operations, timeliness, and services. This powerful toolset can help the courts transition from the struggle for relevance to leadership in judicial efficiency and fairness for the communities they serve.

II. Introduction

In 2008, the JISC contracted with Ernst and Young to produce a series of strategic, business and operational plans to guide the JISC and Washington AOC in the development and implementation of new information technology solutions and, where appropriate, the retirement and replacement of legacy applications. This feasibility study represents the first effort under the plans developed by Ernst and Young to extend the level of business functionality provided to the courts and promote the potential modernization of one or more legacy applications.

Under the governance model adopted by the JISC, the Superior Court Judges' Association (SCJA) has requested that the JISC pursue the acquisition and implementation of an information technology solution, primarily in support of their calendaring and case flow management business functions. SCAs and county clerks subsequently joined as customer sponsors and participants.

A. Purpose

A feasibility study is a preliminary study that looks into potential benefits associated with undertaking a specific activity or project. The main purpose of this feasibility study is to consider all factors associated with the acquisition and implementation of the SC-CMS. It will determine whether the investment of time and other resources will yield desirable results for the superior courts, their local justice partners, their customers, and the AOC. The feasibility study builds on analysis and information already collected by AOC during the initial stages of evaluation. This information will give stakeholders and management information on:

- Project size, impacts, and risks
- Cost/benefit analysis
- Alternatives available and their best fit
- Conformity with the JISC IT portfolio

The information presented in a feasibility study allows the JISC to make a "go/no go" decision on the potential project based on facts. The study ensures that the total investment needed to bring a project to successful completion is considered.

The content in a feasibility study may include information about the present organizational system, users, policies, or functions. It may show challenges with the current system, its inconsistencies, and performance. The feasibility study may show goals and other requirements for implementing a new system or modifying an existing system, while explaining what problems need to be solved or can be solved and what the constraints, advantages, and disadvantages are. Often the feasibility study will also identify operational problems that need to be solved and assess the urgency of those issues.

B. Study Scope

The scope of the Feasibility Study is the deployment of the SC-CMS computer application in the 32 superior court districts that operate in Washington State. The Executive Sponsor Committee developed a definition of the functional scope of the desired application. APPENDIX A – Functional Scope describes the scope for this project. This document addresses the migration strategies related to implementing that application scope.

This document addresses the plans for and the impacts to the superior courts, county clerks, the AOC, justice partners, court customers, and other stakeholders. This community is depicted

in Figure 1 below. This feasibility study will consider the impacts to all these participants in the court community.

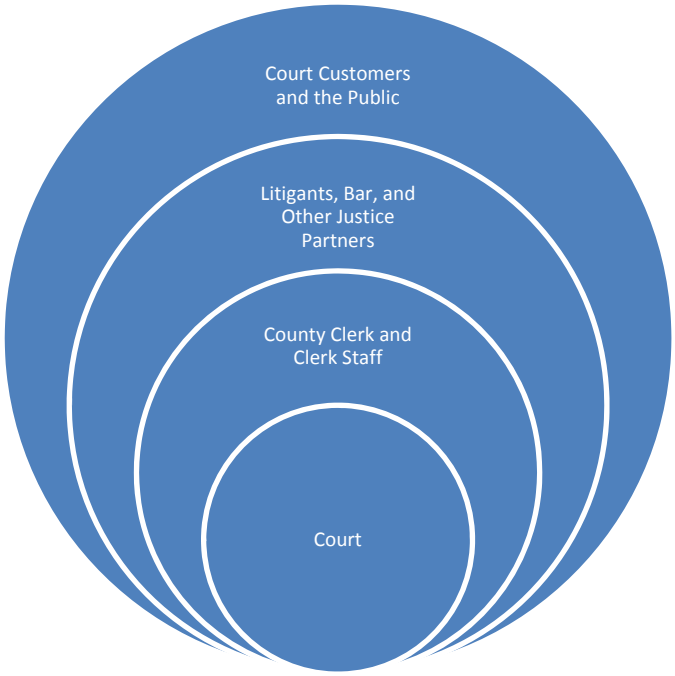


Figure 1 – SC-CMS Stakeholder Environment

C. Study Objectives

This SCMFS project has been broken into two phases. The first phase addresses the development of the feasibility study report, while the second phase supports procurement of a system. The objectives of this study consist of:

- Completing business and technical requirements analysis necessary to support the calendaring, case flow management, and other business functions of the superior courts.
- Identifying and assessing market product alternatives, as well as the Pierce County LINX system, to provide calendaring and case flow management, along with participant/party information tracking, case records, and relevant disposition service functions, as well as other business functions of the superior courts
- Evaluating market alternative systems with calendaring and case flow management, along with participant/party information tracking, case records, and relevant disposition service functions, with a focus on interoperability with AOC legacy systems (systems built on older, unsustainable technology platforms), along with data integration and migration requirements
- Determining the feasibility, issues, and risks of a project to implement a system or service that provides calendaring and case flow management, along with participant/party information tracking, case records, and relevant disposition service functions of the superior courts in a non-unified court environment across 39 counties
- Providing realistic cost estimates and timelines to implement a system comprising calendaring and case flow management, along with participant/party information tracking, case records, and relevant disposition service functions, for the superior courts

At its discretion and with the direction from the JISC, the AOC may extend this project into Phase II.

D. Acronyms and Definitions

Table 1 – Acronyms and Definitions

Acronym or Term	Definition
.Net	Microsoft application development framework that runs on Windows operating systems
ABA	American Bar Association
ACCESS	Washington State Patrol Contemporary Crime Information System. This system contains current crime information, including warrants, restraining orders, stolen property, stolen vehicles, etc.
ACCORDS	Appellate Court Records and Data System – an AOC application that supports the appellate courts
AOC	Washington Administrative Office of the Courts
API	Application Programming Interface – a program that shares information with another external system
ATJ	Access to Justice
AWC	Association of Washington Cities
AWSCA	Association of Washington Superior Court Administrators
BCE	Board for Court Education
BIGIP	Software used for load balancing network transactions
BJA	Board for Judicial Administration
CAPS	Court Automated Proceeding System – an application, currently in production and in use at one county, which offers resource management and event scheduling for the superior courts
CBA	Cost-Benefit Analysis
CBO	Courts Business Office
CCJ	Conference of Chief Justices
CICS	Customer Information Control System – a transaction server that runs primarily on IBM mainframe systems under z/OS
CJC	Commission on Judicial Conduct
CLJs	Courts of Limited Jurisdiction
CMS	Case Management System
COSCA	Conference of State Court Administrators
COTS	Commercial Off-The-Shelf Software – commercial application software packages
CPS	The Washington DSHS Child Protective Service Division

Acronym or Term	Definition
DASD	Direct Access Storage Device – any secondary data storage device that holds computer data
DB2	IBM's relational database product
DBA	Database Administrator
DCS	The DSHS Division of Child Support
DIS	Washington Department of Information Services
DISCIS	AOC District Court Information System
DMCJA	District and Municipal Court Judges' Association
DMCMA	District and Municipal Court Management Association
DNS	Domain Name System – a system that translates domain names meaningful to humans into the numerical identifiers associated with networking equipment for the purpose of locating and addressing these devices worldwide
DOC	Washington Department of Corrections
DOH	Department of Health
DOL	Washington Department of Licensing
DOR	Washington Department of Revenue
DOT	Washington Department of Transportation
DSHS	Washington Department of Social and Health Services
DX	Data Exchange
EA	Enterprise Architecture
ESB	Enterprise Service Bus
ESC	Executive Sponsor Committee
FBI	Federal Bureau of Investigation
FIPS	Federal Information Processing Standards. Under the Information Technology Management Reform Act (Public Law 104-106), the Secretary of Commerce approves standards and guidelines that are developed by the National Institute of Standards and Technology (NIST) for federal computer systems. These standards and guidelines are issued by NIST as FIPS for use government-wide. NIST develops FIPS when there are compelling federal government requirements, such as security and interoperability, and there are no acceptable industry standards or solutions.
FTE	Full Time Equivalent
HTTP	Hypertext Transfer Protocol – a networking protocol for distributed, collaborative, hypermedia information systems. HTTP is the foundation of data communication for the World Wide Web.
IBM	International Business Machines

Acronym or Term	Definition
IFL	Integrated Facility for Linux – a processor dedicated to Linux workloads on IBM System z servers. The IFL is supported by the z/VM virtualization software and the Linux operating system; it cannot run other IBM operating systems.
IGN	Washington Intergovernmental Network – the statewide telecommunication network managed by DIS. This network connects many courts throughout the state to the JIS network.
IIS	Internet Information Services – formerly called Internet Information Server – a Web server application and set of feature extension modules created by Microsoft for use with Microsoft Windows. This server supports Internet access to JIS applications.
INDS	Information Networking Data Services
INH	Information Networking Hub
INS	The United States Immigration and Naturalization Service
IRR	Internal Rate of Return
ISB	Information Services Board
ISD	AOC Information Services Division
IT	Information Technology
ITIL	Information Technology Infrastructure Library
J2EE	Java Platform, Enterprise Edition or Java EE – a widely used platform for server programming in the Java programming language
JABS	Judicial Access Browser System – an application that provides a simplified view of criminal history and other offender profile information. It is available to all court levels and used typically by judicial officers and court staff. It provides a Web-based interface to allow court personnel to view cases and proceedings scheduled to be heard for a judicial officer or a room for a day.
Java	A programming language. Java is a general-purpose, concurrent, class-based, object-oriented language that is specifically designed to have as few implementation dependencies as possible.
JCS	Juvenile and Corrections System – the Juvenile Court juvenile referral management tool used by the superior court juvenile departments
JIS	Justice Information System – the family of applications that supports the Washington judiciary
JIS Accounting	AOC financial accounting application that supports superior court financial transactions and reporting
JIS LINK	The public Web portal that allows public access to court information. Case participants can access case-related information, schedules, and court information.

Acronym or Term	Definition
JIS Person	Court person information as well as other entities
JISC	Judicial Information Systems Committee – the customer governance council for court information systems managed by AOC
JISCR	Judicial Information System Committee Rules
JRA	Justice Reference Architecture
JRS	Judicial Receipting System – a receipting system used by the county clerk's offices (superior court) that uploads data nightly to JIS
JSD	AOC Judicial Services Division
KVA	Kilo Volt Amperes
KW	Kilo Watts
L&I	Washington Department of Labor and Industry
LEA	Law Enforcement Agency
LINUX	The family of Unix-like computer operating systems that can be installed on a wide variety of computer hardware, ranging from mobile phones, tablet computers, and video game consoles to mainframes and supercomputers
LINX	Legal Information Network Exchange – Pierce County integrated justice application
MCIS	Seattle Municipal Court Information System
MDE	Major Design Elements
MDM	Master Data Model
MOU	Memorandum of Understanding
MS	Microsoft
MSD	AOC Management Services Division
NACM	National Association for Court Management
NCSC	National Center for State Courts
NICS	The National Instant Criminal Background Check System, operated by the FBI
NIEM	National Information Exchange Model – a partnership of the U.S. Department of Justice and the Department of Homeland Security designed to develop, disseminate, and support enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies throughout the nation
NIST	National Institute of Standards and Technology
NPV	Net Present Value

Acronym or Term	Definition
OCLA	Office of Civil Legal Aid
OFM	Office of Financial Management
OPD	Office of Public Defense
PA	County Prosecuting Attorney Office
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
RALJ	Rules for Appeal of Decisions of Courts of Limited Jurisdiction
RCW	Revised Code of Washington
RFP	Request for Proposal
ROI	Return on Investment
SaaS	Software as a Service – software that is deployed over the Internet and/or is deployed to run behind a firewall on a local area network or personal computer. With SaaS, a provider licenses an application to customers either as a service on demand, through a subscription, in a "pay-as-you-go" model, or (increasingly) at no charge. This approach to application delivery is part of the utility computing model, where all of the technology is in the "cloud," accessed over the Internet as a service.
SCA	Superior Court Administrator
SC-CMS	Superior Court Case Management System (new application)
SCJA	Superior Court Judges' Association
SCMFS	Superior Court Management Feasibility Study project
SCOMIS	The AOC Superior Court Management Information System supports Washington Superior Courts business operations.
SGN	Statewide Governmental Network
SME	Subject Matter Expert
SOA	Service-Oriented Architecture – a flexible set of design principles used during the phases of systems development and integration in computing. A system based on SOA architecture will package functionality as a suite of interoperable services that can be used within multiple separate systems from several business domains.
SOAP	Originally defined as Simple Object Access Protocol – a protocol specification for exchanging structured information in the implementation of Web Services in computer networks
SOS	Washington Secretary of the State
SQA	Software Quality Assurance
SQL	Structured Query Language – a database computer language

Acronym or Term	Definition
	designed for managing data in relational database management systems
SSL	Secure Sockets Layer – cryptographic protocols that provide communications security over the Internet
SSO	Single Sign On – the ability to access multiple system capabilities with a single set of security credentials
T1	A high-speed telecommunications link
TCO	Total Cost of Ownership
TCP/IP	Internet Protocol Suite – the set of communications protocols used for the Internet and other similar networks
UDM	Unified Data Model
UPS	Uninterruptible Power Supply
VPN	Virtual Private Network – a computer network that uses a public telecommunication infrastructure such as the Internet to provide remote offices or individual users with secure access to their organization's network
WAJCA	Washington Association of Juvenile Court Administrators
WAPA	Washington Association of Prosecuting Attorneys
WASC	Washington Supreme Court
WASPC	Washington Association of Sheriffs and Police Chiefs
Web 2.0	Web 2.0 – a term commonly associated with web applications that facilitate interactive information sharing, interoperability, user-centered design, and collaboration on the World Wide Web
WPA	Wi-Fi Protected Access – a certification program developed by the Wi-Fi Alliance to indicate compliance with the security protocol created by the Wi-Fi Alliance to secure wireless computer networks
WSBA	Washington State Bar Association
WSIC	Washington Securities and Investment Corporation
WSIPP	Washington State Institute for Public Policy
WSP	Washington State Patrol
WSSR	Washington State Support Registry.
XML	Extensible Markup Language – a set of rules for encoding documents in machine-readable form. It is defined in the XML 1.0 Specification produced by the World Wide Web Consortium, as well as several other related specifications, all gratis open standards.
Z/OS	Z/OS – a 64-bit operating system for mainframe computers, produced by IBM
Z10	IBM System z10 – a line of IBM mainframe computers

III. Background and Needs Assessment

As with any court system, the Washington State Superior Courts operate in a unique organizational context and business environment. They are considering the implementation of a SC-CMS to meet the business needs of the superior courts for calendaring and for case flow management functions, along with participant/party information tracking, case records, and relevant disposition service functions, in support of judicial decision-making, scheduling, and case management. This background and a summary of the needs to be addressed are presented in the sections that follow.

A. Current Business Environment

It is important to consider the organizations involved in the migration and the relationships among them. It is also important to note relationships with other entities that might be impacted by the migration.

The following table shows the structure of Washington courts.

Table 2 – Washington Courts Structure

THE SUPREME COURT 6-year terms, staggered	Appeals from the Court of Appeal. Administers state court system
COURT OF APPEALS 6-year terms, staggered Division I, Seattle; Division II, Tacoma Division III, Spokane	Appeals from lower courts, except those in jurisdiction of the Supreme Court
SUPERIOR COURT 4-year terms	• Civil matters • Domestic relations • Felony criminal cases • Juvenile matters • Appeals from courts of limited jurisdiction (CLJs)
COURTS OF LIMITED JURISDICTION 4-year terms District and Municipal courts	• Misdemeanor criminal cases • Traffic, non-traffic, and parking infractions • Domestic violence protection orders • Civil actions of $75,000 or less • Small claims up to $5,000

1. Superior Courts

Superior courts are general jurisdiction courts, because there is no limit on the types of civil and criminal cases that they hear. Superior courts have authority to hear cases appealed from CLJs and have exclusive jurisdiction for felony matters, real property rights, domestic relations, estates, mental illness cases, juvenile matters, and civil cases over $50,000.

Judicial officers preside over court cases and have the power to hear and decide any civil or criminal action that some other court is not specially designated to consider. They supervise court operations, including calendaring of court events, and manage case flow in the court.

The court administrator assists the superior court judicial officer in carrying out the administrative duties of the court. The court administrator and staff provide support to the judicial officers, overseeing and supervising the operation of all court programs. They ensure the smooth operation of and coordination among all units. The court administrator's staff provides assistance to ensure that the day-to-day operations of the court run smoothly.

Each court employs support personnel, including:

- **Bailiff** – Responsibilities and designation of a court bailiff vary from one court to another, depending upon the needs of the court served. The bailiff's primary duties are to call the court to order, maintain order in the courtroom, and attend to the needs of jurors. In some counties, bailiffs with legal training serve as legal assistants to the judicial officer.
- **Commissioner** – Most courts employ court commissioners to ease the judges' caseload. Court commissioners are usually attorneys licensed to practice in Washington. Working under the direction of a judge, court commissioners assume many of the same powers and duties of a superior court judge. Matters heard by the court commissioner include probate, uncontested marriage dissolutions, the signing of court orders for uncontested matters, and other judicial duties as required by the judge. The state constitution limits each county to no more than three court commissioners, but additional commissioners may be appointed for family law and mental health matters.
- **Court Administrator** – Many superior courts employ court administrators. Their functions vary, depending upon the policies of the court served. Generally, the court administrator is responsible for notification of jurors, supervision of court staff, assisting the presiding judge in budget planning for the court, assignment of cases, and implementation of general court policies.
- **Juvenile Court Administrator** – The juvenile court administrator directs the local juvenile court probation program and provides general administrative support to the juvenile division of superior court. Each of the state's juvenile courts is unique in the range and diversity of programs and services it offers, although all offer some type of diagnostic and diversion services. A number of juvenile court administrators direct county-level detention programs. Judges of the superior court generally appoint the administrator; however, in a few counties, judges have transferred this responsibility to the county legislative authority.
- **Court Reporter** – Stenographic notes are taken in court by a court reporter as the record of the proceeding. Some court reporters assume additional duties as secretary to one or more judicial officers.

There are 32 superior court judicial districts in the 39 Washington counties. There are 189 superior court judges in the state of Washington. Superior court judges are elected on a nonpartisan basis for a 4-year term. The following table identifies the types and volumes of cases that the superior courts conducted in 2009.

Table 3 – Types and Volumes of Superior Court Cases, 2009

Category[2]	Statewide Cases
Criminal	40,636
Civil	142,664
Domestic	39,985

[2] Washington State Courts – 2009 Caseloads of the Courts http:/www.courts.wa.gov/caseload.

Category[2]	Statewide Cases
Probate/Guardianship	19,409
Adoption/Paternity	10,374
Mental Illness/Alcohol	9,525
Juvenile Dependency	20,702
Juvenile Offender	20,360
Total Filings	303,655

The Stage 1 High-Level Business Requirement document provides an overview of the business processes and operations for each of the case types listed above.

2. County Clerks

The county clerk is often an elected official (some are appointed) provided for by the Washington State Constitution whose responsibilities are assigned by local and state rules and statute. The county clerk serves and supports the superior court by receiving and processing court documents; attending and assisting in all court proceedings; maintaining the court's files; and entering its orders, judgments, and decrees. The county clerk authenticates the records by certificate and/or transcript and files procedures of the court. The county clerk maintains the record for all felony criminal, civil, dissolution, probate, mental health, adoption, guardianship, and juvenile court proceedings. In addition to keeping all the original papers, it is mandatory that the county clerk preserve and journalize all orders for security purposes. The county clerk also receipts and disburses the court's money and the money of litigants, at the court's direction.

County clerks perform the following key functions and maintain the associated records:

- **Administrator of Court Records and Exhibits** – All documents filed in a superior court cause of action are processed and maintained by the county clerk. The process involves assigning case numbers, classifying records, entering computer data, scanning and indexing in local optical imaging systems, and manually filing hard copies.
- **Financial Officer for the Courts** – The county clerk, as an agent of the court, collects statutory fees, fines, and trust funds. The county clerk maintains the trust account for monies received. An accounting system, set up in accordance with the State Auditor's guidelines, is maintained for receiving and disbursing monies.
- **Quasi-Judicial Officer** –The county clerk exercises quasi-judicial functions in connection with the issuance of writs, subpoenas, warrants, letters testamentary, etc.
- **Records Maintained by the County Clerk** – The clerk's office is responsible for maintaining the records of the superior court.

3. JISC

The Supreme Court delegates governance of Judicial Information Systems (JISs) to the JISC. The JISC operates under state court Judicial Information System Committee Rules (JISCR) and Revised Code of Washington (RCW) Chapter 2.68. The JISC sets policy for the JIS and approves projects and priorities. The JISC's responsibilities include:

- Setting the strategic direction for the JIS
- Approving budgets and funding requests for the JIS
- Determining what JIS projects will be undertaken and establishing their scope
- Establishing JIS policies, standards, and procedures

- Oversight of JIS projects, including:
    - Approving project plans, including phases, major milestones, and deliverables
    - Establishing project steering committees
    - Monitoring project progress
    - Dealing with major project issues

The JISC has created subcommittees for various purposes as defined in their charters. JIS subcommittees include:

- JIS Codes Committee
- Data Dissemination Committee
- Data Management Steering Committee

4. AOC and AOC Services

The mission of the Washington State AOC is to "advance the efficient and effective operation of the Washington Judicial System." Authorized by statute in 1957 (RCW 2.56), the AOC operates under the direction of the chief justice of the Washington State Supreme Court. The administrator leads AOC and oversees the four divisions listed below.

- Executive Administration provides executive management to AOC.
- ISD provides application, data, infrastructure, and IT management services for Washington courts.
- Judicial Services Division (JSD) analyzes, consults, educates, advises, and guides a decentralized court community in the development and execution of law, policy, rules, and best practices to enable Washington courts to administer justice fairly, openly, and effectively.
- Management Services Division (MSD) provides overall leadership and guidance to the state judicial branch in the areas of budget, accounting, risk management, and contract development.

The AOC provides several services to the Washington courts, including information system and business support, training, and support for key judicial committees and associations. Specifically, the AOC's divisions provide the following services to the courts:

- The AOC is the primary support for judicial associations, boards, and commissions such as:
    - Judicial Information Systems Committee (JISC)
    - Court of Appeals
    - Superior Court Judges Association (SCJA)
    - District and Municipal Court Judges' Association (DMCJA)
    - Bench-Bar-Press Committee of Washington
    - Board for Judicial Administration (BJA)
    - Gender and Justice Commission
    - Minority and Justice Commission
    - Board for Court Education

5. Characteristics of Courts

Courts serving the more populous counties of the state are larger and have more judicial officers and a greater volume of cases than the courts that serve the smaller, less populated

counties. The following diagram illustrates the size distribution of the superior courts. Eleven large courts represent the greatest operational volume and employ the most personnel. These counties currently invest in IT resources and have systems that they tailor for their own needs. The large courts, because of their high volume of transactions, often have specialized practices and business rules. These courts have larger budgets and deploy more local IT resources.

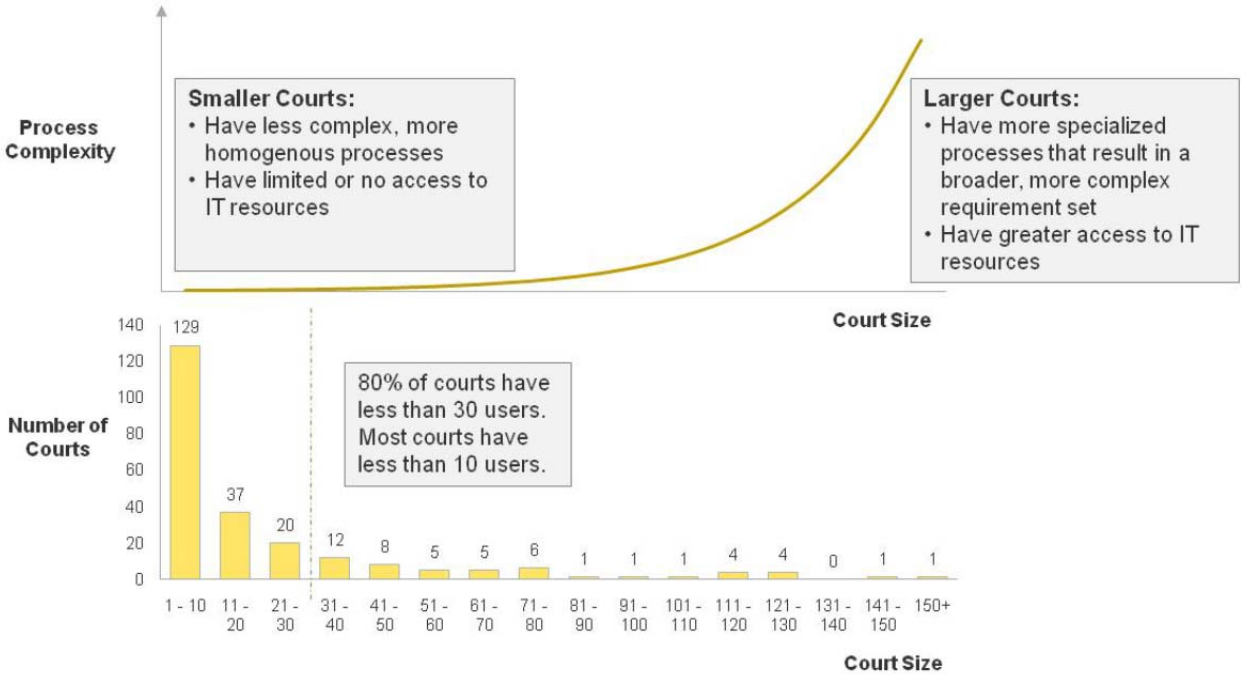


Figure 2 – Comparisons of Courts

Smaller superior courts are less complex and more likely to conform to standards and best practices. They look to AOC to provide standard statewide resources to support their business operations, since they do not have the budget to acquire their own information systems.

B. Business Needs

In order for the courts to conduct business more efficiently and provide better service to their customers, the capabilities available to the courts must be improved. The vision of the SC-CMS provides a number of desired functions that are intended to address the needs of the courts for business improvement, which are defined in the Scope section of this document. Improved and expanded capabilities will help the courts meet their business needs by providing improved capabilities involving data management, access, and distribution; more robust calendar management and statistical reporting capabilities; enhanced business process automation and management; and better service to partners and the public.

The following subsections provide a list of stakeholders and the needs that will be addressed by the SC-CMS.

1. Judicial Officers and Court Administrators

The judicial officers and court administrators of the superior courts require the ability to better manage their workload. Improved scheduling capabilities and better case data will enhance judicial officers' and administrators' ability to manage cases to resolution. In the current environment, the scheduling tools available to most courts are relatively rudimentary; scheduling

capabilities are the technological equivalent of individual case "buckets" where cases are placed to be heard with little information as to the availability of case participants and progress in the case. In order for judicial officers and court administrators to efficiently manage their scarce resources, improved data and tools must be made available to them. The business needs of judicial officers and court administrators can be categorized into four groups, which are described below.

a) Case Flow Management

Case flow management is defined as the process by which courts manage cases from initiation to closure. Case flow management assumes that the court can take an active role in ensuring that cases are disposed as efficiently as possible. According to the *Handbook of Court Administration and Management,*[3] in order for case flow management to be effective, the systems that support it must provide the following information about the court's workload:

- **Case Activity** – Statistics on case filings, number of motions, dispositions, etc.; primarily descriptive data
- **Case Inventory** – Statistics on number, status, and age of the courts' active cases
- **Case Scheduling** – Statistics on trial date certainty (number of continuances issued and associated delay, hearing dates set, rates of settlement on trial dates, etc.)
- **Case Progress** – Data on individual cases used to track status and compliance with deadlines, as well as identify cases with delays or no future scheduled events

The courts currently lack the tools necessary to analyze where problem areas occur and establish procedures, rules, and time frames that will help to make the judicial process more efficient and predictable for its users.

b) Workload Management

The courts' ability to set cases for hearing and assign the necessary resources to successfully complete the hearing is heavily reliant upon manual checks and processes performed primarily by county clerk and/or court administrator staff. The lack of automated scheduling and court-wide (and statewide) views of calendar data creates an environment where scheduling conflicts among case actors must be resolved by county clerk and/or court administrator staff. It also does not provide the data necessary to make accurate estimates of the number of cases that can be heard in a given session, resulting in cases that are scheduled and not heard.

c) Calendar Management

Most judicial officers and court administrators currently rely on the rudimentary calendaring capabilities of the Superior Court Management Information System (SCOMIS) to manage the court's hearings. The SCOMIS calendaring component does not have the ability to automate the processes that manage the number of cases assigned to a hearing or reassign cases in the case of judicial conflict, illness, or other reason, and the system cannot check for conflicts. Cases are assigned to a hearing one at a time, and are reassigned one at a time, taking up a significant amount of clerk time.

d) Resource Management

Current systems have little to no capability to manage those court resources that are necessary for hearings to be conducted. Resources such as interpreters, media, or even courtrooms are

[3] Maureen M. Solomon, "Fundamental Issues in Case flow Management," in Steven W. Hays and Cole Blease Graham, Jr. (eds.), *Handbook of Court Administration and Management*, Marcel Dekker, Inc., New York, 1993, pp. 376–377.

managed using tools that are separate from the court's hearing schedule. As a result, changes made to resource availability are not reflected in the court's calendar until the changes are addressed in the calendaring system.

Improved ability to manage resources would allow the courts to set cases for times when necessary resources are available. It would also allow the courts to concentrate the use of contracted or scarce resources (such as interpreters) to reduce cost, and reduce the amount of effort needed to track and reflect resource availability in the court's hearing schedule.

2. County Clerks

County clerks are responsible for recording the actions taken by the court. They provide stewardship of court records. The work associated with recording, managing, disseminating, and protecting the courts' records requires tremendous resources and makes the clerk the largest component of court operations. County clerks are also the primary users of court information systems, making meeting their needs critical to improvement of court operations.

a) Efficient Data Processing

Given the volume of court business that clerks are required to process, any information system used by the clerks must provide highly efficient data processing capabilities. The current Customer Information Control Systems (CICSs) possess the efficient data entry characteristics that are generally associated with that platform. However, the SCOMIS CMS provides very little automated information processing and primarily serves as an electronic catalog of the court's register of actions. While they do provide some rudimentary functions, the efficiency of the court's current systems has much to do with the limited amount of information they capture and limited level of functionality that is provided.

As the demand for court information increases and county clerk budgets (and staffs) are reduced, the need for more efficient data processing becomes greater. While the current systems allow county clerks to perform much of their data entry quickly, they also require significant effort to process more complex functions such as moving cases among calendars and dealing with large-scale changes to court dockets. The need to manage more information with fewer resources is a circumstance that is not likely to change, and the functions of existing systems have been stretched to the point where they can no longer provide significant efficiency increases.

b) Conflict Resolution

Current systems do not have the ability to maintain schedules of case actors (particularly judicial officers and attorneys) and ensure that those actors are not scheduled in multiple locations at the same time. The systems also do not have the ability to check for judicial conflicts by applying recusal lists to judicial assignments. Each of these tasks must be performed manually. Scheduling conflicts in particular are often not caught when case assignments are made; resulting additional county clerk time spent reassigning cases, often at the last minute. The ability to avoid or rapidly resolve conflicts will save significant amounts of county clerk time.

c) Business Process Management

Processes and procedures have been tailored as much as possible to be as efficient as possible using the existing toolset. However, the efficiencies to be gained from process management and utilization of available functionality have likely reached the point where additional significant efficiency gains are very difficult to achieve. Additionally, the relatively rigid structure of the data stored in SCOMIS does not allow the local development of business processes tailored to meet changing or emerging needs that may diverge from the current data processing model. The utilization of business process management tools will allow courts and

county clerks at the local level a degree of independence in how they conduct business, in order to better align resources and priorities with local needs, helping to make the justice process more efficient and responsive to the needs of the court's community. These tools will allow appropriate flexibility while maintaining consistency with statewide structures such as rules of court.

d) Automated Document Generation

The generation of court documents such as disposition documents, orders, and notices requires a significant amount of county clerk time. While there are standard forms and tools for creating court documents, the ability to merge case management data into documents for rapid generation is limited or nonexistent.

e) Automated Data Distribution

Significant amounts of county clerk time are spent in the dissemination of court data generated from court events. Many of these events can be identified electronically, and the required information can be disseminated in an automated fashion. For example, once disposition data for a criminal motor vehicle conviction is entered, an automated information system should have the ability to disseminate that information to entities such as the Washington State Patrol (WSP) or the Washington Department of Licensing (DOL) that require or request it without additional county clerk interaction. Additionally, the automated distribution of correspondence (either electronically or via electronic transmission to a mass mail production facility) will help to alleviate the time spent on distributing the court's data.

3. AOC ISD

The business operations of AOC ISD are focused on providing services to the courts and fulfilling the AOC's responsibility to maintain the superior court case index. In order to fulfill these functions, AOD ISD has implemented a number of systems that it supports on behalf of the courts. As these systems progress through their life cycles, they must be replaced. In order to ensure the quality of services provided and ease the transitional cycle that each system must progress through as it is replaced; AOC ISD should seek to fulfill the two needs described below.

a) Centralized Administration

Systems should provide ISD with the ability to conduct system administration activities from a centralized location on a centralized application. The more administration can be centralized, the more efficiently the AOC can respond to customer support requests; deploy fixes, patches, and version updates; and apply other changes at both state and local levels. By centralizing their systems, ISD can also realize efficiencies in load sharing of processing and database functions as well as simplify failover and disaster recovery.

b) Adherence to Standard Models and Practices

In order to minimize reliance upon scarce or obsolete technologies and skill sets, ISD needs to focus on adopting those technologies and practices that are widely employed industry standards. These models and practices include, but are not limited to:

- Industry standard data exchange (DX) models (i.e., the National Information Exchange Model, NIEM)
- Modern, common architecture components such as database and application environments
- Competencies that have a lengthy life cycle and broad application (e.g., business analysis, project management, database administration) as opposed to focusing on

competencies in specializations that may have more rapid turnover or more limited use (e.g., web technologies, various development languages)

By utilizing industry standard models and practices, ISD will retain the ability to tap the largest possible markets for personnel skills and system technologies and ensure that the competency set that it possesses will not quickly erode over time as technology evolves.

4. Partner Agencies

The courts' state and local partners exchange a tremendous amount of information with the courts. Given the volume of data that partner agencies send to and receive from the courts, any change that provides a reduction in data entry and transmission times can provide a significant benefit, not only in terms of resources, but also in terms of public safety. Additionally, some partners have a need for accurate scheduling data in order to ensure that personnel attend hearings.

a) Automated Transfer of Data

Much of the information that is transferred between the courts and their partner agencies is delivered in the form of paper documents, either as individual documents or as information compiled into report format. Generating, delivering, receiving, and entering the data that travels between the courts and their partner agencies requires a significant amount of effort on both sides of each transaction. By automating the transmission of documents and data in electronic format, the data entry burdens associated with entering information from court (or partner) documents can be reduced, as well as the latency times between a documented event and the transmission/entry of that event.

b) Scheduling Information

Improved scheduling information may provide a significant benefit to law enforcement, attorneys, and correctional institutions. By making schedules accurate and accessible, the amount of resources each of these organizations commits to unneeded trips to the court can be drastically reduced. Several large jurisdictions around the country have seen tremendous cost savings by automating the law enforcement subpoena process and implementing improved scheduling capabilities.

5. Attorneys

Public and private attorneys interact with the court regularly through submission of documents and information to the court and participation in court hearings and other hearing-related activities. The effort necessary to conduct these interactions can often be both time-consuming and expensive for attorney and litigant. Time spent producing hard copy documents, delivering them to the court, waiting in line to file, or simply waiting for a hearing can add up tremendously. The more efficiently attorneys can conduct their business with the courts, the more efficiently the justice system can work. By making justice information more accessible and transparent, and thus making the justice process more predictable, both attorneys and the courts can better manage their workload. The business needs of attorneys are described below.

a) Access to Information

The ability to easily access court information helps attorneys conduct business with the courts more efficiently. By making case and scheduling information available online, attorneys can conduct their own inquiries and data gathering without having to make a telephone call or trip to the court. Additionally, by pushing inquiry capabilities out to attorneys, the county clerk time that is taken up to respond to various requests can be freed up for other tasks.

b) Conflict Resolution

By identifying scheduling conflicts long before hearing dates arrive or before hearing dates are set, time spent resolving scheduling conflicts can be reduced significantly. Reducing the number of scheduling conflicts allows for greater certainty of hearing dates and helps to ensure that all parties are prepared for a hearing date that is not likely to be moved due to scheduling issues.

6. Public

The public's needs for business interactions with the court primarily focus around the need for efficient access to, and interaction with, the courts. Reducing wait times by providing automated services, more certain calendar dates, as well as self-help and self-service options will help make the public's business with the court more efficient. Additionally, the way the customers of many businesses interact with those businesses has changed. Customers have grown accustomed to having information available online and conducting business transactions on a 24 x 7 basis from the comfort of their homes. Expanding services available to the public will save time and effort for both the courts and the customers they serve.

a) Self-Service

Many modern businesses have utilized technology to allow their customers to self-serve. This allows customers to access services remotely, with little or no interaction with staff, and without restriction to normal business hours. Many courts around the country have adopted self-service processes in the form of electronic filing, electronic payments, document access, and other technologies. There are several ways that self-service can be provided.

- **Self-Help** – Many courts provide self-help services to assist the public with completing court forms and properly working through the legal process. These services may be delivered either online using directed forms completion processes (such as the TurboTax model) or at the court's location. These services help the court's customers – particularly self-represented litigants – perform the tasks they need while reducing the number of continuances (and resulting judicial officer and county clerk time). This results in reduced numbers of litigants arriving in court who are improperly prepared or unprepared for their hearing.
- **Regular Business Transactions** – Many of the public's transactions with the courts do not require an appearance in a hearing or interaction with court officials or judicial officers. Transactions such as fine or fee payments and document copying can be conducted over the Internet or using other technologies.
- **Access to Information** – The courts field many requests from the public for case information and documents. Making court information available in a manner that allows the public to search and retrieve documents and data on their own from kiosks or the Internet will empower members of the public to self-serve and allow the courts to free up county clerk time that would otherwise be spent servicing information requests.

b) Reduction in Wait Times

For much of the public, the primary image associated with having to make a trip to the court is that of standing in line. Time spent waiting for an open counter window, hearing, or other service is a significant issue in many courts, particularly busy urban courts. By using technology to implement services that reduce wait times through more accurate scheduling, self-service, or more efficient business processes, the court can significantly reduce the amount of time the public spends waiting for court services.

C. Business Opportunities

In addition to the immediate business needs discussed above, the SC-CMS will provide the courts, AOC, and justice stakeholders with further opportunities for business improvement. The existing scope of the SC-CMS is limited to those functions associated with data and process management within the courts and does not include expanded services. However, acquisition of a modern court CMS will provide the technological basis for utilizing transformational technologies. Such technologies provide tremendous efficiency by eliminating paper-based processes and providing customers with self-service options. The following subsections discuss some of the opportunities that the SC-CMS may provide.

1. Provide Improved Service to Courts and Public

Implementation of the SC-CMS will allow the courts to utilize technology to improve the services they provide. Potential opportunities from improved service are as follows:

- **Improve ability to conform operations to changing needs.** Business process management tools should allow AOC and the courts to quickly adapt processes to changing needs.
- **Expand online services available to customers.** Improved online services can help to reduce customer time spent at the courthouse and reduce the associated county clerk time spent assisting customers with transactions that could be conducted online.
- **Generate revenue from online services.** Court customers have shown a degree of willingness to pay for the convenience of accessing services remotely. Revenues may come from fees for filing, document downloads, or data subscriptions intended for mass downloaders.
- **Reduce courthouse crowding and customer wait times.** Enabling remote access and providing more accurate scheduling will help to reduce the number of people that must come to the courthouse for non-hearing purposes and can reduce the number of people who come to the courthouse and do not have their case heard.

2. Improve Utilization of Existing Local Services

Many of the individual courts and county clerks have implemented systems that support business operations. While many of these functions are not in the SCMFS scope, they either are readily available as components of modern CMS applications or can be integrated into the work processes of a CMS. An improved SC-CMS and the architecture improvements planned by the AOC will help to utilize these local resources, largely by integrating them more fully with case management data. Services that may be improved include:

- **Document Management Systems** – The SC-CMS may allow courts to better utilize the functions of a document management system as well as provide improved integration with the CMS. Electronic documents may be placed in work flows, linked to electronic case files and court events, and published via portal for partner or public access.
- **Electronic Filing Systems** – The primary benefit SC-CMS can offer a court that uses an electronic filing system is improved ability to push data entry tasks out to filers. This will reduce the county clerk work associated with individual filings to little or no data entry and a brief validation and acceptance check. Other functional improvements that are available to courts that use e-filing systems are similar to those improvements available using a document management system. Improved integration with an e-filing system will allow greater control of court work processes and improved access to documents, data, and information.

- **Cashiering Systems** – The SC-CMS may provide the ability to integrate with a court's existing cashiering system. Such integration would provide the ability to send payment information to the case ledger component of the SC-CMS without users having to make entries in both systems.
- **Other Local Systems** – In general, the SC-CMS should provide improved capability to share data and coordinate work flow among various local systems. This is due to a modern architecture that is intended to support DX as well as a likely increase in the amount of data that is maintained in the SC-CMS.
- **Local Interfaces** – The architecture of the SC-CMS will provide enhanced integration capabilities, which will help to support and improve DX between the local courts and their partners. Data that is timelier, more accurate, more complete, and better structured will support the integration capabilities of the local courts by providing more of the data their partners need and by providing the ability to accept more of the data that their partners can send.

3. Foundation for Future Service Expansion or Improvement

In addition to those courts and county clerks that have existing applications that may augment the SC-CMS functionality, there are also courts for whom those services may be added if those functions are available as part of any SC-CMS expansion. There are also services that currently do not exist in any superior court that may be a part of any expansion. These functions that can be expansions may include:

- **Public Access** – Many modern CMSs provide portal capabilities that facilitate public access to court records. Use of such a portal, whether a part of the SC-CMS package or internally developed, will help the public access court records from the Internet, rather than forcing them to travel to the court to seek out court information.
- **Document Management** – As part of any future service expansion, the JISC may choose to offer a document management system for those courts that do not have electronic document management capability. This function would provide the benefits of document management and would presumably already be integrated with the SC-CMS prior to deployment, easing the implementation process for the individual courts.
- **Electronic Filing** – As part of any future service expansion, the JISC may also choose to offer an e-filing solution to those courts that do not already have e-filing capability. This function would provide the courts with the benefits of electronic filing and would presumably already be integrated with the SC-CMS prior to deployment. A standardized, state level deployment should ease the implementation process and lighten the support burden for the individual courts.
- **Forms Automation** – By placing forms online and providing instruction on how to fill them, the courts can push data entry tasks out to users, many of whom will welcome the opportunity to file forms without having to make a trip to the court.

D. Business Service Goals

Management of time standards is a critical component in conducting case flow management activities. In order to assess the services delivered by the SC-CMS, benchmarks for service delivery must be developed and used. The superior courts currently have a limited set of time standards that were developed in 1992, revised in 1997, and are used as guidelines for the time that should pass between case filing to resolution, and from resolution to completion. The Washington standards are based on standards that were developed by the Conference of State Court Administrators (COSCA) in 1983 and have been continually refined in the time since. The following subsections provide the standards set for the Washington Superior Courts and those

that have been established as guidelines by COSCA and the National Association for Court Management (NACM), as well as the American Bar Association (ABA).

1. Washington Superior Court Time Standards[4]

The superior court time standards are broken up into two categories: filing-to-resolution and resolution-to-completion. Filing-to-resolution standards are the civil, domestic relations, probate, small claims, and limited jurisdiction appeal filing-to-resolution time standards that measure from the date of filing to the case resolution date by either trial verdict, notice of settlement or dismissal, or other dispositive action. Time during which a case is in a "suspended" status (e.g., awaiting arbitration, discretionary appeal) is excluded. The criminal and juvenile offender filing-to-resolution time standards measure from the date of filing in the instant court through the date of determination of the judgment whether by plea, verdict, or dismissal. Time during which a case is in a "suspended" status (e.g., discretionary appeal, out on warrant) is excluded.

Resolution-to-completion time standards measure the time following the resolution of the case to the actual completion of the case. For civil cases, "completion" occurs when papers have been filed stating the respective rights and claims of all parties to an action or suit (e.g., judgment, order of dismissal, or situations when a case is transferred to another jurisdiction for all subsequent adjudication and proceedings). For criminal cases, "completion" occurs with the filing of dispositive papers (e.g., judgment and sentence). For all cases, time during which a case is in a "suspended" status (e.g., out on warrant, appeal) is excluded.

The standards for superior courts are described below.

- **Civil –** 90 percent of all civil cases should be settled, tried, or otherwise concluded within 12 months (360 days) of filing, 98 percent within 18 months (540 days) of filing, and 100 percent within 24 months (720 days) of filing.
- **Domestic Relations –** 90 percent of all domestic relations cases should be settled, tried, or otherwise concluded within 10 months (300 days) of the date of filing, 98 percent within 14 months (420 days) of the date of filing, and 100 percent within 18 months (540 days) of the date of filing.
- **Criminal –** 90 percent of all criminal cases should be adjudicated within 4 months (120 days) of the date of filing the information, 98 percent within 6 months (180 days) of the date of filing the information, and 100 percent within 9 months (270 days) of the date of filing the information.
- **Probate –** 90 percent of all probate cases should be settled, tried, or otherwise concluded within 8 months (240 days) of filing, 98 percent within 18 months (540 days) of filing, and 100 percent within 36 months (1080 days) of filing.
- **Juvenile Offender –** 90 percent of all juvenile offender cases should be adjudicated within 4 months (120 days) of the date of filing the information, 98 percent within 6 months (180 days) of the date of filing the information, and 100 percent within 9 months (270 days) of the date of filing the information.
- **Rules for Appeal of Decisions of CLJs (RALJ) Appeals –** 90 percent of all RALJ appeals should be settled, tried, or otherwise concluded within 4 months (120 days) of filing in the superior court, 98 percent within 5 months (150 days) of filing in the superior court, and 100 percent within 6 months (180 days) of filing in the superior court.

[4] From http://www.courts.wa.gov/court_rules/?fa=court_rules.display&group=am&set=BJA&ruleid=ambjatime

2. COSCA/ CCJ Management and ABA Case Processing Standards

The ABA, the CCJ, and the COSCA have urged the adoption of time standards for expeditious case flow management. Timely disposition is defined in terms of the elapsed time a case requires for consideration by a court, including the time reasonably required for pleadings, discovery, and other court events. Any time beyond that necessary to prepare and conclude a case constitutes delay.

The time standards provided in the table below are time-to-disposition standards established by the two groups. These items are intended as guidelines, have been adapted to the specific needs of state and local jurisdictions, and may be adapted as the needs of the Superior courts and the capabilities of the SC-CMS dictate.

Table 4 – Time Standard Guidelines

Case Type	COSCA/CCJ	ABA
Criminal*		
Felony	180 days	90% in 120 days 98% in 180 days 100% in 12 months
Misdemeanor	90 days	90% in 30 days 100% in 90 days
Civil**		
Jury trials	18 months	
Nonjury trials	12 months	
General civil		90% in 12 months 98% in 18 months 100% in 24 months
Summary proceedings: small claims, landlord/tenant		100% in 30 days
Domestic relations**		
Uncontested	3 months	
Contested	6 months	
All cases		90% in 3 months 98% in 6 months 100% in 12 months
Juvenile***		
Detention/shelter hearings	24 hours	24 hours
Adjudicatory/transfer hearings for a person in a detention facility	15 days	15 days
Adjudicatory/transfer hearings for a person not in a detention facility	30 days	30 days
Disposition hearings	15 days	15 days

* Criminal cases: time from arrest to trial or disposition
** Civil and domestic relations cases: time from filing to trial or disposition

*** Juvenile detention and adjudication or transfer hearings: time from arrest to hearing; juvenile disposition hearings: time from adjudicatory hearing to disposition hearing

All of the standards mentioned above present a basis for benchmarking the service goals of the superior courts. These resources provide a structure and guidance for development of the services the superior courts are to provide.

IV. Objectives

In March 2010, the Superior Courts Judges Association recommended that the JISC approve the acquisition and deployment of a SC-CMS to adequately support case management, calendaring and judicial decision-making activities. The objectives of this system are to:

- Enable judicial officers to:
  - Direct and monitor court case progress.
  - Schedule case events.
  - Enforce court business rules.
  - View case plans/schedule, status, progress, and case party information.
  - Quickly and efficiently communicate court schedules and orders.
- Enable court administrators to:
  - Report and view case plans/schedule, status, progress, and case party information.
  - Quickly and efficiently, schedule case events.
  - Enforce court business rules.
  - Quickly and efficiently communicate court schedules and orders.

The acquisition and deployment of the SC-CMS will solve a number of problems related to these objectives and enhance the service delivery of the superior courts in Washington.

A. Problems to Be Solved

The superior courts need the ability to adequately support case management, calendaring and judicial decision-making activities. The superior courts lack the ability to:

- Direct the progress of cases through the court process based upon business rules that establish case events and deadlines.
- Monitor compliance with the business rules.
- Enforce the business rules.

Case events and deadlines represent requests for hearings to be held, the conduct of hearings before the court, activities that occur outside the direct purview of the court (i.e., mediation, settlement offers or efforts), exchange of information between parties, and the filing of certain documents.

Further, superior courts lack the ability to create reports or view screen-based information to assist in managing individual cases and groups of cases at the caseload level by case type. Courts do not have the ability to generate reports, letters, forms, and other documents necessary to communicate approaching or missed deadlines (compliance and enforcement).

The superior courts lack the ability to automatically schedule cases for hearings, coordinating case actors (judicial officers, attorneys, litigants, interpreters, etc.) and physical resources (court rooms, AV equipment, etc.) based on a set of conditions that include case type, hearing type, required actors, and required physical resources. For example, a request for a motion hearing in a domestic case before Judge A (conditions) would result in the hearing being set on the next future date that Judge A is scheduled to hear domestic case motions).

The superior courts lack the ability to automatically select dates for hearings based on a set of rules. They lack the ability to produce reports or view screen-based information that details all

of the scheduled hearings and hearing outcomes for a particular case. In addition, they lack the ability to establish, print, and distribute case schedules for individual cases.

B. Service Delivery Enhancements

Work performed by the SCJA and AOC workshops with judicial officers identified several opportunities for enhancements in service delivery. The implementation of the SC-CMS will enhance superior court services though:

- **Earlier Conflict Resolution** – The role of any court is to facilitate the resolution of legal conflicts between litigants. The SC-CMS will provide the superior courts with tools they need to direct and monitor this process for the cases brought before the court. These tools enable the judicial officer and trial court administrator to appropriately and prudently expedite the judicial process by managing and eliminating the factors that delay that process. This reduces the cost of litigation to the parties in the case.
- **Electronic Orders** – The development and issuance of orders is a part of managing cases to resolution. The SC-CMS will provide the superior courts with the ability to electronically create domestic violence orders, judgment and sentence documents, and other orders and to transmit those orders electronically and in real time to litigants and justice partners. Automation of the forms creation process can yield significant benefits, including:
    - Ensuring accuracy and consistency as laws change and new forms must be implemented
    - Improving legibility of court orders
    - Improving the timeliness and usability of the orders by justice partners and litigants
- **Automated Scheduling** – Automation will help reduce the amount of court time squandered as participants fumble for personal calendars, as parties assess whether date conflict exist, or as the judicial officer recesses the proceeding to allow parties to call their offices.
- **Customer Self Service** – This process can be enhanced with functionality that would enable parties to schedule or confirm certain hearings through Internet or interactive voice response mechanisms. This can result in greater options and convenience to the litigants as well as reduce courthouse congestion. This extends calendaring, scheduling, and case management features to the parties in the case.
- **Trial Date Certainty** – The public's perception of the judicial process can be enhanced by greater hearing and trial date certainty and by reducing the need for continuances to accommodate schedules.

C. Response to Statutory Requirements

The implementation of the SC-CMS is not being performed in response to any specific, new statutory requirements. However, the implementation will be conformant with all existing statutes related to the courts and court operations.

V. Impacts

The impacts of the SC-CMS will depend on the implementation decisions made by each local court and its justice partners. These impacts include both short-term, implementation impacts and long-term, operational impacts. It is likely that implementation may:

- Require staff commitment/additions to support planning, transition.
- Introduce:
  - New court processes, record keeping, forms, correspondence, and reports
  - New technologies
- Require IT capital investments to implement some interfaces and advanced devices.
- Possibly cause short-term service disruptions and degradations in court operations.

One of the most significant decisions will be whether to acquire, deploy, and host the SC-CMS locally or to have the AOC perform these services for the courts. The analysis of short-term impacts considers both deployment and hosting options.

Long term, the SC-CMS will provide a broad range of benefits. These include quantifiable fiscal benefits as well as many qualitative benefits. In the long term, calendaring, scheduling, and data entry roles will very likely change for the SC-CMS stakeholders. Judicial officers, SCAs, and litigants will be empowered to contribute to and, as appropriate to the role of each, manage the judicial process. County clerks' responsibilities may transition from the entry of data into the official record to ensuring the quality of the data submitted to the record. AOC ISD will transition from application development organization to integration organization. Staffing requirements may change as data entry responsibilities shift between organizations and the amount of structured data entered increases. The stakeholders impacted include:

- Litigants and other customers of the courts
- Justice partners
- Superior courts
- County clerks
- AOC

The deployment and hosting approach selected will determine the requirements for IT support at the state and local court levels. Under the central hosting approach, AOC ISD will need to establish and manage the SC-CMS implementation program. In addition, AOC will need to expand its services to support courts with configuration and process management. Local courts would have limited IT support requirements for the SC-CMS application.

If a local deployment and hosting approach is taken, local courts or court consortiums would take on these long term responsibilities. In addition, the AOC would be called on to maintain a DX standards setting and certification process to ensure that the independent SC-CMS implementations can effectively submit data to the state court data repository.

To estimate the short term impact to these parties, we made assumptions of the average number of impacted individuals per judge. This construct (impacted individuals per judge ratio) allows for scaling between small and large courts. These scaling factors assume a simple implementation of a standard configuration in small courts. In addition, these factors provide a reasonable estimate of situations where economies of scale exist in large courts, which employ key enablers such as dedicated project managers and automated interfaces. EXHIBIT I shows the hour impact on all these parties of SC-CMS preparation. EXHIBIT II shows similar analysis for the implementation efforts involved in SC-CMS.

These exhibits also show the difference in impact on the parties resulting from the deployment approach employed. The upper table presents the efforts required should AOC host the SC-CMS centrally. The lower table indicates the *additional* effort that would be required should the local courts and court consortiums select, acquire, and implement the SC-CMS locally.

A. Litigants and Other Customers

During the preparation for and implementation of the SC-CMS, active litigants and other customers who actively employ the resources of the superior courts will experience some minor impacts. These individuals include members of the bar, self-represented litigants, and individuals seeking information from the courts. These parties may partake in educational opportunities informing them of the upcoming changes and they may invest time in changing their business practices to leverage new features offered by the SC-CMS. In addition, they may experience some delays or inconveniences as they conduct business with the court as it first implements the SC-CMS.

The impact analysis assumes an average of two dozen individuals per superior court judge would be materially impacted. In addition, the analysis assumes that, on average, each would consume about 4 hours learning about the changes, getting training, changing processes, and dealing with implementation problems. This estimate of the hour impact of preparation for the SC-CMS is shown in EXHIBIT I. Impact of implementation is shown in EXHIBIT II.

Under ongoing operations, these parties should experience some of the benefits of the SC-CMS. Section VI describes these benefits. No ongoing negative impacts are anticipated.

B. Justice Partners

Justice partners would experience many of the same impacts as the other litigants and court customers. However, the interdependency of the courts and their partners bring more opportunities for enhancing operations with the implementation of the SC-CMS. It is anticipated that representatives from the following entities would be involved in preparation and implementation activities:

- Law enforcement
- Prosecutor
- Defender
- Detention facility
- Other stakeholder agencies (e.g., probation, mental health, substance abuse treatment)

The estimated ratio of impacted individuals to judge is 5:1. The involvement in preparation and implementation activities is outlined in EXHIBIT I and EXHIBIT II. Given this community's greater integration with court operations, justice partners are anticipated to be more involved in communication, training, business process change, and related activities.

Under ongoing operations, these parties should experience some of the benefits of the SC-CMS. These are described in Section VI. No ongoing negative impacts are anticipated.

C. Local IT Providers

It is likely that local court communities will have local providers who provide IT support to the courts and justice community. They too will be involved in the preparation for and implementation of the SC-CMS. The estimated ratio of impacted individuals to judge is approximately 1:3, and the involvement in preparation and implementation activities is also

WASHINGTON STATE ADMINISTRATIVE OFFICE OF THE COURTS
SUPERIOR COURT MANAGEMENT FEASIBILITY STUDY

HOUR IMPACT OF SC-CMS PREPARATION EFFORTS

	Court Community			Superior Courts				
Activities	Litigants and Other	Justice Partners	Local IT	Staff	Judge	Administrator/ Lead	Presiding Judge	Clerk
Communicate to the Court Community	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Train the Court and Court Community	1.00	1.00	2.00	4.00	4.00	4.00	4.00	4.00
Conduct Readiness Assessment	0.00	2.00	2.00	1.00	1.00	4.00	4.00	4.00
Redesign Court Business Processes	0.00	0.00	0.00	1.00	1.00	8.00	8.00	8.00
Redesign Court Community Business Processes	1.00	2.00	0.00	1.00	1.00	8.00	8.00	8.00
Revise Court and Court Community IT Budgets	0.00	2.00	4.00	0.00	0.00	6.00	6.00	6.00
Plan Local Court Configuration	0.00	0.00	4.00	1.00	1.00	6.00	6.00	6.00
Plan Local Court Data Configuration	0.00	0.00	4.00	1.00	1.00	6.00	6.00	6.00
Plan Correspondence, Forms, and Reports	0.00	0.00	0.00	1.00	1.00	6.00	6.00	6.00
Plan and Design Data Conversion	0.00	0.00	4.00	1.00	1.00	6.00	6.00	6.00
Redesign Application Portfolio	0.00	2.00	2.00	0.00	0.00	4.00	4.00	4.00
Design Interoperability	0.00	4.00	2.00	0.00	0.00	4.00	4.00	4.00
Design Local Technical Infrastructure	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
Compile Local Implementation Plans	0.00	2.00	2.00	0.00	0.00	2.00	1.00	1.00
Per Person Total Hours	3.00	16.00	29.00	13.00	13.00	66.00	65.00	65.00
Ratio of Impacted Stakeholders Per Judge	12.00	1.00	0.34	5.80	1.00	0.17	0.17	0.17
Total Hours Impact on Per Judge Basis	36.00	16.00	9.86	75.40	13.00	11.23	11.06	11.06

Additional Impacts From Local Deployment/Hosting								
Project Management	0	0	0	0	0	60	0	0
Identify Deployment Support and Hosting Organizations	0	0	0	0	0	16	16	16
Establish Hosting Service Contracts	0	0	0	0	0	40	40	40
Evaluate and Select CMS Product From Hosting Service Contracts	0	0	0	1	1	40	40	40
Contract With CMS Provider	0	0	0	0	0	40	40	40
Acquire Computing Infrastructure	0	0	24	0	0	0	0	0
	0	0	0	0	0	0	0	0
Per Person Total Hours	0	0	24	1	1	196	136	136
Total Additional Hours Impact on Per Judge Basis	0.00	0.00	8.16	5.80	1.00	33.36	23.15	23.15

WASHINGTON STATE ADMINISTRATIVE OFFICE OF THE COURTS
SUPERIOR COURT MANAGEMENT FEASIBILITY STUDY

HOUR IMPACT OF SC-CMS IMPLEMENTATION EFFORTS

	Court Community			Superior Courts				
Activities	Litigants and Other	Justice Partners	Local IT	Staff	Judge	Administrator/ Lead	Presiding Judge	Clerk
Project Management	0.00	0.00	0.00	0.00	0.00	8.00	1.00	8.00
Implement Local Court Business Processes	0.00	6.00	0.00	4.00	4.00	0.00	2.00	0.00
Train Local Court Users	0.00	2.00	0.00	4.00	4.00	0.00	2.00	0.00
Configure Local Court Application	0.00	0.00	4.00	0.00	0.00	4.00	0.00	4.00
Build Interfaces	0.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00
Convert Local Court Data	0.00	0.00	4.00	0.00	0.00	2.00	0.50	2.00
Adjust Local Technology Infrastructure	0.00	0.00	20.00	0.00	0.00	2.00	0.20	2.00
Local Systems Integration Test	0.00	0.00	8.00	0.00	0.00	4.00	1.00	4.00
Local User Acceptance Test	0.00	0.00	8.00	0.00	0.00	4.00	1.00	4.00
Implementation	1.00	1.00	8.00	0.00	0.00	4.00	1.00	4.00
Per Person Total Hours	1.00	9.00	56.00	8.00	8.00	28.00	8.70	28.00
Ratio of Impacted Stakeholders Per Judge	12.00	1.00	0.34	5.80	1.00	0.17	0.17	0.17
Total Hours Impact on Per Judge Basis	12.00	9.00	19.04	46.40	8.00	4.77	1.48	4.77

Additional Impacts From Local Deployment/Hosting								
Additional Project Management	0	0	0	0	0	60	0	0
Implement New Computing Infrastructure	0	0	32	0	0	1	1	1
Establish Maintenance and Operations	0	0	24	0	0	1	1	1
Per Person Total Hours	0	0	56	0	0	62	2	2
Total Additional Hours Impact on Per Judge Basis	0.00	0.00	19.04	0.00	0.00	10.55	0.34	0.34

outlined in EXHIBIT I and EXHIBIT II. Given this community's functional focus, local IT providers will be more involved in technology planning, design, and implementation.

If the local court deployment and hosting strategy is employed, there will greater one-time impacts on this stakeholder group. These additional impacts are estimated in the lower tables of EXHIBIT I and II.

Under ongoing operations, these parties should experience some of the benefits of the SC-CMS. These are described in Section VI. The ongoing demands on these individuals should not otherwise materially change from current levels, unless the local court deployment and hosting strategy is employed. In that case, local IT providers will be called on to operate and maintain SC-CMS locally. These costs are estimated in APPENDIX G.

D. Superior Courts

The superior courts will be most impacted by the preparation for and implementation of the SC-CMS. As noted in EXHIBIT I and EXHIBIT II, the impact will vary by role within the court. Staff will be most impacted by training and implementation activities. SCAs, judges, and county clerks will be more involved than staff in planning, oversight, and project management.

Under a central hosting strategy, the AOC will provide significant support to the smaller courts around the state. Under a local deployment and hosting approach, these small courts must obtain support through other means. Under the local deployment and hosting approach, there will greater one-time impacts on this stakeholder group. These additional impacts are estimated in the lower tables of EXHIBIT I and II.

It is likely in the largest courts that some of the efforts will be delegated to dedicated project managers, analysts, and technicians. In addition, these courts are likely to see economies of scale in these efforts. Many of these courts will invest these economies in custom configuration and integration with local applications.

In addition, subject matter experts (SMEs) from the courts will need to be involved in Phase II – Configuration and Validation. The AOC and the solution provider will likely employ a working group of SMEs drawn from the ranks of county clerks, SCAs, and superior court judicial officers. It is anticipated that this will involve approximately 50 individuals[5] committing 2 days a month during this 2-year effort.

Under ongoing operations, moving the SC-CMS will impact the local superior court judicial officers and staff and operations. These business impacts include:

- **New Business Application** – Court operations staff will learn a new computer application to support scheduling, calendaring, case-flow management, and other court functionality. Court resources will be consumed to train on these new patterns of business for court operations. Initial operations under the SC-CMS will not be as efficient as previous operations, while staff gain proficiency.
- **Standardization of Functionality** – Implementing a common system will result in less unique localization of functions in individual courts. A single application will standardize many functions across local courts. This will also drive changes in local processes and will require courts to adopt and adapt to these statewide standard processes.

[5] It is anticipated that generally a judge, county clerk, and administrator would be drawn from each of the 10 largest superior court districts and an average of one representative from each of the other districts)

- **New Data Structures and Record Keeping** – Implementing the SC-CMS will maintain court data with different files and different codes than those currently used in SCOMIS and other court applications. Local court staff will need to develop an understanding of these changes to aid in data conversion. In addition, they will need to modify their coding practices.
- **Testing** – Local court staff will be called on to test the SC-CMS as it is configured, with their court's data converted for their operations. This will be a new duty, requiring training and staff time.
- **Structured Correspondence Systems** – The system will provide a more standardized correspondence management and form-generation process that is tightly integrated with the system. The system will generate more notifications and provide better access to forms. This will facilitate faster turnaround of court documents and streamlined processes to facilitate correspondence and document handling. A significant amount of effort will be required to organize and standardize correspondence management systems.

County clerks will be impacted by the factors listed above. There may be additional impacts unique to the county clerks. They include:

- **New Roles** – Calendaring, scheduling, and case management functions performed by the county clerk will be different using the SC-CMS. The application is likely to leverage collaboration between the county clerk and other members of court community. The county clerk may be called on to enter less data. County clerk staff might be called on to confirm data entered and submitted to the record by others.
- **New Data Entry Screens** – The SCOMIS data entry screens will be replaced by the new application's screens. There may be more screens or fewer screens used to perform county clerk functions. During initial operations, it is likely that the county clerk staff will be less efficient than before the changeover.
- **Financial Systems** – The SC-CMS as it is currently scoped does not include financial functions. The county clerk will need to interact with the AOC financial systems to support case-related financial processing. This may result in duplicate entry of data in some cases.

E. AOC

Under a central hosting approach, AOC will be responsible for managing the implementation of the application and overseeing the support and maintenance of the application. These responsibilities include the project management, management of change, communications management, and stakeholder management that are discussed in other sections of this document. Several changes will result in substantial changes to AOC. These include:

- **PMO** – The implementation project will be a substantial multiyear, multimillion-dollar project. This would require a full-time project manager during implementation and a half-time manager on an ongoing basis to manage the support and maintenance issues associated with the project.
- **Business Liaison** – The communication with judicial officers, court administrators, and county clerks will require substantial effort from the Business Liaison group.
- **Portfolio Management** – The portfolio management office would need to integrate the multiple AOC projects that may affect the superior court management system. INH project components and other AOC initiatives may affect this project.

- **Infrastructure** – The infrastructure organization will be responsible for working with the solution provider to implement the necessary computer servers, network components, database infrastructure, and support components.
- **Quality Assurance** – Quality assurance will be involved in overseeing the systems and user acceptance testing and validating that the application is ready for use in a production environment. They will also need to validate ongoing support and maintenance changes to ensure that the application continues to operate correctly.
- **Architecture and Strategy Section** – The application will be a major enabler for the INH. This group will need to coordinate the development and implementation of the INH components as the application is configured for Washington courts.
- **Data Warehouse Unit** – The solution provider will provide some data warehousing capability, and Information Networking Data Services (INDS) will provide data warehouse services.
- **Development Unit** – Some customization is expected with a commercial application. The LINX alternative would very likely result in extensive system development, design, and programming. Either case would require substantial involvement of the development unit to manage and oversee the project activities during implementation and to provide ongoing support and maintenance.
- **Operations** – A major implementation of an application of this magnitude will affect operations. AOC will need to change its legacy applications to adapt to new information exchanges. Since the application will likely be Web based, the Web unit will need to be involved.
- **JSD** –Training and court service adaptation will require some involvement of court services, as this application will be configured and deployed to support courts throughout the state. The impact will be to the JIS education unit and customer support / call center.
- **MSD** – This project will involve several types of procurement, including professional service, technical infrastructure, and potential agreements between different court entities. In addition, MSD will be involved in budget reporting and management of contract payment.

To prepare for and address these impacts, the SC-CMS project will be managed under the project management and organization described in Section IX of this document. In addition, AOC ISD is establishing three major IT program areas to help prepare for and enable the smooth acquisition and implementation of the SC-CMS.

Under a local court deployment and hosting approach, the involvement of the AOC would be much less. Based on the direction of the SCMFS Executive Sponsor Committee, under a local court deployment and hosting approach, the responsibilities of the AOC should be limited to providing a qualified procurement vehicle and facilitating the sharing of local court data statewide. This would involve:

- Creating a master contract with multiple solution providers from which individual courts or court consortiums could purchase a court case flow management system. The master contract would provide the courts:
    - Negotiated and likely preferential license, service, and maintenance fees
    - Contractually-based assurances regarding the capabilities and reliability of the applications
- Setting up configuration and data standards to provide the superior courts reliable insights concerning:

  - The ease of use and maintenance
  - The relative strengths and weaknesses of the applications
  - A list of products and configurations to ensure complete, accurate, and timely transmission of data to the central repository

- Facilitating the efforts of the local courts to continue to share data with state agencies and other courts
- Creating a testing, verification, and approval protocol for the data transmission to and from these independent court systems

F. Programs

The AOC ISD has been systematically following and implementing the ISD Business Planning and Governance Business Plan developed in July 2009. In doing this, it has recently reviewed the status, progress, dependencies, objectives, and schedule of the various projects involved this plan. The division considered the critical path projects and has organized its efforts under three major programs:

- INH
- Transformation
- CMS preparation (a.k.a., COTS preparation)

These new programs provide additional focus for the tasks that need to be completed for the successful implementation of the SC-CMS.

VI. Organizational Effects

The organizational effects of the SC-CMS will be felt both in the courts and in the AOC. While the exact effects of the selected solution cannot be predicted, it can be assumed that the way information is managed and the way JIS manages the case management solution will change. Most significantly, increased automation in operations will shift focus to ensuring data quality and providing new or improved services. JIS will shift away from being the sole solution provider of case management applications and will move into a role where it manages and partners with the SC-CMS solution provider.

A. Impact on Work Processes

The SC-CMS will have a significant impact on the work processes of county clerk and court operations, as well as the operations of JIS. Changes in business processes, as well as the change in the nature of the system provider, will result in the need to alter a number of capabilities to support the partnership between the courts and the county clerks and the SC-CMS provider.

1. Impacts to Court and AOC Operations

Moving to the SC-CMS will impact the local superior court organization and operations. It will also impact the operations of the county clerks and the AOC. These impacts have been outlined in section V, above.

2. Impacts to Technology

Implementing a new computer application will affect AOC's technology and, potentially, local county technology. The distribution of these impacts depends on the deployment strategy employed. The impacts and tradeoffs are:

- **New Technology Software and Components** – The organization that hosts the SC-CMS application will have to assimilate new servers and software components into its technical operating infrastructure. Its staff and management will have to become educated on these new components in order to support and maintain them.
- **Changes in Interfaces** – Interfaces supported by JIS will continue to be supported, since the SC-CMS will provide JIS with updates on each recorded court event. Transition from JIS to the INH will impact these interfaces. These impacts are detailed in the Integration Evaluation Report. Any local interfaces with local applications impacted by the implementation of the SC-CMS will need to be evaluated for replacement. If the SC-CMS is deployed and hosted locally, local courts and consortiums will have exclusive responsibility for these interfaces. If the SC-CMS is hosted by the AOC, courts will receive assistance from the AOC.
- **Network Impact** – The application will be a sent as Web-based html transmissions, which are larger than the relatively small CICS transactions that the courts use today.
- **New Business Application for AOC** – If the AOC hosts the SC-CMS, the ISD staff and management will have to learn and support a new commercial business application. In addition, ISD staff and management will play a different role than the support and maintenance role they currently play. They will work with a commercial firm to support and maintain the system.
- **New Business Application for the Local Court** – The SC-CMS represents a new application in the portfolio of applications employed by the local court and its community. The court will need to consider how this new system impacts this portfolio. They will

adjust their suite of applications and, if appropriate, interfaces, to best support their operations. In addition, court staff and management will have to learn and support a new commercial business application.

- **Help-Desk and JSD Call Center Impact** – The Help Desk will be impacted as a new statewide system is implemented. Their activity will increase as change is introduced into the courts.
- **Technology Architecture Implementation** – This application will require the implementation of many components of the technology architecture defined in the Future State Logical Architecture. The implementation of an application that can be adapted to service-oriented architecture will allow information exchanges through the INH that includes access to state-level court information. While these are outside the scope of this project, they will have a significant impact on the AOC IT operations approach.

B. Training Needs

As the SC-CMS is implemented, the users and administrators of the system will need to be trained to operate and support it. Training will take place for court users, local administrators, and state-level systems administrators. These training needs are described below.

1. Local Training

Court and county clerk staff and supervisory personnel will require training in the operational aspects of the solution as well as certain administrative and support tasks. In addition to the day-to-day operations and support of the system, local court staff and administration will require training on those configuration and process management options that will be left to the local courts. Local training is likely to include:

- **Judicial Officers** – Judicial officers will receive training on those modules that facilitate in-chambers review of case files, document management functions (such as work flow and signature) and in-court operation.
- **Court and County Clerk Users** – Users will receive training for the role-specific job tasks that they are to perform in order to conduct the day-to-day business of the county clerk and courts.
- **Court and County Clerk Supervisors** – Supervisory training will likely include training on job tasks in their organizational area as well as use of workload management, reporting, and certain configuration options.
- **Business Process Managers** – Business process management training should provide selected personnel with the knowledge necessary to alter local business processes to suit local needs.
- **System Administrators** – System administrator training should provide the technical training necessary to resolve certain system issues, manage users, and provide general local system administration tasks. In the event that the SC-CMS is deployed and hosted locally, system administrators must be trained in the specific technologies and architectural components of the system in order to provide support for users and maintain the solution.
    - **Database Management** – Database managers must be trained in the structure of the SC-CMS data and the tools that are available to manage and retrieve the data.
    - **Application Management** – Application managers must be trained in various application components and the solution's management suite, including the management of users and roles.

- **Application Development** – Application developers must be trained in the structure of the system and those application services or components that the developers may reuse.

2. Statewide Training

While the majority of system operations will take place at the local level, the system may operate out of a centralized environment. In order to support the SC-CMS centrally, JIS will require training on the technological components of the new system and must develop the skills necessary to support the system and utilize the services it provides.

- **System Administration** – System administrators must be trained on the specific technologies and architectural components of the system in order to provide support for users and maintain the solution.
  - **Database Management** – Database managers must be trained on the structure of the SC-CMS data and the tools that are available to manage and retrieve the data.
  - **Application Management** – Application managers must be trained on various application components and the solution's management suite, including management of users and roles,
  - **Application Development** – Application developers must be trained on the structure of the system and those application services or components that may be reused by application developers.
- **Business Process Management** – In order to manage requests for statewide system updates and mandated changes to the SC-CMS, it will be necessary to maintain business analysis expertise within the AOC. These people must understand the court's processes and the solution's capabilities in order to help adapt the solution to the needs of the courts over time.

In the event that the SC-CMS is deployed and hosted locally, some of the same training will be required. That training would focus on the skills and knowledge required to configure and validate the applications and manage the DXs among the courts and state repositories.

C. Job Content

Over time, the automation of certain business processes will help to free resources from the tasks that they currently perform. It is likely that the courts and county clerks will see reduction in the amount of time used to perform those processes associated with entering information in multiple systems, managing paper files, and serving customer inquiries for information that is available within the SC-CMS. As the focus of operations moves towards a sole source of electronic information, it will be imperative to ensure that the data maintained within the SC-CMS is thorough, accurate, and complete. The tasks and responsibilities of those responsible for operation and administration of the SC-CMS will evolve over time to focus on a number of critical characteristics.

- **Information Management** – Data structures, lists of values, and the data that is being maintained in the court record are very likely to change with the implementation of the SC-CMS. While much of the variation will likely be managed through translations, the data maintained in JIS and that maintained in a commercial CMS will not be perfectly comparable. This will likely necessitate changes in the way information is captured, managed, and disseminated.

- **Quality Control** – Reliance upon electronic data and scanned images of documents will place a high priority on ensuring that those pieces of information are in a format that is conformant to standards, readily accessible, legible, and secure.
- **Process Management** – The ability to configure a solution to meet business needs will require increased process management capabilities, at both state and local levels. Processes must be managed to support business practices within the scope of the SC-CMS, and to ensure that processes do not diverge from statewide standards and court rules.
- **Customer Service** – The SC-CMS will provide a greater degree of self-service to individuals seeking court information. As a result of this, it is likely that the county clerks and courts will need to adjust their customer service capabilities to provide service to online users.

D. Impact on Organizational Structure

If the SC-CMS is centrally hosted, it is likely that the application will have some impact on the structure within the courts due to the changes in work processes and job content described in the previous subsections. However, it is unlikely that those impacts will create fundamental changes in the organizational structure of the courts or the in administration of court and county clerk operations. If the SC-CMS is deployed and hosted locally, the organizational impact is likely to be much greater, as the courts will be called on to create new IT support organizations while the AOC prunes the responsibilities of ISD.

1. Structural Impact of Central Hosting

From an AOC perspective, the impacts of a centrally hosted SC-CMS will likely create increased demand for a number of services. The need for these services will probably not require major changes in the management structure of JIS, but may require that increased emphasis or resources be placed in certain competency areas. AOC is currently undertaking a Transformation project that will help to define the future structure of the organization. Given the typical needs of supporting an application provided by a third party, there are a handful of critical organizational capabilities that must continue to develop and mature. These capabilities are described below.

- **Project Management** – The AOC must maintain a strong project management capability, in order to ensure that projects are coordinated and meet schedule and budget constraints. This is especially important for managing external providers, where active project management facilitates efficient project communication between external parties and management and helps to identify and resolve issues quickly.
- **DX Management** – As administration of the business system may shift to a third party, the AOC will need to focus its efforts on facilitating the exchange of data from its information systems to partners and the public. A new solution will be constructed using technologies that facilitate the exchange of information, and as demands dictate increased information sharing, the AOC must be prepared to support those needs.
- **Business Analysis and Process Management** – The configurability of a new system will require that the AOC document and support the management of the business processes that are used by the courts. The role of business analysts will be to prioritize process changes, ensure that requested changes meet current standards, and develop process changes to reflect changing needs. Process management must be in place in order to ensure that the capabilities of the system are utilized to meet changing needs, but process management must also be used to ensure that local configuration capabilities do not diverge from the norm in an uncontrolled manner.

2. Structural Impact of Local Hosting

Under this alternative, local courts would either individually host their own implementation of the SC-CMS or join in a consortium that would provide that service. This would require the courts to develop or otherwise arrange for the organizational capacity for:

- Project management
- SC-CMS application administration
- IT infrastructure
- DX management
- Business analysis and process management

From an AOC perspective, the local hosting of the SC-CMS would provide an opportunity to prune some ISD responsibilities while increasing others. As noted above, this deployment approach will require transitional program staff and management to support procurement, configuration, and validation efforts. With the completion of those efforts, the SC-CMS transitional program staff and management could be relieved of their responsibilities. However, there would be an ongoing need for an AOC organization to support data transmission validation, certification, and control.

The implementation of the SC-CMS also provides the opportunity for local courts and clerks to transition all of their record keeping from SCOMIS to the new application. If that is done, the AOC could wind down SCOMIS operations at ISD and eliminate the need for some positions in ISD.

VII. Major Alternatives Considered

The Requirements Gap Analysis[6] established the alternatives for acquiring the SC-CMS and compared the stated needs of the superior courts for case flow management, calendaring, and select case management functions against the three identified alternatives. This section summarizes each of these acquisition alternatives. It also considers the alternatives for hosting a CMS solution: central hosting of the SC-CMS by the AOC; or local court acquisition, deployment, and hosting of the SC-CMS. This study considers, in all, four alternatives for the acquisition, implementation, and hosting of the SC-CMS.

A. Alternative 1 – Pierce County LINX

The LINX family of software system applications was developed and deployed in Pierce County and has been used by the county's justice community for 16 years. It is supported and maintained by Pierce County IT. The Pierce County Council has agreed to release and manage the application that the county develops as open-source software.

LINX provides highly successful records management and operational support for several law enforcement and justice organizations in Pierce County. Through its operations in Pierce County, LINX has proven its ability to effectively meet the operational requirements of a superior court. In addition, LINX is capable of meeting requirements for DX, analysis, and confidentiality. LINX uses an integrated architecture made up of a series of core applications, shared functions, and shared data. The county is currently in a multiyear effort to transition this application to a new architecture.

It is important to note that it may be possible to use this application exclusively for calendaring, scheduling, and case flow management while employing another application, such as SCOMIS for docketing and court record keeping. However, court operations and interoperability are likely to be awkward. In addition, many efficiencies, economies, and benefits may be lost.

Under this alternative, the LINX transition efforts would be dramatically accelerated with the financial support of the JISC. Pierce County would lead the development and maintenance efforts through a consortium involving the AOC and, potentially, other organizations. This consortium would create the new version of LINX, ready for statewide configuration, by January 2014

LINX would be implemented locally in Pierce County by January 2014. The AOC would assume responsibility for implementation and day-to–day support of LINX for the balance of the superior courts. LINX would be implemented and operated as a pilot for 6 months for a single court (other than in Pierce County). It would be refined through that pilot and then rolled out statewide. This would likely take 3 years, and the application used by these courts would be hosted centrally and maintained by the AOC. As noted in the Integration Evaluation Report, these new case management systems would share information with the central state repository of court data and with other courts using the INH.

[6] See Superior Court Management System Gap Analysis, Deliverable Number 5.

B. Alternative 2 – Calendaring, Scheduling, Case Flow Management Applications

The second alternative is to employ a commercially available calendaring, scheduling, and case flow management application. This type of application is built specifically for calendaring, scheduling, and case flow management in courts. Only one solution provider was identified offering this specific scope of functionality for courts.

The calendaring, scheduling, and case flow management alternative is differentiated from the full-feature commercial CMS in that it exclusively focuses on the management of the court's calendar and supports tracking the events necessary to ensure that cases adhere to schedules and time standards. This alternative would provide a judicial and trial court administration tool only. This type of application would not serve as a repository for court records or serve other court functions. However, this solution is capable of meeting requirements for DX, analysis, and confidentiality.

Because of the very limited commercial support for this alternative, there is a significant chance that the superior courts would not be able to obtain the solution they are seeking by pursuing this alternative. No implementation plans were developed for this alternative.

C. Alternative 3 – Commercial CMS, Centrally Hosted

The third alternative is to employ a commercially available CMS that would be acquired, implemented, hosted, and provided to the courts by the AOC. The court systems market offers well over a dozen systems that provide broad case management functions. Of that number, approximately a half dozen solution providers may be considered capable of supplying both the scope of functionality and the scale of implementation services necessary to install and support a system in the superior courts.

The majority of commercial CMS vendors base their product(s) on the NCSC's Case Management Functional Specifications. These requirements were developed in the early 2000s in an effort to define the functions that should be provided by a court CMS. The major case types, functions, and data groups defined in those efforts are shown in the table below.

Table 5 – Common Commercial CMS Characteristics

Case Types	Major Functions	
• Civil • Criminal • Juvenile • Domestic Relations • Traffic • Judgment	• Case Initiation and Indexing • Docketing and Related Recordkeeping • Hearings • Disposition • Execution • Case Closure • Scheduling	• Calendaring • Financial • Document Generation and Processing • Management and Statistical Reports • File and Property Management • Security
Data Groups		
• Case • Person • Event • Financial • Document and Report		

While most commercial vendors have utilized the NCSC standards in the development of their CMS product, individual products do vary in the functionality that they provide. A functional comparison of leading providers is presented in EXHIBIT III. This differentiation is primarily based on the needs of each provider's customer base. In general, the broad customer base that major vendors serve has enabled them to establish their CMSs according to best practices in court case management.

It is important to note that it may be possible to use these applications exclusively for calendaring, scheduling, and case flow management while employing another application, such as SCOMIS, for docketing and court record keeping. However, commercial CMSs are not designed to decouple record keeping and docketing from the other functions of the application. Court operations and interoperability are likely to be awkward if the system is implemented in that manner. In addition, many efficiencies, economies, and benefits may be lost.

The need to serve a broad range of customers has also required CMS vendors to provide solutions with a high degree of configurability in order to minimize the costs of developing custom code and managing releases to support divergent code sets. Vendor offerings are capable of meeting requirements for DX, analysis, and confidentiality.

Acquisition of a commercial software product will require issuing an RFP and conducting a competitive procurement process. This process will be contingent upon funding and the availability of solutions in the market that can meet the needs of the superior courts. The product that will ultimately be selected must meet the business needs of the superior courts as well as the data requirements and architectural constraints of the AOC as effectively as possible within the allocated budget.

The AOC would then negotiate a discounted statewide license with the selected vendor. Once the solution provider is under contract, the AOC would work with that firm to develop a limited set (three versions) of standard configurations for the superior courts in Washington. The project team would validate these configurations and prepare for pilot implementation by the end of calendar year 2013. The pilot would last 6 months, and the statewide rollout would require about 3 years. The application would be hosted centrally and maintained by the AOC. As noted in the Integration Evaluation Report, this new CMS would share information with the central state repository of court data and with other courts using the INH.

D. Alternative 4 – Commercial CMS, Locally Hosted

One alternative the Washington Superior Courts have sought to evaluate is enabling individual courts or groups of courts to obtain and locally host applications that provide calendaring, case flow management, and other business functions. In addition, these applications would be able to exchange data with the statewide data repository and interoperate with other case flow management systems in other courts. As noted in Alternative 3 above, the court systems market offers approximately a half dozen systems that are capable of supplying both the scope of functionality and scale of implementation services necessary to install and support a system in the superior courts. This fourth alternative considers how local courts would effectively acquire, implement, and maintain those applications locally.

Based on the guidance from the SCJA and the ESC, this fourth alternative provides for the acquisition and implementation of a full feature CMS by individual courts or court consortiums. It is important to note that it may be possible to use these applications exclusively for calendaring, scheduling, and case flow management while employing another application, such as SCOMIS, for docketing and court record keeping. However, commercial CMSs are not designed to decouple record keeping and docketing from the other functions of the application.

Court operations and interoperability are likely to be awkward if the system is implemented in that manner. In addition, many efficiencies, economies, and benefits may be lost.

Under this alternative, the AOC would establish a master contract with one or more CMS vendors. The AOC would work with these vendors to develop the standard configurations necessary to provide the courts assurances that the applications:

- Conform to Washington laws and rules of court;
- Are optimized for efficiency and reliability; and
- Will successfully share complete, accurate, and timely information with the central state repository, state agencies that currently receive court data, and other courts.

It is anticipated that this approach will result in a master contract and a negotiated limited license price schedule with three or more vendors. AOC will work with each of these vendors to establish baseline configurations and certify the conformance, efficiency, reliability, and DX capabilities as configured. While this phase involves intense AOC involvement, the courts will have full responsibility for their own implementations. AOC's staff levels will eventually shrink to levels sufficient to manage certification and the troubleshooting of DXs with the courts. The courts' project staff levels will grow to fill the resource needs for court-by-court implementation. In addition, it is anticipated that the SC-CMS hosting infrastructure will be set up by five large courts and three court consortiums.

E. Alternative Summary

While 4 major alternatives were considered, only 3 have sufficient market or organizational support to be considered for implementation in the superior courts in Washington. They are:

- Alternative 1 – Pierce County LINX
- Alternative 3 – Commercial CMS, Centrally Hosted
- Alternative 4 – Commercial CMS, Locally Hosted

Each of these alternatives share certain characteristics. Each will employ the AOC INH as the central statewide information repository for all courts. Each will employ the INH for DXs with judicial partners and other external entities. In addition, all three alternatives leverage the leading state of the art technology for court record keeping, calendaring, scheduling, and case flow management. These applications do not segregate record keeping, docketing, and case management as separate and distinct functions performed by separate organizations. Instead, records are maintained in the most efficient manner possible while maintaining appropriate controls, checks, and balances. In addition, the data entered into the record is used to actively manage the fair and timely resolution of the dispute. Record keeping and case management functions are interdependent. In many ways, the most significant differences among these alternatives are which organizations would be called upon to perform the activities needed to implement and operate the given application. Table 6 summarizes these differences. It presents the activities that will be required for implementation and operation. For each of the three alternatives, it identifies the responsible entity and, in some cases, the unique approach involved in that alternative.

VENDOR REQUIREMENTS COMPARISON

Category	Tyler	AmCad	New Dawn	ACS	CourtView	JSI	Sustain	Levare
Manage Case								
Initiate Case	✓	✓	✓	✓	✓	✓	✓	✓
Case Participant Management	✓	✓	✓	✓	✓	✓	✓	
Adjudication/Disposition	✓	✓	✓	✓	✓	✓	✓	
Search Case	✓	✓	✓	✓	✓	✓	✓	✓
Compliance Deadline Management	✓	✓	✓	✓	✓	✓	✓	
Reports	✓	✓	✓	✓	✓	✓	✓	✓
Lifecycle (Case flow)	✓	✓	✓	✓	✓	✓	✓	
Calendar/Scheduling								
Schedule	✓	✓	✓	✓	✓	✓	✓	✓
Administrative Capabilities	✓	✓	✓	✓	✓	✓	✓	✓
Calendar	✓	✓	✓	✓	✓	✓	✓	✓
Case Event Management	✓	✓	✓	✓	✓	✓	✓	
Hearing Outcomes	✓	✓	✓	✓	✓	✓	✓	
Notifications	✓	✓	✓	✓	✓	✓	✓	✓
Reports and Searches	✓	✓	✓	✓	✓	✓	✓	✓
Entity Management								
Party Relationships	✓	✓	✓	✓	✓	✓	✓	
Search Party	✓	✓	✓	✓	✓	✓	✓	
Party Maintenance	✓	✓	✓	✓	✓	✓	✓	
Reports and Searches	✓	✓	✓	✓	✓	✓	✓	
Administer Professional Services								
Manage Case Records								
Docketing/Case Notes	✓	✓	✓	✓	✓	✓	✓	
Court Proceeding Record Management	✓	✓	✓	✓	✓	✓	✓	
Exhibit Management	✓	✓	✓	✓	✓	✓	✓	
Reports and Searches	✓	✓	✓	✓	✓	✓	✓	
Document Management	✓		✓		✓	✓		
Pre-/Post-Disposition Services								
Compliance	✓		✓	✓	✓	✓		

VENDOR REQUIREMENTS COMPARISON

Category	Tyler	AmCad	New Dawn	ACS	CourtView	JSI	Sustain	Levare
Access to Risk Management Tools								
Reports and Searches	✓	✓	✓	✓	✓	✓		
Social Services	✓		✓	✓	✓	✓		
Juvenile Services	✓	✓	✓	✓	✓	✓		
Probation Services	✓		✓	✓	✓	✓		
Bail/Bond	✓		✓	✓	✓	✓		
Alternative Programs	✓	✓	✓	✓	✓	✓		
Administration								
Security	✓	✓	✓	✓	✓	✓	✓	✓
Law Data Management	✓	✓	✓	✓	✓	✓	✓	
Best Practices	✓	✓	✓	✓	✓	✓	✓	✓
Jury Management	✓				✓	✓		
Local Rules	✓	✓	✓	✓	✓	✓	✓	✓
Forms Management	✓	✓	✓	✓	✓	✓	✓	✓
Education								
Court Profile	✓	✓	✓	✓	✓	✓	✓	✓
Reports	✓	✓	✓	✓	✓	✓	✓	✓
Manage Finances								
Define Financial Parameters	✓	✓	✓	✓	✓	✓	✓	
Bank Account Management	✓	✓	✓	✓	✓	✓	✓	
Manage Case Accounting	✓	✓	✓	✓	✓	✓	✓	
Administer Financial Services	✓	✓	✓	✓	✓	✓	✓	
Reverse Payments	✓	✓	✓	✓	✓	✓	✓	
Receive Payments	✓	✓	✓	✓	✓	✓	✓	
Collections	✓	✓	✓	✓	✓	✓	✓	
Cashiering	✓	✓	✓	✓	✓	✓	✓	
Disburse Payments	✓	✓	✓	✓	✓	✓	✓	
Reports	✓	✓	✓	✓	✓	✓	✓	

NOTE: Black text and check marks are based on survey responses from vendors in this study. Blue text and check marks are based on industry literature.

Table 6 – Application Implementation/Operation Activities and Responsibilities

Application Implementation / Operation Activity	LINX Local & Central Hosting	Commercial CMS Centrally Hosted	Commercial CMS Locally Hosted
Infrastructure Set-up and Maintenance	Pierce County / AOC	AOC	Local Courts
Acquisition	Open Source Project	Statewide License Through RFP	State Master Contract Negotiated Rates Local Procurements
Selection	JISC Decision	Statewide Evaluation	Local Courts Decision
Software Development	Pierce County Lead Project Team	Vendor (Limited)	Vendor (Limited)
Configuration	Pierce County Lead Project Team / AOC Team / User Groups	AOC Team / User Groups	AOC Team / User Groups
Validation	Pierce County Lead Project Team / AOC Team / User Groups	AOC Team / User Groups	AOC Team / User Groups
Pilot Implementation	Pierce County / Local Court / AOC Assisted	Local Court / AOC Assisted	None
Statewide Rollout	Local Court / AOC Assisted	Local Courts / AOC Assisted	Local Courts
DX Certification	Not Required	Not Required	AOC / Local Courts / Vendors
Product Assurances (Ease of Use, Reliability, Capabilities)	Pierce County Lead Project Team / AOC Team / User Groups	AOC Team / User Groups	AOC Team / User Groups
Application Operation	Pierce County / AOC	AOC	Local Courts / Consortiums
Application Maintenance	Open Source Project Team	CMS Vendor	CMS Vendors
Upgrade Management	Pierce County / AOC	AOC	Local Courts

VIII. Conformity With JIS IT Portfolio

This initiative is consistent with the business and strategic plans approved by the JISC. These plans seek to modernize both the AOC technology infrastructure and the information systems management capabilities. The SC-CMS will provide modern business applications to support superior court business operations that operate within the planned AOC technology architecture.

As a separate initiative, AOC plans implementing a technology architecture that includes an INH, which will provide common business services for all AOC applications, including providing access to state-level court information. The SC-CMS application will, through information exchanges with the Information Network Hub, contribute and consume state-level court information.

Whether it is hosted centrally by the AOC or is hosted in a distributed manner, the SC-CMS will be integrated into two application environments: the AOC's INH and the local application architecture of the superior court and its court community. In addition, the structure of the leading court case management applications available to meet the needs of the Washington Superior Courts provides options to change the portfolio of applications used by the courts for docketing and record keeping.

A. Strategic Focus

In 2008, the JISC contracted with Ernst and Young to produce a series of strategic, business and operational plans to guide the JISC and AOC in the development and implementation of new information technology solutions. This feasibility study represents the first effort under the plans developed by Ernst and Young to extend the level of business functionality provided to the courts and promote the potential modernization of one or more legacy applications.

The *ISD Business Planning and Governance Business Plan*, *July 20, 2009* compliments the IT strategy. Within the business plan, AOC has established its strategic direction: "The objectives of the transformation are to define and simplify the customer base and the services provided to it, reorganize and mature ISD capabilities, as well as deliver a modern suite of JIS applications closely meeting the customers' needs." "By undergoing this transformation, ISD can become a strategic partner to the courts, and the provider of choice for high value IT services. ISD Services will increase the productivity of courts and justice partners, supporting the more efficient delivery of justice for the people of Washington State."

The *ISD Business Planning and Governance IT Strategy, July 20, 2009* states, "ISD has undertaken a strategic planning effort with the objectives of defining and simplifying the customer base and the services provided to it, reorganizing and maturing ISD capabilities, as well as delivering a modern suite of JIS applications closely meeting the customers' needs." The IT strategy includes a roadmap consisting of a series of tactical projects to transform the AOC services and capabilities and to provide modern information systems to support statewide court business operations.

This feasibility study delivers systems that benefit the superior courts, consistent with the approved statewide strategy approved by the JISC. The proposed solution is consistent with the enterprise architecture (EA) and other transformational strategies defined in the referenced IT strategy and business plans.

B. Effect on Technology Infrastructure

The SC-CMS will be implemented into statewide and local court infrastructures as one of a number of IT assets, which must interoperate to:

- Provide economies of scale in IT management.
- Provide efficiencies to the court personnel in statewide information sharing.
- Provide flexibility to allow local courts to access statewide and local court data.

Whether implemented and hosted centrally or locally, the SC-CMS will be implemented into a local court's IT portfolio and integrated with local applications internal and external to the courts. Local application such as Jury Management will provide data to the SC-CMS. The SC-CMS application will both provide and consume data contained in the INH containing state-level court information.

Some of these integration points are part of the baseline level of integration required of any CMS. Capabilities in place today provide interfaces to court external partners. Some integration points will be enhancements that provide economies that have not yet been realized. This section discusses both the baseline and enhanced integration requirements associated with implementing a new SC-CMS application.

Whether implemented and hosted centrally or locally, the SC-CMS will be implemented into the two application environments: the AOC's INH and the local application architecture of the superior court and its court community. In addition, the SC-CMS has the potential to replace the court case management functions of SCOMIS.

1. INH

The INH is a key component of the AOC architecture that will provide the state-level court information and the DXs with local, state, and other external partners. The INH is described the AOC Architectural White Paper No. 2010-001, *Foundation for Modern Judicial Information Systems in Washington State.* It is depicted in Figure 3, below.

The Information Exchange Broker physically manages the DXs between the INDS and external AOC and partner systems. The INH includes access to state-level court information through the INDS and the statewide data warehouse The INH binds together the various application components (both existing and target) by providing centralized data management as well as the infrastructure and services to support a fully integrated environment. The major components are the Information Business Services, the Information Exchange Broker, the INDS, and Business Intelligence Services.

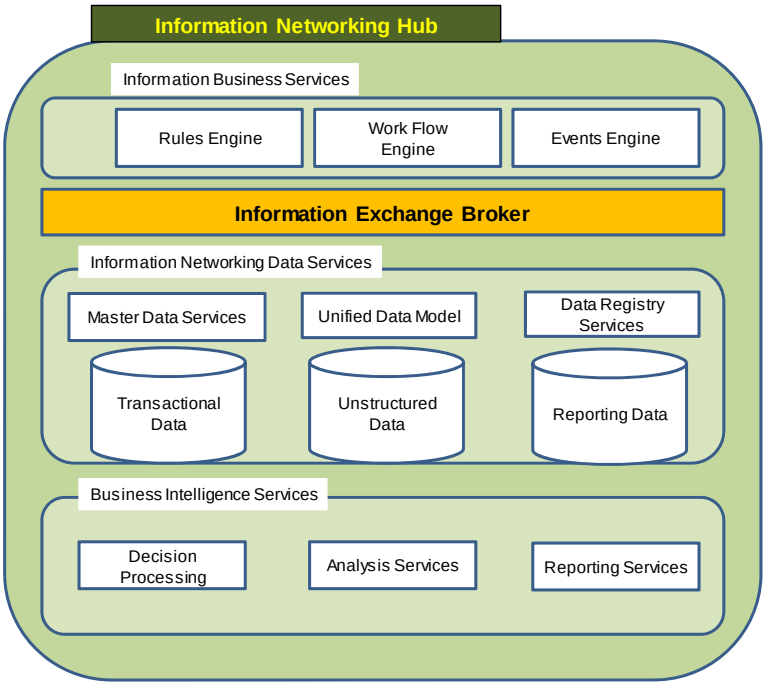


Figure 3 – INH

The Information Exchange Broker is the backbone of the INH. It performs the heavy lifting work by managing messages, routing, orchestration, and transformations.

The key concept behind information networking is that information is sent to a central repository where it is immediately incorporated into that repository. Once in the central repository, the information is immediately available to those to whom access has been granted. The Unified Data Model provides the master definition for data. It is used so that any application database can be translated to any other application database. The data model will also be the one used to communicate with external organizations and will follow the NIEM standards. The central repository contains three primary data stores: transaction data (combined data from all applications), unstructured data (documents, images, etc.), and reporting data (data for decision-making and references to data in other locations). The data service hub will also be used to register data that is actually stored outside of the central repository. This will be used so that information owned by other organizations does not have to be duplicated within the central repository.

The development of this facility will be informed by the experience of the DX project currently underway. The DX project will automate the submission of LINX data to the statewide repository of court data at the AOC. Currently, the only means of submitting data to this repository is through data entry into SCOMIS. The DX project will provide proven specifications and exchanges by the fourth quarter of calendar year 2012. The SC-CMS DX specifications for INH should be available in the first quarter of 2014.

2. SC-CMS Use of the INH

The SC-CMS application operates outside the AOC INH. It has its own database and applications programs. However, the SC-CMS provides and consumes data from the INH through standard DXs. This is illustrated in Figure 4 – General Integration Processes.

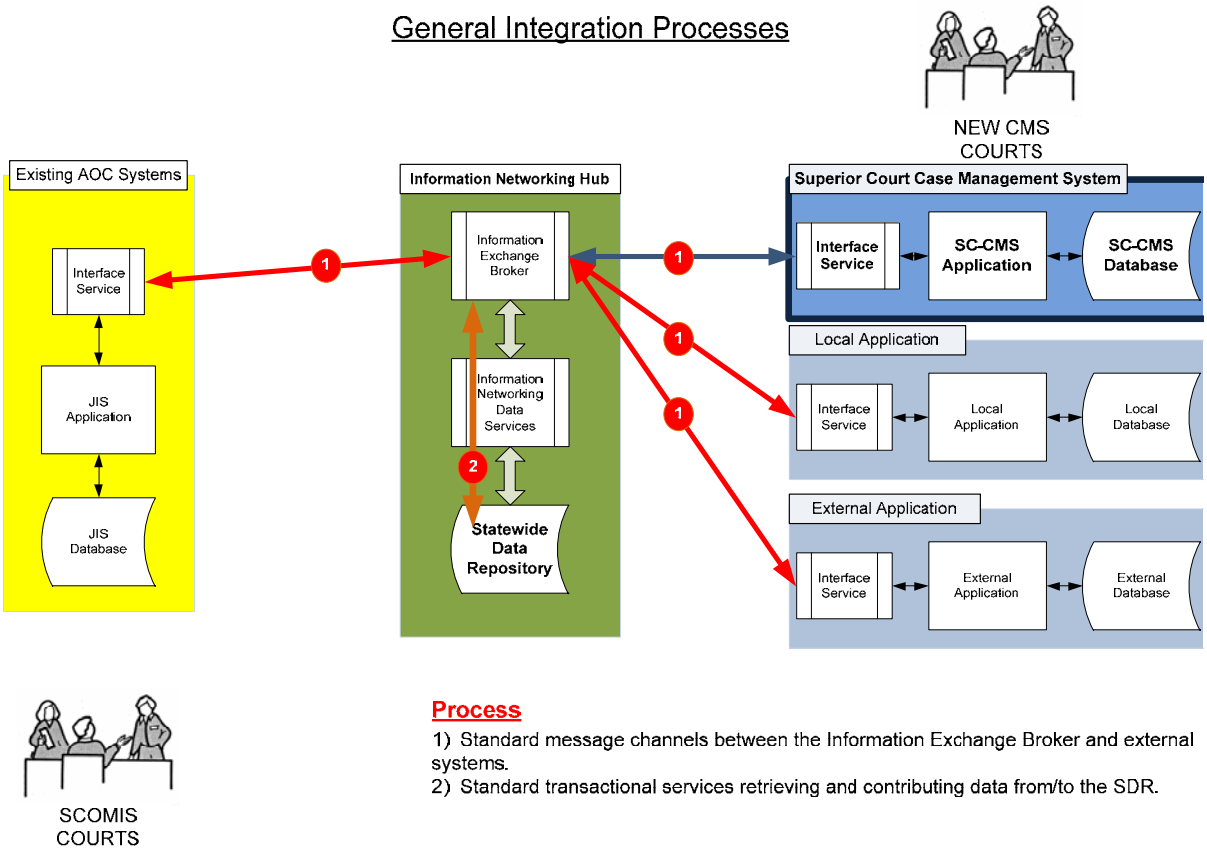


Figure 4 – General Integration Processes

The SC-CMS application interoperates with the AOC Security Services and Transport Methods and takes advantage of the AOC Access Points, which are included in the AOC INH plan. This enables standard and consistent application of security, enables common information transport methods (i.e., web, voice, wireless), and supports new and emerging access points such as smart phones, lap top computers, digital cameras, and telephones.

The SC-CMS application will send and receive court data to/from the INH through standard interfaces using the Information Exchange Broker. For example, The SC-CMS will query the state-level court information to identify other court cases around the state in which a person may be participating. The SC-CMS will send case-related data to the INH upon case initiation and throughout the judicial process.

The SC-CMS application will interoperate with the AOC INH and Information Exchange Broker to access a “well-defined” person index and maintain the statewide index of court cases. The SC-CMS will not provide the statewide index of court cases that SCOMIS provides. While SCOMIS directly updates the current JIS, the SC-CMS will exchange data with the state-level court information, which will maintain the statewide index of court cases and related case information.

Most data interfaces will query the INDS for state-level court information to extract, transform, and send interface events and aggregate batch data. The SC-CMS application will use these central services for sharing and retrieving court data.

C. Effect on Application Portfolio

As noted above, the INH will provide the mechanisms for maintaining and accessing court data from an individual court, making it sharable with other courts and justice partners statewide. This is one of the functions that is supported by SCOMIS. The DX project will allow Pierce County's LINX application to automatically share local case data statewide.

As noted in Section VII above, both LINX and the leading commercially available CMSs have evolved to provide and integrate docketing, record keeping, calendaring, scheduling, and case management functions. These technologies are designed to be used as one unified application by clerks, court administrators, and judges.

This is depicted in Figure 5, below. The leading vendors offer case management, scheduling, calendaring, record keeping, and docketing as integrated packages. The components interoperate with information flowing between modules as indicated by the white arrows. They are licensed together as one application and cannot be readily decoupled.

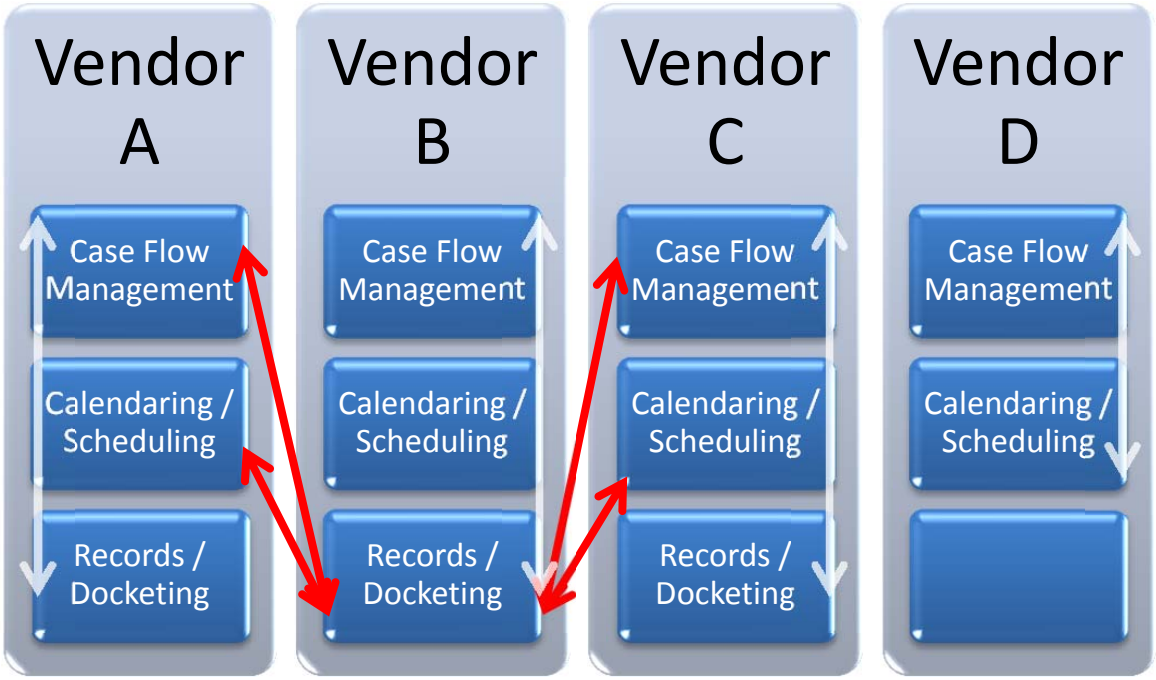


Figure 5 – Integration and Decoupling Market Offering

Only one commercially provided application is designed to work in a stand-alone manner to support calendaring, scheduling, and case flow management. Other than this, none of the leading applications are designed to readily interoperate with other commercial applications, as shown by the red arrows in the diagram.

The SC-CMS can be used with SCOMIS, leveraging the integration provided by the INH. However, it is highly likely that clerks (during training, implementation planning, configuration, and operations) will find that it easier to employ the SC-CMS docketing and record keeping functions than to use SCOMIS for some or all of their activities. At the same time, the INH provides the capability to share local court data statewide. This puts the JISC in a position to

retire SCOMIS and evaluate and modify the portfolio of court applications for the superior courts. The JISC is better positioned to make the court application portfolio more economical and efficient, consistent with the IT strategy developed by Ernst and Young and approved by the JISC.

IX. Project Management and Organization

Whether the SC-CMS is implemented and hosted centrally by the AOC or locally by the courts, best practices will be used by all participants to plan, organize, control, and lead project activities. Program management will be used to provide coordination across multiple projects to ensure that business benefits and outcomes are accomplished. Project Management, following the international PMI standards (PMBOK) will be used to manage each project within a program.

The AOC will organize its project activities to follow the type of governance structure used for the feasibility study. The project will be under the direction of the JISC. An Executive Sponsor Committee consisting of judicial officers, court administrators, and county clerks will provide oversight to the project.

AOC executives will act as the executive sponsors, managing the day-to-day operations of the project. An AOC project manager from the PMO will act as the program manager of the overall initiative and project manager of a centrally implemented SC-CMS implementation project. A Court User Work Group consisting of representatives from each court district will meet regularly to consider and recommend policy that will be adopted by the Executive Sponsor Committee. A project team consisting of AOC staff and solution provider staff will build the products and implement the system in Washington Courts. AOC will need to have staff with the necessary knowledge, skills, and abilities to participate in this project. Strong quality assurance processes will include comprehensive testing, product reviews, an AOC validation and verification team, and an independent quality assurance consultant.

The project oversight, management, and quality assurance for a locally implemented and hosted SC-CMS will be different but comparable. It will be structured to fit the organization of a local court or consortium of local courts. It will vary from court to court, and the precise organization cannot be predicted at this time. However, it is assumed that this local management structure will be no less robust than the one planned for the AOC. Most of this section describes the approach that will be used by the AOC.

A. Project Management Approach

The implementation of a statewide information system requires strong program and project management. AOC has established a PMO. Project management within AOC requires substantial coordination involving several disciplines. This project will follow the PMI methodology – PMBOK guidelines where appropriate and generate the prescribed artifacts and control points identified in that methodology.

1. Program Management

Program management is the centralized coordinated management of a business program to achieve its strategic benefits and objectives. Program management encompasses several broad themes, including benefits management, stakeholder management, and program governance. Managing multiple projects by means of a program allows optimized or integrated cost, schedules, and effort; integrated or dependent deliverables across the program; delivery of incremental benefits; and optimization of staffing in the context of the overall program's needs. Projects may be interdependent because of the collective capability that is delivered, or they may share a common attribute such as a client, department, technology, or resource.

AOC needs to apply program management disciplines to manage its multiple, but related projects. The program should include the AOC transformation projects, the establishment of

technology architecture including the INH, and the implementation of a SC-CMS. Many ancillary work efforts will be required to prepare the court community to receive the application. Each court implementation will be a project, on its own, which will need to be coordinated with other concurrent court implementations. The management complexity of multiple projects requires AOC employ program management principles and skills to achieve outcomes and mitigate risks.

2. Project Management

Project management plans, organizes, controls, and leads the delivery of specific tangible outcomes and deliverables. They have specific scopes, timelines, and resource commitments. Projects are focused on execution and delivery and try to minimize change. Successful projects follow the best practices outlined in the PMBOK. AOC has defined its project management methodology to align with this standard. The practices proceed through the project initiating, executing, monitoring, controlling, and closing processes, usually following standardized project methodologies.

Projects follow a defined life cycle and methodology (following the PMBOK standard) as shown in the following table. These processes follow standard patterns for organizing every aspect of the project. Each project process area has its own generally accepted industry-standard tools and techniques.

Table 7 – Project Processes

Scope Management	**Cost Management**	**Time Management**
Human Resources Management	**Project Integration**	**Communications Management**
Quality Management	**Risk Management**	**Procurement Management**

The PMI has established best practice standards for portfolio management, program management, and project management. Portfolio management is the link between business aspirations and reality. Defining and achieving an organization's mission and vision takes skill, knowledge, and the ability to use limited resources for maximizing gain.

B. Decision-Making Process

Project governance includes the authority for making decisions about the project and the means by which those decisions are effected. This project will operate under the authorization and oversight of the JISC. The entities involved in the project governance and management structure are shaded in the proposed project organizational chart below.

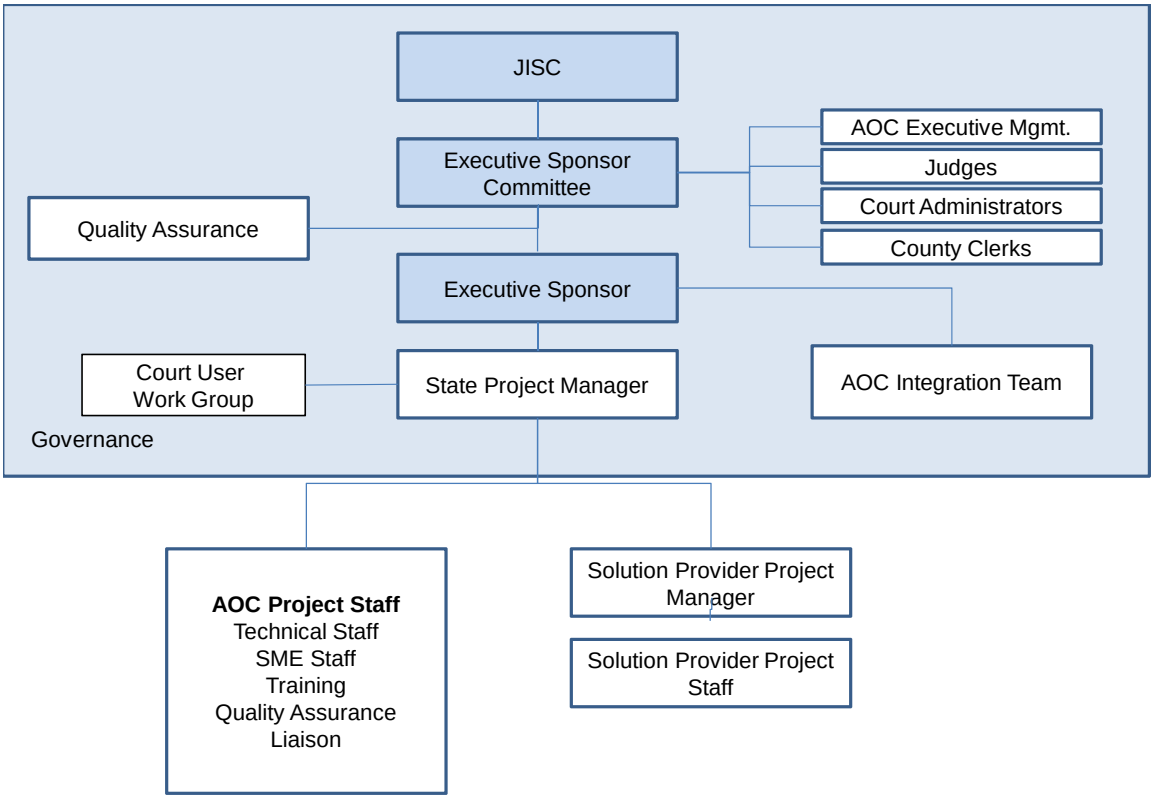


Figure 6 – Project Governance Structure

1. JISC

The JISC will provide oversight to the project. Periodic reporting on project status and issues to the JISC will be required of the executive sponsor and the external independent quality assurance consultant.

2. Executive Sponsor Committee

The executive sponsor committee for SC-CMS would be similar to and possibly an extension of the executive sponsor committee for SCMFS. It would be responsible for owning the SC-CMS project, identifying and resolving all policy issues that affect the project, and dealing with the detailed business aspects of the project. The committee should be composed of representatives from AOC executive management, judicial officers, court administrators, county clerks, and other organizations with a stakeholder interest in the project. The committee will meet regularly, and every member must be able and willing to make decisions on technology and policy. Committee members should have experience with, or have received training in, business process change management and executive-level project management. A clear and thorough committee charter should be developed. The AOC executive sponsor should chair the committee.

3. Executive Sponsor

The project's executive sponsor represents the AOC and is ultimately accountable for the project's success. The AOC executive sponsor must be committed to the change and must be willing to mandate business process alignment within the SC-CMS to ensure that the new SC-

CMS internal business processes and the section's IT services support the new policies, processes, and practices being developed for the SC-CMS.

4. State Project Manager

The state project manager will represent the state in monitoring and directing the SC-CMS project's overall operations; the day-to-day activities of the integrator and other project consultants; and the software contracts involved in the project. This position facilitates organizational and business changes that will be required for successful implementation of system changes. The state project manager will ensure that major issues affecting project scope, schedule, budget, or operations are resolved as quickly as possible.

The state project manager reports progress, issues, and risks to the executive sponsor committee.

5. Independent Quality Assurance Consultant

The independent quality assurance consultant provides independent, external project oversight to the project's executive sponsor and executive sponsor committee. This consists of independent, unbiased information about the project's status, performance trends, and forecasts for completion. An outside consulting firm will provide quality assurance services. The independent quality assurance consultant will report to the executive sponsor and the executive sponsor committee.

6. Court User Work Group

Throughout the Phases II through V, policy questions may arise that need to be resolved by the court community. The Court User Work Group is envisioned as a policy working group consisting of representatives from the various court districts in Washington. The group would include judicial officers, court administrators, and county clerk staff. The group would meet periodically to consider operational policy issues identified by the project team and the SMEs assigned to the project team. The state project manager would disseminate documented issues to the Court User Work Group for consideration and for developing recommendations that are sent to the Executive Sponsor Committee for adoption. The Court User Work Group would establish task groups assigned to analyze and recommend operational policies.

AOC may invite each court district to send a representative to the Court User Work Group. AOC may invite several larger courts to include additional staff as needed. AOC would manage the composition to ensure adequate representation of judicial officers, court administrators, and county clerks. The group, which would normally meet monthly, would meet based upon the number of issues that need resolution. Work group members would be expected to work on issues outside of the schedule Court User Work Group meetings. The Court User Work Group will influence how the SC-CMS application is configured and how business operations will integrate with the new SC-CMS application.

C. Project Team Organization

This section describes the organization of the project team during the Phase II – Configuration and Validation. The project organization will change when the SC-CMS enters the Phase IV – Pilot Implementation phase.

1. State Project Manager

In addition to this position's project governance responsibilities, described above, the state project manager shares the critical project role in the SC-CMS project along with the integrator project manager. It is the position that "makes it all happen" and is the key link between the project and the SC-CMS's goals, strategies, and resources.

2. Solution Provider Project Manager

The solution provider project manager shares project management responsibilities with the state project manager. The position is filled by a senior court system implementation project manager with extensive experience and a successful record of accomplishment in all aspects of projects of similar size and scope.

The SC-CMS project's success is contingent upon the technical, organizational, and change management expertise of the solution provider, coupled with his or her proven capabilities in public sector implementations. The solution provider project manager reports to the state project manager.

3. Project Team Composition – Pre-Implementation

The following diagram illustrates the proposed composition of the project team.

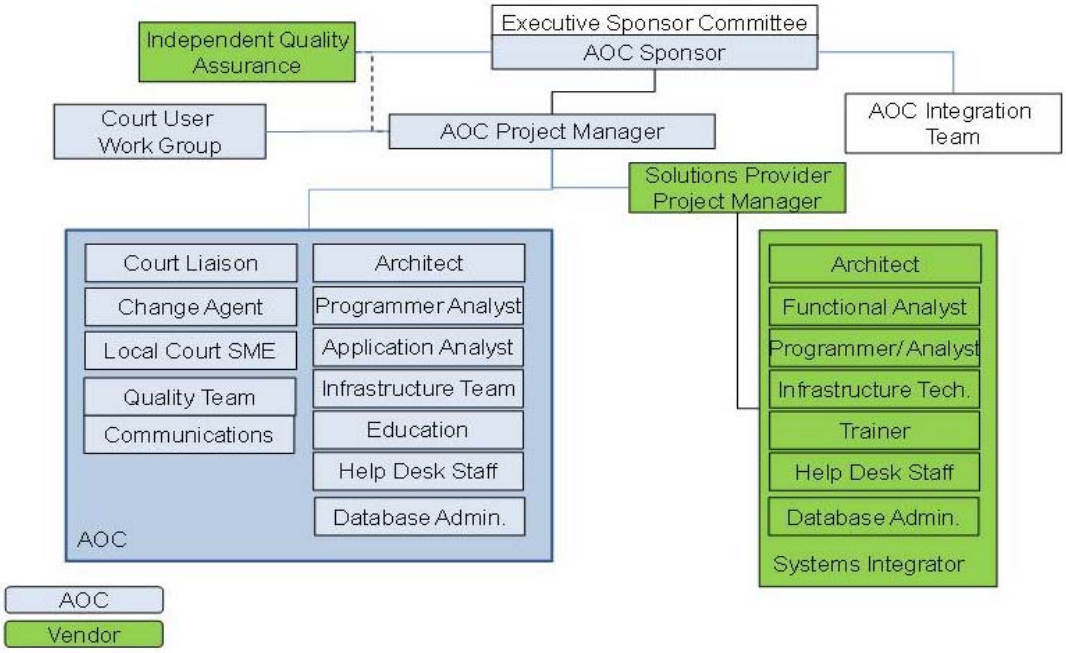


Figure 7 – Proposed Project Team

The proposed project team consists of AOC staff and vendor professional services staff.

- **AOC Project Manager** – The individual who is responsible for ensuring the project achieves all project outcomes, integrating and coordinating all project resources, coordinating communication with stakeholders, AOC groups, and the solution provider
- **Independent Quality Assurance** – Independent contractor that provides independent quality assurance assessments for the project; reports to the AOC sponsor

- **Solution Provider Project Manager** – The individual who is responsible for all tasks and deliverables that the solution provider team delivers to AOC; coordinates with the AOC project manager to meet the AOC resource needs
- **Enterprise Architect** – The individual who is responsible for integrating all of the components of the systems
- **Functional Analysts** – The persons responsible for analyzing and configuring functional aspects of the application
- **Programmer/Analysts** – Technical staff who configure and customize application software
- **Application Analyst** – Staff who understand application internal structures and operations
- **Infrastructure Technician** – Staff who support the computers, servers, databases, and other technology components
- **Trainer** – Business analyst that trains AOC and court staff
- **Help Desk Staff** – Staff who respond to user questions and problems
- **Database Administrator** – Technical staff that supports the database management system
- **Court Liaison** – An AOC staff member who acts as a “go-between” between local courts and the AOC project staff
- **Change Agent** – An AOC staff member that helps AOC and local courts understand and assimilate change
- **Local Court SME** – User staff assigned to the project that have experience and deep understanding of local court procedures. These staff will assist the project in many capacities, from configuring the application, to participating in user acceptance testing, to assisting with training and implementation activities.
- **Quality Assurance Team** – AOC quality assurance staff responsible for systems and unit testing

4. Project Composition – Implementation

The following diagram shows the composition of the project team during the implementation period.

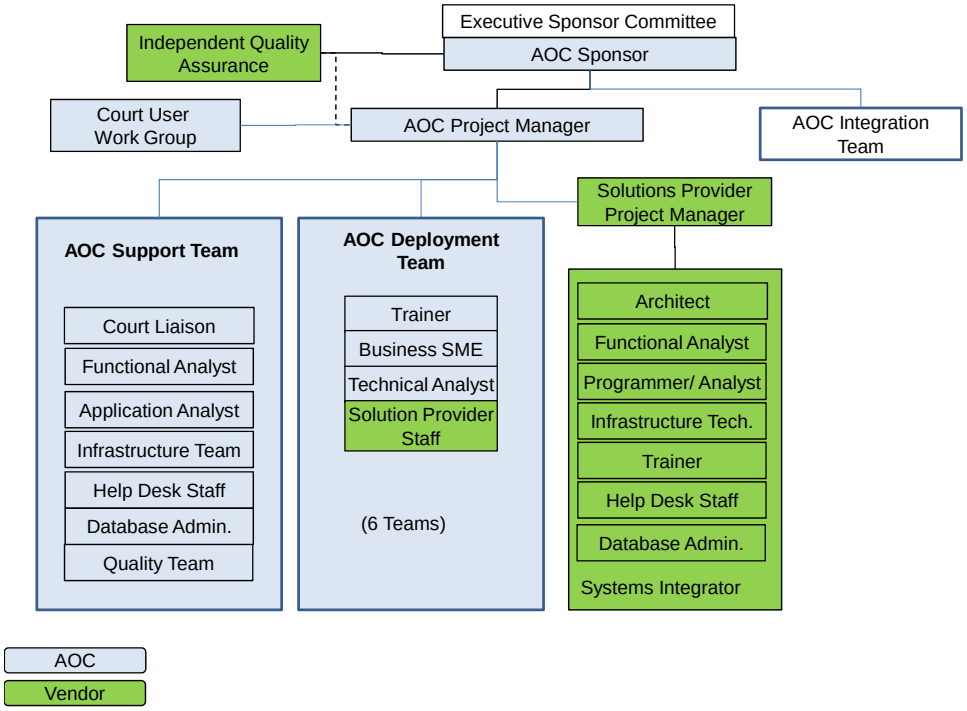


Figure 8 – Project Organization for Implementation Phase

D. Roles, Responsibilities, and Qualifications

This section identifies the key project roles, responsibilities, and qualifications for the SC-CMS management structure.

Table 8 – Project Roles, Responsibilities, and Qualifications

Role	Responsibilities	Qualifications
Executive Sponsor Committee	• Constructing a charter for itself • Expediting resolution of all policy issues affecting the project • Authorizing project resources, project plans, and any revisions to project plans • Authorizing independent risk analyses and verifying cost-benefit assessments • Authorizing project contracts (within the standard AOC and JISC procedures) • Authorizing an independent quality assurance provider for the project • Monitoring project scope, risk, schedule, and budget • Reviewing and approving project resources, project plans, and any revisions to project plans recommended by the project director • Reviewing reports by the project's	Not Applicable

Role	Responsibilities	Qualifications
	quality assurance consultant and ensuring that appropriate adjustments are made to project operations based on those reports • Reviewing and resolving escalated project issues	
Executive Sponsor	• Chairing the project's Executive Sponsor Committee • Serving as spokesperson and single point of contact for policy-level concerns of the project's customer community • Acting as the SC-CMS project's advocate with state agencies, industry trade associations, and other stakeholders • Creating and communicating the project vision • Developing the overall strategic project targets • Ensuring that funding and other resources are available for the project's duration • Ensuring that political and organizational obstacles to project success are addressed in a timely manner	• Is knowledgeable about superior court and AOC policies and procedures • Has a broad vision for the implementation of the SC-CMS and how it will support courts in the future • Has leadership ability to spearhead this challenging initiative • Has wherewithal to empower staff and facilitate the rapid policy decision making that is the hallmark of successful commercial system implementation projects
State Project Manager	• Directing and coordinating project resources • Ensuring that the SC-CMS project is operating within its charter • Verifying that design and technology decisions are consistent with the state's needs, as well as with its standards and strategies • Acquiring the correct technical and functional expertise • Establishing and sustaining a successful partnership reinforced by appropriate contract vehicles for the key project providers, as well as monitoring all contracts for the technical project, including those for the system integrator and software vendor • Monitoring project operations and coordinating resolution of key issues regarding schedule, scope, or budget • Developing and executing a comprehensive project communication	• Has extensive experience within state government in managing technology projects and coordinating schedules and resource availability. Is familiar with the organizational and political environment within Washington State government that affects information technology projects. In addition, the state project manager has the following qualifications: o In-depth understanding of court policies and procedures, as well as of the implications they have for the Superior Court Management System o Successful project management experience and track record in public sector system development, integration, and implementation projects, preferably within Washington State government and in the courts domain o Outstanding leadership ability, including motivating team

Role	Responsibilities	Qualifications
	plan • Ensuring that the project is meeting budget, schedule, scope, and quality objectives • Reviewing reports by the project's external quality assurance consultant and coordinating appropriate adjustments to project operations based on those reports and the Executive Steering Committee's direction • Providing regular reports to the executive sponsor on project operations and progress, in conjunction with the integrator project manager • Recommending end-of-phase "go forward" decisions to the Executive Sponsor Committee • Facilitating knowledge transfer between the SC-CMS project's external resources and state staff • Resolving project conflicts and other issues and escalating those that cannot be resolved to the Executive Sponsor Committee	members, establishing direction, inviting participation, and aligning individual and team efforts with project goals and the customer's business strategies o Ability to plan, coordinate, and communicate effectively in a complex information technology project environment o Successful experience working with multiple customer and stakeholder groups with varied and sometimes conflicting needs and requirements o Experience directing technology and business change initiatives, preferably in the courts domain o Ability to motivate and build consensus among agency managers and staff regarding significant technology and business process changes o Excellent written and oral communication skills
Court User Work Group	• Considering policy issues raised by the project team regarding court business operations • Receiving policy issue briefs from the AOC project Manager or SMEs that need resolution • Conducting research to determine appropriate solutions and policies • Submitting policy recommendations to the Executive Sponsor Committee for adoption	• Are local SMEs that understand court business operations • Includes representatives from the Judicial officers, court administrators, and county clerks
Independent Quality Assurance Consultant	• Developing a strong understanding of the business problems being addressed by the Superior Court Management System • Developing a strong understanding of the technical solution • Establishing a quality management plan • Establishing status reporting requirements and performance standards for the project • Evaluating the performance of the project relative to the planned	• Has strong domain knowledge • Has experience providing independent quality assurance services

Role	Responsibilities	Qualifications
	expectations of budget, scope, schedule, and quality • Conducting special reviews as necessary to investigate risk issues • Providing project oversight reports	

E. Quality Assurance Strategies

Quality assurance is a vital aspect of the project. Several overlapping strategies will be followed to ensure that the project that is delivered has integrity, meets business requirements, and is of quality workmanship.

- **Progressive Testing** – The migration strategy contains a progressive set of testing activities that will validate that the system meets business and court operation needs. A systems integration test is planned that will ensure that the systems components all work together. A user acceptance test will validate that the business application and related components meet business requirements and support business operations. The pilot implementation involves operating the SC-CMS application in a court to support actual business operations.
- **Progressive Deliverable Reviews** – The migration strategy is a development effort that includes the production of several deliverables. AOC will review and accept each deliverable following a product quality control process. The progression of planning, technical specifications, and product development will ensure that quality is built into the process and frequent reviews take place for validation.
- **AOC Quality Management** – ISD has a quality management team that is responsible for the validation and verification of the work products, the business requirements, and the software products. They will use industry best practices to validate and verify the application through independent testing, validation of documentation and requirements, and observing the processes used to build and deploy the products.
- **Independent Quality Assurance** – AOC should acquire the services of an independent quality assurance consultant who independently reviews project plans, specifications, and work products and provides independent verification and validation of project work products and operations.

F. Project Management for Local Hosting

One of the alternatives considered in this feasibility study involves local implementation and hosting by individual superior courts or consortiums of these courts. This approach to deployment and hosting will transfer the need for project management and coordination to courts and court consortiums. While local governance, project management, and quality assurance will be required in either approach, local implementation and hosting will require a higher level of involvement at each of the host sites. It is anticipated that five local courts and three consortiums will implement and host a version of the SC-CMS.

X. Estimated Time Frame and Work Plan

Two of the three most viable alternatives under consideration rely on a centrally managed implementation approach. The third alternative employs centrally managed, statewide procurement and configuration and empowers the local courts to implement and host the SC-CMS. This section presents the estimated timeframes and work plans for each approach.

A. Central Implementation and Hosting

The migration to a new modern superior court system will follow a structured implementation process that configures the solution provider's application to support Washington superior court business operations, rigorously test the application, and conduct a pilot in a superior court environment. AOC and the solution provider will then implement the application in court districts, statewide.

AOC will need to add additional technical staff and business SMEs to work with the solution provider to configure, validate, and implement the application. Local court staff will participate in local implementation preparation activities.

Assuming that acquisition activities begin in September 2011 (Fiscal Year 2012), configuration and validation of a commercial application will result in being ready to pilot in 18-24 months. A 6-month pilot may result in a JISC decision to continue implementing statewide. Statewide rollout to the remaining 31 court districts is estimated to require 3 years of effort to implement 23 small and medium courts and 9 large courts with the new SC-CMS application.

Key decision and major milestone deliverables are identified to assist the court community in tracking project progress. Deliverables contain the plans, designs, specifications, and certifications associated with a progressive implementation process. They provide the basis of tracking and controlling project progress and quality.

1. Project Strategy

The five-phase acquisition and implementation framework used to describe this migration plan is depicted in the diagram below. The basic approach involves system acquisition, configuration and validation, pilot implementation, and then, if successful, rollout to the rest of the superior courts in the state. Local implementation preparation will continue throughout the statewide rollout to allow local courts to participate in planning, configuring, and adapting their business operations to integrate with the new SC-CMS.

The statewide rollout consists of implementing the application in 23 small and medium district courts using three selectable configurations and averaging 6 months for each implementation. AOC will implement eight (8) small and medium courts each year. The nine (9) large courts would have their own customized project plans and will average 9 months for implementation. The pilot may be a large court. AOC can implement three large courts per year.

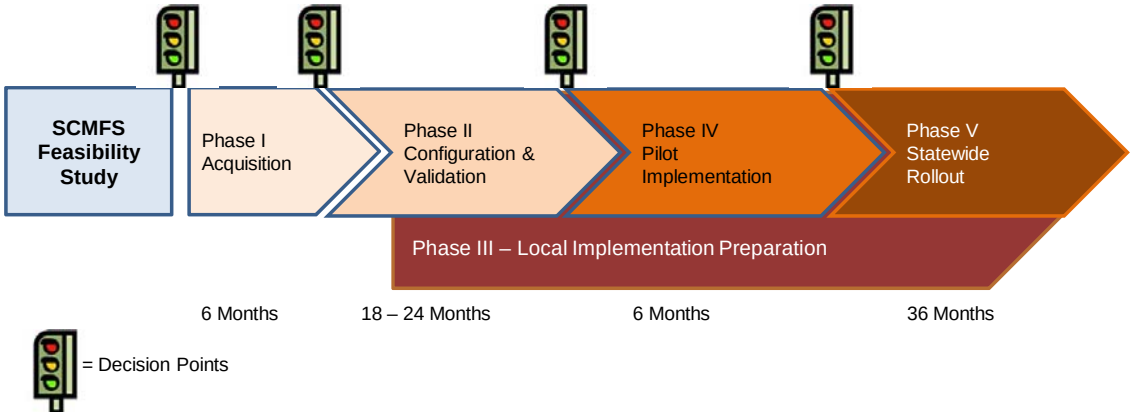


Figure 9 – SC-CMS Migration Strategy

The migration strategy suggests a series of decision gates, which will enable the JISC and AOC to determine whether they will continue implementation.

2. Detailed Project Work Plan

The Migration Strategy (Deliverable 6) provides a comprehensive work plan for accomplishing these five phases of work. This section provides an overview of the migration activities that will need to occur in each phase.

a) Phase I – System Acquisition

Consistent with JISC direction, the AOC will acquire an application that meets the functional scope. The AOC will contract with an external solution provider for a SC-CMS application that is ready for configuration by the AOC and the superior courts. This SC-CMS application may be a commercial application or the LINX application provided by Pierce County. The following diagram identifies the work associated with conducting an acquisition.

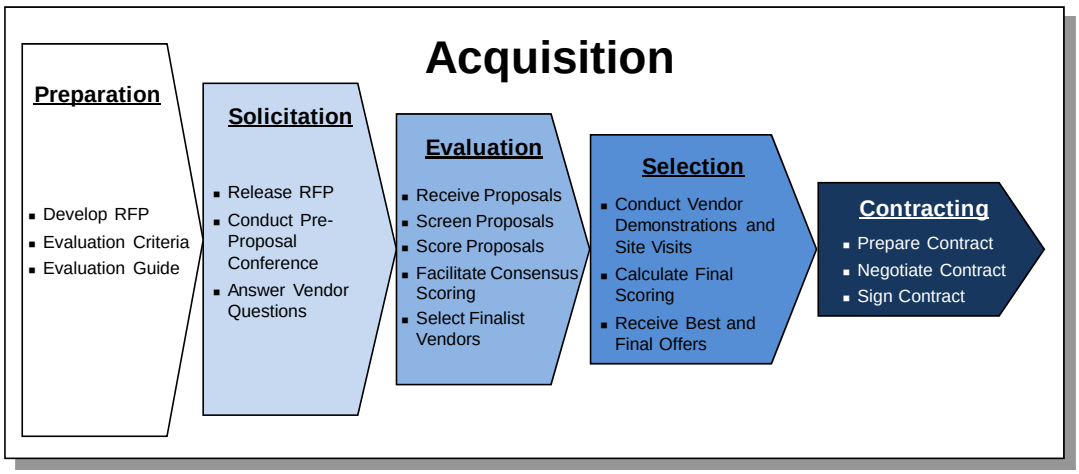


Figure 10 – Acquisition Approach

b) Phase II – Configuration and Validation

The solution provider, in partnership with AOC and local courts, will configure and customize the application to support Washington superior court rules and procedures. The AOC and solution provider will build DXs with court partners, the AOC INH, and other AOC applications. The solution provider will develop a data conversion process to capture existing court information in the new system data formats. The solution provider and AOC will implement a technical infrastructure for the new system. AOC will conduct comprehensive system testing and quality assurance to ensure that the new systems support Washington's common superior court operations properly. The following graphic shows the work activities that will need to be accomplished in this project phase.

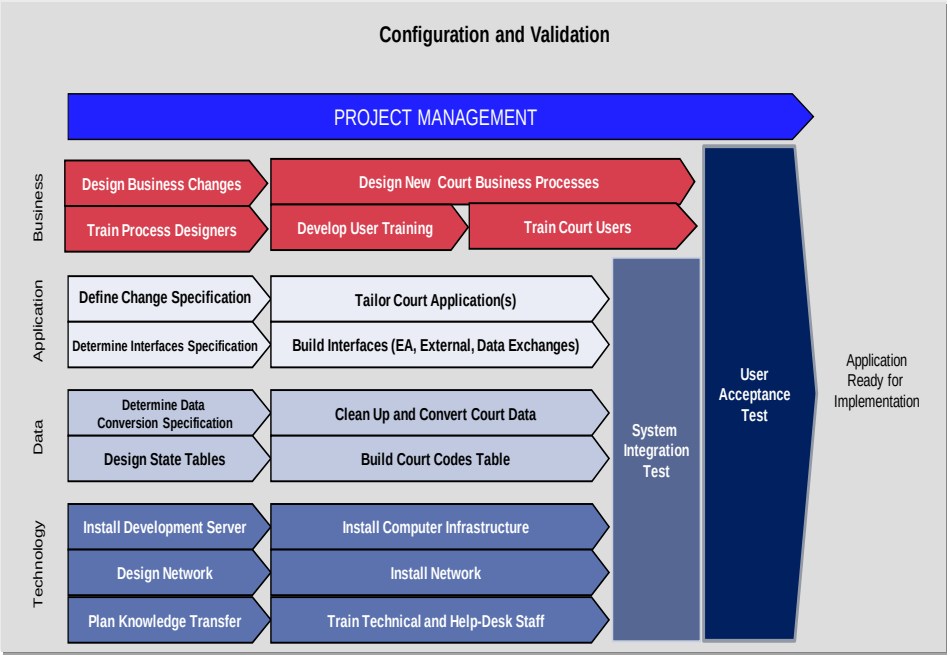


Figure 11 – Configuration and Validation Phase

c) Phase III – Local Implementation Preparation

The AOC is acquiring the SC-CMS as a tool for the courts and county clerks to support their operations. Each court must work with its county clerk, local justice community, and other local stakeholders to plan and prepare for implementation of this new system. This court community must work together well in advance of implementation to learn about the capabilities of the application, determine how the application can best be employed in that court community, assess readiness for implementation, and take the steps needed to prepare. The following diagram identifies the work activities that will need to occur to facilitate local implementation preparation.

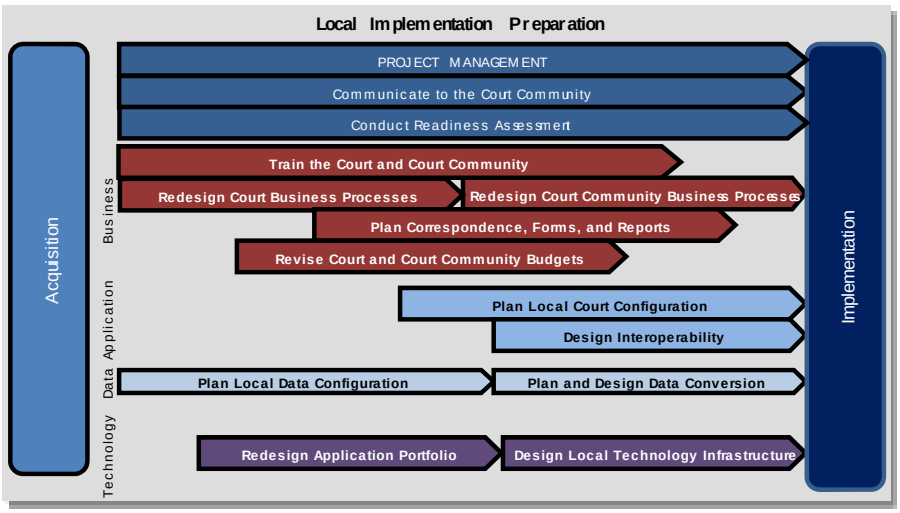


Figure 12 – Local Implementation Preparation Phase

The local court, no matter how small, will be in a leadership and decision-making position in planning for local implementation. AOC will support the planning and implementation activities. AOC will provide significant resources to support the courts and to facilitate planning and transition activities.

d) Phase IV – Pilot Implementation

AOC will work with a selected superior court community and the solution provider to implement the system in a pilot superior court. This production system implementation will give the AOC and the court community an opportunity to observe the application operating to support the superior court. The pilot will validate the functionality of the system in this context. Additionally, the pilot will enable the testing and validation of user training and the configuration of local courts. The project will conduct a "lessons learned" process and will use the pilot to plan and construct standard implementation patterns for rolling the application out to all courts. The following diagram identifies the elements of the pilot implementation.

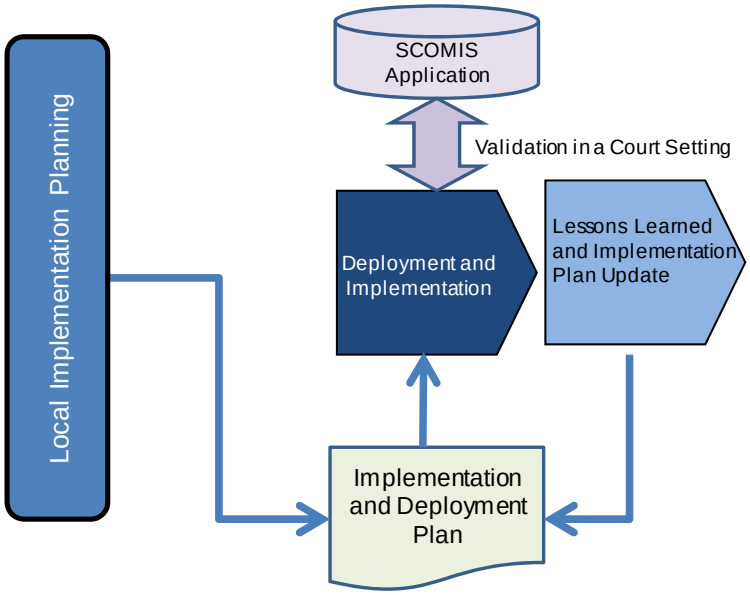


Figure 13 – Pilot Implementation Phase

e) Phase V – Statewide Rollout

The AOC, leveraging the pilot experience and the resources of the solutions provider, will actively assist the local superior court communities as they each, in turn, implement the new court management application. AOC will facilitate an incremental process for implementation in each of the superior courts. AOC will work with judicial officers, court administrators, and county clerks and their staff to configure the system, to train them to use the system, and to integrate the new processes into their court operations.

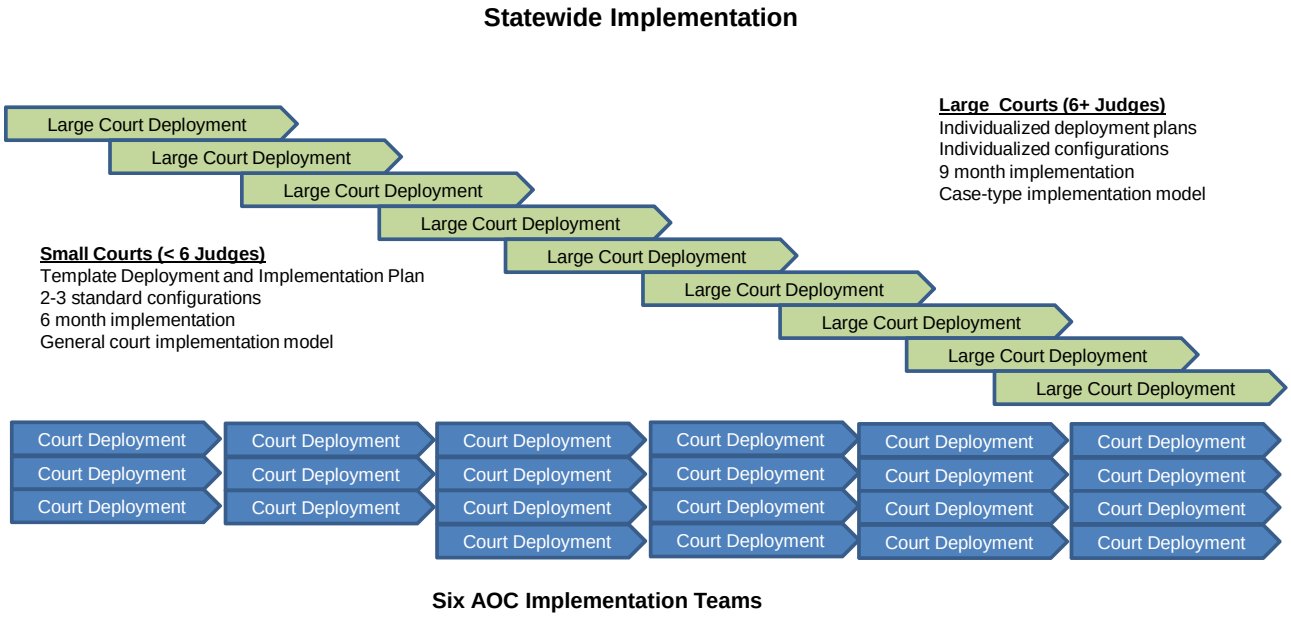


Figure 14 – Statewide Implementation Support

The AOC will employ two distinct implementation approaches. The first approach supports implementation in small- and medium-sized superior court communities. It would entail implementation of the entire application across all case types in one implementation effort. Applications would be implemented concurrently in three to four court communities. AOC will offer two to three standard configuration templates for these communities. These options will provide flexibility and minimize the customization and the variability in the application across the superior courts.

A second approach focuses on helping large superior court communities (which may include specialty courts or high case volume courts) to implement the SC-CMS. These implementations will be tailored to the structure and operations of these large courts. Each court community will have more time to implement. In addition, the effort will involve a series of smaller implementations, possibly one case type or one court docket at a time. AOC will treat each large court community as a separate project and will configure that court separately.

The implementation tasks that will involve each court will involve the work activities shown in the following diagram.

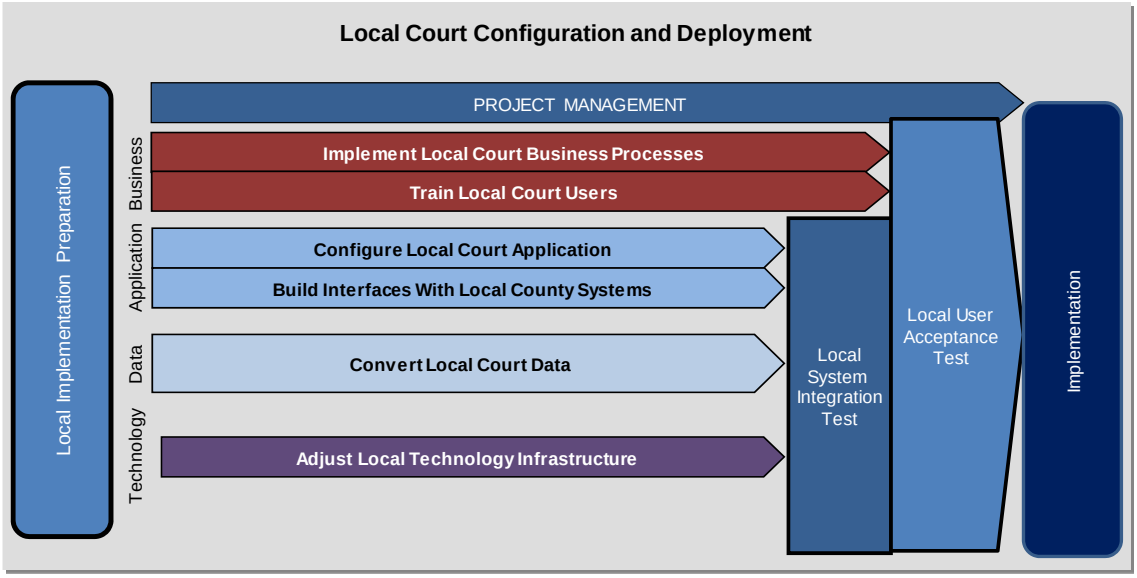


Figure 15 – Statewide Implementation Phase

3. Key Resource Requirements

To support the migration plans, the AOC will require resources to accomplish the implementation of the SC-CMS application. These are in addition to the resources employed by a commercial application vendor or the LINX project team. The AOC resource requirements by year are estimated separately for the full feature commercial CMS alternative and the LINX alternative.

The commercial CMS alternative would require approximately 20 FTE at the peak staffing level and approximately 10 staff on an ongoing basis. This is shown in detail in worksheet 10 in APPENDIX E.

The AOC staffing requirements under the LINX alternative are calculated in worksheet 10 of APPENDIX F. AOC staffing under this alternative would likely peak at approximately 22 FTE and level off to approximately 18 FTE in ongoing operations.

In addition, local courts staff will become involved in managing, planning, redesigning their business operations, and learning to use the new systems. Local technical staff may be involved in adapting the local court infrastructure to support the new application.

4. High-Level Work Plan and Schedule

The framework described above is the basis for the high-level work plan. The commercial application approach differs in structure from the transfer application approach. The following sections discuss the following topics:

- Commercial Application Approach
- Transfer LINX Application Approach
- Proposed Schedule

a) Commercial Application Approach

APPENDIX B – AOC Hosted Commercial CMS Project Work Plan and Schedule shows the high-level work plan for the commercial vendor approach. The commercial application alternative includes a full systems procurement in Phase I to acquire a commercial system. The Configuration and Validation phase will take 18 to 24 months, ending with the acceptance of a functional system. The pilot is planned for 6 months. Implementation of small- to medium-sized courts consists of AOC implementing four courts concurrently, with each implementation lasting 6 months. Large courts are scheduled for 9-month implementation schedules, and they will require customized planning for each court implementation.

b) Transfer Application Approach

APPENDIX C – Transfer LINX Work Plan and Schedule describes the similarities and differences between this and the commercial application approach. The basic planning and implementation phases involving preparation, pilot implementation, and the statewide rollout are the same. The plan employs a small acquisition phase to develop an operating agreement with organizations in collaboration with Pierce County to provide and support the LINX application as the solution provider.

The major difference is the significant task of Pierce County developing new software in the LINX re-platforming project. This effort, described earlier, is estimated to require 41,600 hours of effort. Based on Pierce County estimates and plans, this will require a minimum of 24 months to design, build, test, and validate this application for implementation in Pierce County. According to these plans, the application would be available to rollout to the pilot county 90 days later.

c) Proposed Schedule

The work plans shown in APPENDIX B – AOC Hosted Commercial CMS Project Work Plan and Schedule and APPENDIX C – Transfer LINX Work Plan and Schedule show the high-level schedule. Assuming a January 2012 start, the business application using either approach should be ready for pilot implementation by July 2014. The key schedule assumptions for both approaches are shown in the table below.

Table 9 – Schedule Comparison: Commercial and LINX Approaches

Schedule Component	Commercial Application	Transfer LINX Application
Begin Date	September 2011	September 2011
Request for Proposal Development	• 3 Months	
Procurement	• 6 Months	
Intergovernmental Agreements and Organization Development		• 6 Months
Software Configuration and Validation	• 18 to 24 Months* • Configure, Customize, and Test	• 18-24 Months • Design, Construct, and Test Application for Pierce County • 24-27 Months to Pilot Court (other than Pierce County)
Local Implementation Preparation	60 Months for All 32 Court Districts	
Pilot Implementation	6 Months	

Schedule Component	Commercial Application	Transfer LINX Application
Statewide Implementation (Small Court Districts)	6-Month Implementation Cycles With 6 Groups, With 4 or Fewer Courts in Each Group	
Statewide Implementation (Large Court Districts)	9-Month Implementation Cycles With 3 or Fewer Courts Per Year	

5. Project Deliverables

The solution provider, local courts, and AOC will develop deliverables and work products that will progressively deliver the project outcomes and benefits. The deliverables include plans, designs, specifications, and software products. Each deliverable is part of the development process and records the decisions and constraints pertaining to different aspects of the project.

A list of deliverables is in APPENDIX D. This list of deliverables consists of key-decision deliverables, major deliverables critical to the project, and other deliverables that are usually contractual with the solution provider.

The following list identifies the key-decision and the major deliverables for the project.

Table 10 – Key Decisions and Major Deliverables

Deliverable	Decision	Major	Phase
Project Charter	✓	✓	
Request for Proposal		✓	I
Apparent Successful Vendor Selection	✓	✓	I
Vendor Contract	✓	✓	I
Application Change Specification (Gap Analysis)	✓	✓	II
Information Exchange Specification		✓	II
Data Conversion Certification	✓	✓	II
Design State Data Tables (Look-up, Business Rules, etc.)			II
Infrastructure Specification (As-Built)		✓	II
Network Specification (As-Built)		✓	II
Help Desk Management and Operations Plan		✓	II
System As-Built Specification			
System Integration Test Plan		✓	II
System Integration Test Certification	✓	✓	II
User Acceptance Test Plan		✓	II
User Acceptance Test Certification	✓	✓	II
Maintenance and Support Plan		✓	II
User Documentation		✓	II
Local Court Readiness Assessment		✓	III
Local Court Business Process Design and Plan		✓	III

Deliverable	Decision	Major	Phase
Local Court Configuration Specification		✓	III
Local Implementation Plan		✓	III
Implementation and Deployment Plan (Template)	✓	✓	IV
Pilot Implementation Assessment Report	✓	✓	IV
Pilot Implementation Lessons Learned Report		✓	IV
Statewide Implementation Plan	✓	✓	V
Local Court Implementation Plan (Each Court)	✓	✓	V
Local Court Implementation Completion Report	✓	✓	V

B. Local Implementation and Hosting

Implementing the SC-CMS statewide on a local basis will require a level of structure that is comparable to a central implementation by the AOC. At the direction of the ESC, this alternative specifies that individual courts or a consortium of small courts would acquire, implement, operate, and maintain applications that the AOC has identified as technically capable of required DX. The AOC will:

- Create a master contract with multiple solution providers from which individual courts or court consortiums could purchase a license for a court case flow management system. The master contract would provide the courts:
  - Negotiated and likely preferential license, service, and maintenance fees
  - Contractually-based assurances regarding the capabilities and reliability of the applications
- Set up configuration and data standards to provide the superior courts reliable insights concerning:
  - The ease of use and maintenance
  - The relative strengths and weaknesses of the applications
  - A list of products and configurations to ensure complete, accurate, and timely transmission of data to the central repository
- Create a testing, verification, and approval protocol for the data transmission to and from these systems.

Assuming that master contracting activities begin in September 2011 (Fiscal Year 2012), the configuration and assessment of potentially three commercial applications will result in being ready to undertake local implementation in 18-24 months. While the decisions of all local courts cannot be accurately predicted, statewide adoption and implementation by the 32 court districts is estimated to take 3 years of effort. This includes the timeframe needed to implement 23 small and medium courts and nine large courts with the new SC-CMS application.[7]

Local courts and court consortiums will acquire and configure one of the master contract applications, conduct data conversion, train staff, and test, implement, and maintain the

[7] This timeframe is the same used for the competing alternatives. Despite the likelihood that statewide adoption could require more than 3 years, this timeframe was chosen so as to not hobble this alternative in the comparative cost benefit analysis. A longer implementation timeframe would make any of the alternatives less financially attractive.

application. The only involvement AOC will have in these efforts will be in certifying that the applications, as implemented, meet data transmission standards. The courts/consortiums will be responsible for managing these projects.

1. Project Strategy

A five-phase acquisition and implementation framework is proposed for this migration, depicted in the diagram below. The basic approach involves master contracting, multi-vendor configuration and assessment, and adoption by the superior courts in the state. During the same timeframe, local courts would prepare for their local acquisition and implementation of one of the master contract applications.

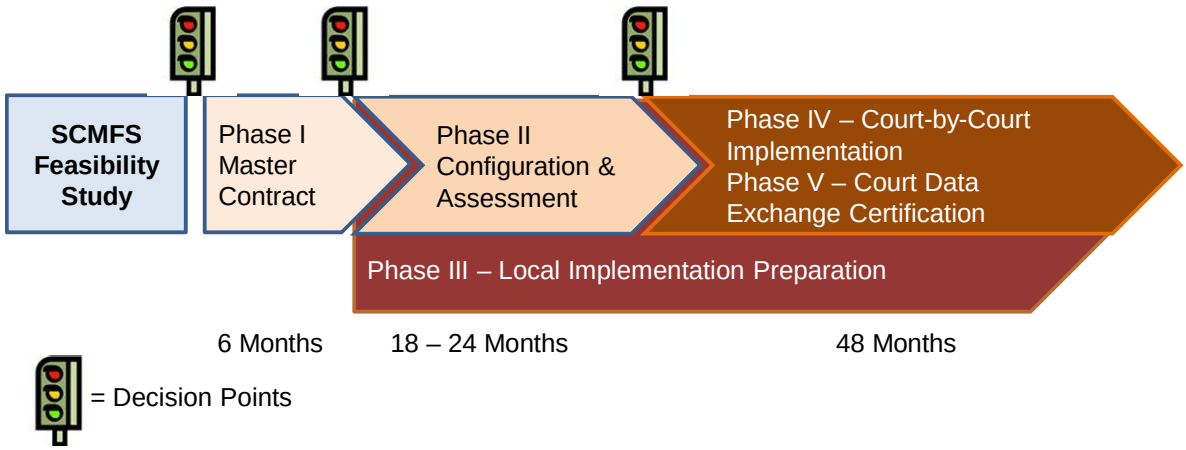


Figure 16 – Locally Hosted SC-CMS Migration Strategy

This strategy provides three decision gates, which will enable the JISC to determine whether to proceed with implementation.

2. Detailed Project Work Plan

The local implementation and hosting strategy has been broken down into a detailed work plan for accomplishing these five phases of work. This section provides an overview of the migration activities that will need to occur in each phase.

a) Phase I – System Acquisition

Consistent with ESC direction, the AOC will establish a master contract with multiple vendors that are capable of meeting the needs of the superior courts. It is anticipated that three will qualify. These may include commercial applications as well as the LINX application provided by Pierce County through an integrator. The following diagram identifies the work associated with conducting an acquisition.

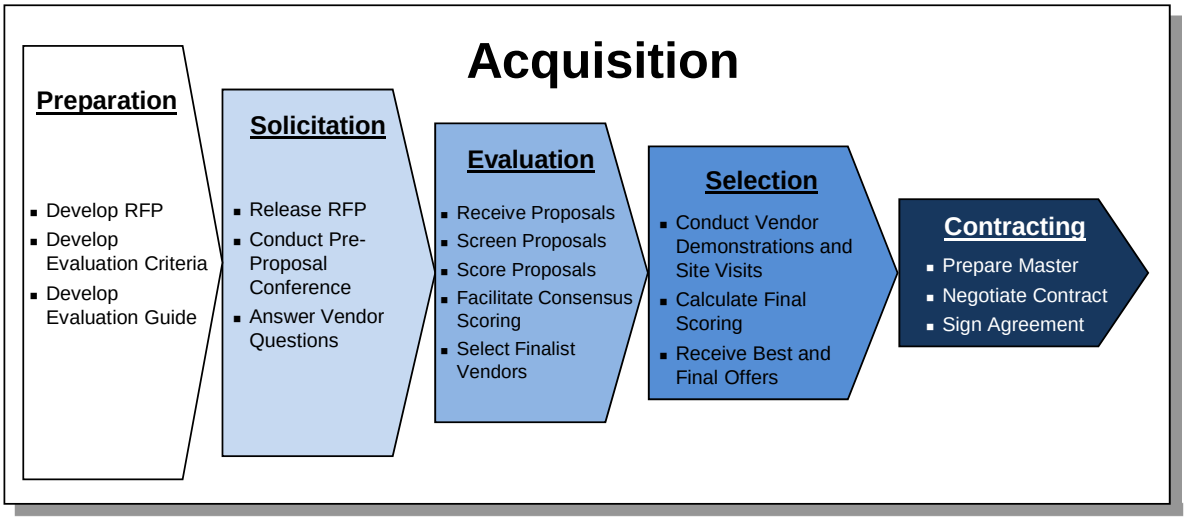


Figure 17 – System Acquisition Phase

b) Phase II – Configuration and Assessment

The master contractors, in partnership with AOC and local courts, will configure and customize their applications to support Washington Superior Court rules and procedures. The AOC and master contractors will build DXs with court partners, the AOC INH, and other AOC applications. Each solution provider will develop a data conversion process to capture existing court information in the new system data formats. The master contractors and AOC will implement the technical infrastructure and data needed to test their conversions and configured systems.

AOC will conduct comprehensive system testing and quality assurance on all master contractor applications. This will enable the AOC to certify that the contractors' applications as configured for Washington will exchange data in a complete, accurate, and timely manner. In addition, this will allow the AOC to provide the courts with a fact-based assessment of each application's capabilities, strengths/weaknesses, reliability, and ease of use. This parallels the statewide configuration approach taken with the centrally hosted alternative. However, it sets the stage to move directly into the local acquisition implementation of the applications. This is shown in Figure 18, below.

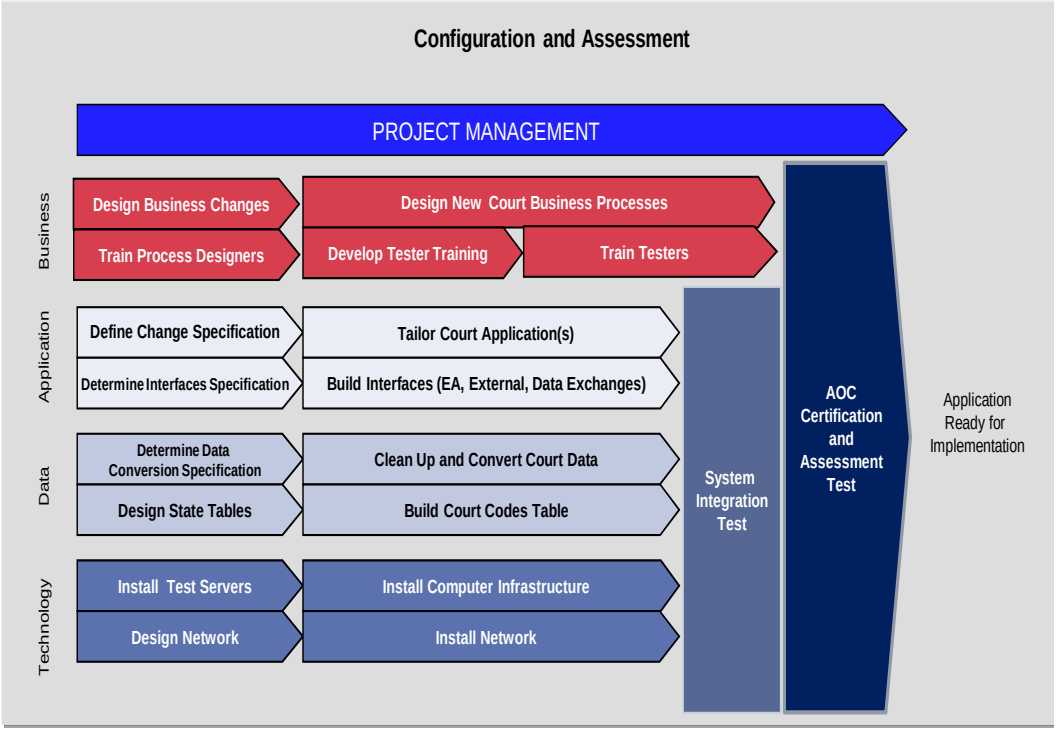


Figure 18 – Configuration and Assessment Phase

c) Phase III – Local Implementation Preparation

The AOC is acquiring the SC-CMS as a tool for the courts and county clerks to support their operations. This alternative involves individual courts acquiring the capacity to implement, host, and manage a court CMS. Some courts already have the organizational structure to support this and may only need to augment their existing resources to be successful. Other courts may need to acquire and maintain these resources either internally or from a partner, such as their local county government IT department. Still other courts may need to join consortiums to access these resources.

Separate from and in addition to the efforts to arrange for implementation and hosting services, each court must work with its county clerk, local justice community, and other local stakeholders to plan and prepare for the implementation of this new system. This court community must work together well in advance of implementation to learn about the capabilities of the application, determine how the application can best be employed in that court community, assess readiness for implementation, and take the steps needed to prepare. The following diagram identifies the work activities that will need to occur to facilitate local implementation preparation.

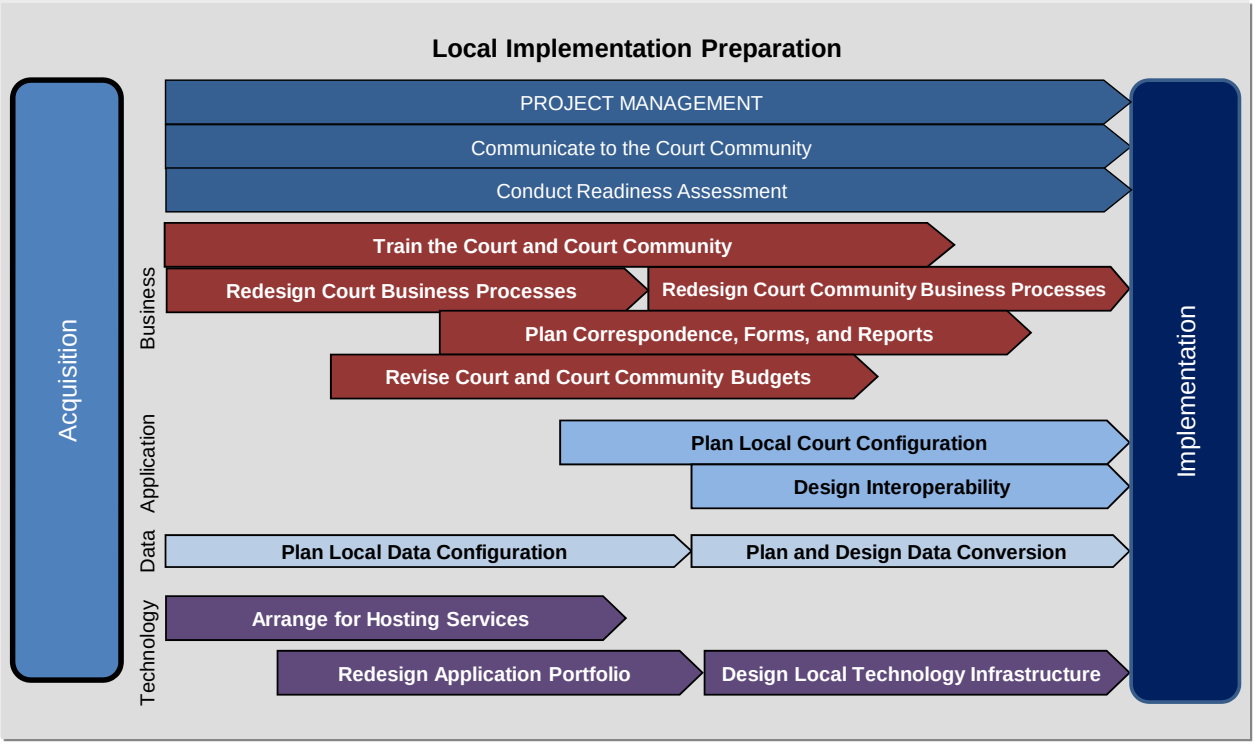


Figure 19 – Local Implementation Preparation Phase

The local court, no matter how small, will be in a leadership and decision-making position in planning for local implementation. AOC will support the planning and implementation activities and provide significant resources to support the courts and facilitate planning and transition activities.

d) Phase IV – Court-By-Court Implementation

Local courts will leverage their preparations and those of the AOC to implement their selected CMS application. It is anticipated that the master contract solutions providers will actively assist the local superior court communities as they implement the new court management applications. Local courts that implement their chosen application will execute the tasks shown in the following diagram.

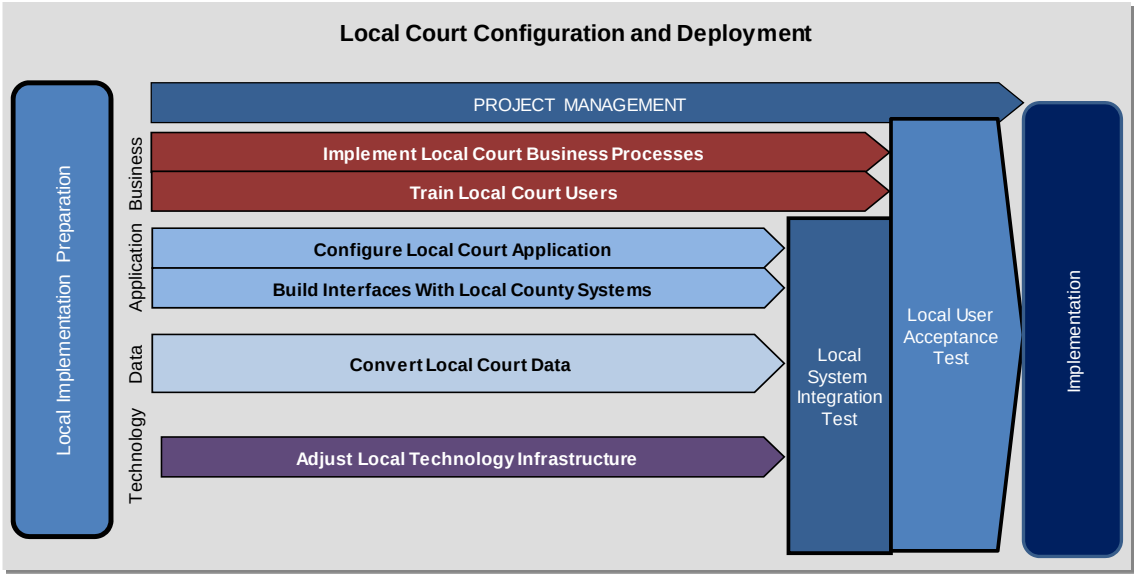


Figure 20 – Court-By-Court Implementation Phase

For those courts participating in a consortium, their consortium's staff resources will facilitate implementation in each of the participating superior courts. The consortium will work with judicial officers, court administrators, and county clerks and their staff to configure the system, to train superior court staff to use the system and to integrate the new processes into their court operations.

e) Phase V – Court DX Certification

As steward of the state repository of court data, the AOC will be called on to validate the submissions by individual courts. This phase of the implementation of the certification program was developed in the configuration phase. Coming out of that phase, each of the master contractors' applications (as configured) will meet statewide DX requirements. Local court implementations may modify this configuration. The applications as implemented will need to be tested and monitored to ensure that they exchange data in a complete, timely, and accurate manner. In the event that an individual court's transmissions are not valid (as determined by the AOC), the local court will need to determine how to proceed:

- Halt local implementation or operations to repair the DX.
- Continue and commit resources to repair its records in the state repository.
- Continue without regard to the impact on the state repository.

The AOC and local court will work together to resolve these issues.

3. Key Resource Requirements

To support the creation of a master contract and perform the configuration and assessment efforts, the AOC will require project management, IT, and SME resources. These resources are in addition to those employed by a commercial application vendor or the LINX project team. Once the assessment is complete, the AOC resource requirements will decrease to what is minimally required to support the certification and monitoring of DXs from the installed CMS applications.

The AOC resource requirements by year are shown in detail in worksheet 10 in APPENDIX G. The local court staffing impact is presented in EXHIBIT I and EXHIBIT II and is discussed in Section V. Local courts' staff will become heavily involved in managing the application, planning implementation, and redesigning their business operations, and learning to use the new systems. Local technical staff may be involved in preparing the local court infrastructure to support the new application.

4. High-Level Work Plan and Schedule

The framework described above is the basis for the high-level work plan. APPENDIX M – Locally Hosted Commercial CMS Project Work Plan and Schedule shows the high-level work plan for the locally hosted commercial vendor approach. The approach involves a master contract procurement in Phase I. The Configuration and Assessment phase will take 18 to 24 months, ending with applications that are ready to be tailored and implemented in the superior courts. The key schedule assumptions for this approach are:

- The project will start in September 2011.
- RFP development will require 3 months.
- Master contracting will require 6 months.
- Software configuration and assessment will likely involve three master contractors and last 18 to 24 months.
- Given that DX specifications will not be available and proven until January 2014, courts and master contractors will not begin implementation until sometime after that milestone.
- Local preparation will likewise begin with software configuration. It will run until the final implementation.

Court by court implementation is estimated to require 48 months, and court DX certification will be coordinated with this implementation schedule.

5. Project Deliverables

The solution provider, local courts, and AOC will develop deliverables and work products that will progressively deliver the project outcomes and benefits. The deliverables include plans, designs, specifications, and software products. Each deliverable is part of the development process and will record the decisions and constraints pertaining to different aspects of the project. The following list identifies the key decisions and major deliverables for the project.

Table 11 – Key Decisions and Major Deliverables

Deliverable	Decision	Major	Phase
Project Charter	✓	✓	
Request for Proposal		✓	I
Apparent Successful Vendor Selection	✓	✓	I
Vendor Contract	✓	✓	I
Application Change Specification (Gap Analysis)	✓	✓	II
Information Exchange Specification (As-Built)		✓	II
Data Conversion Certification	✓	✓	II
Design State Data Tables (Look-up, Business Rules, etc.)			II
Infrastructure Specification (Test and Certification)		✓	II

Deliverable	Decision	Major	Phase
Network Specification (Test and Certification)		✓	II
System Integration Test Plan		✓	II
System Integration Test Certification	✓	✓	II
Assessment and Certification Test Plan		✓	II
AOC Assessment and Certification	✓	✓	II

XI. Cost-Benefit Analysis

The costs and benefits of the SC-CMS have been developed based on the alternatives, work plan, and impacts described above. This analysis considered the incremental operating costs to the AOC and the superior courts as a result of implementing the SC-CMS over a 10-year period. It estimates the costs of all phases of the project, including the costs to the superior courts and their stakeholders in implementing the SC-CMS. In addition to costs, this analysis considers the major quantifiable benefits of implementing the SC-CMS.

The detailed cost-benefit analysis follows the Washington Department of Information Systems framework for financial analysis in feasibility studies. The detailed financial analysis was conducted for all three most viable alternatives, and the results are summarized in Table 12 below. The table shows NPV, IRR, and the corresponding appendix that contains the details of the analysis.

Table 12 – Financial Comparison of Alternatives

Alternative	NPV	IRR	Appendix
Alternative 1 – Pierce County LINX	$4.0M	7.18%	F
Alternative 3 – Centrally Hosted Commercial CMS	$7.2M	11.8%	E
Alternative 4 – Locally Hosted Commercial CMS	($6.5M)	-2.39%	G

The balance of this section reviews the costs and benefits of the centrally hosted commercial CMS alternative.

A. Current Program Costs

The cost-benefit analysis considers the impact on current program costs over a 10-year investment period. In addition, the analysis considers the cost to litigants, the bar, and criminal justice partners who come to the courts. It also considers the cost of local IT service providers that support the superior courts, county clerks, and local criminal justice providers.

Because these program costs involve such a large and diverse group of stakeholders, the most effective means to estimate the change in program costs is to identify the operational impacts on these programs and estimate incremental changes in the cost to ongoing operation. The same approach is taken to estimate as onetime implementation costs of the SC-CMS. The analysis estimates increases in program costs separately from benefits resulting from the cost reductions and cost avoidance.

B. Increases in Program Costs

Worksheet 3 in APPENDIX E summarizes the increases in ongoing program costs from the implementation of the SC-CMS. These increases result from:

- The addition of ISD staff to support superior courts' use of the application (10.25 FTE), including four superior court SMEs to assist courts in using the SC-CMS for continuous process improvement
- Annual software maintenance and upgrade fees paid to the commercial application provider
- Data center hardware replacement for the SC-CMS application on a 3-year replacement cycle

- Ancillary staff costs for the added ISD staff

There are no anticipated increases in program costs to the superior courts, county clerks, or the customers of the courts.

At full deployment, the increase in annual program cost to the AOC will peak at approximately $1.8 million. In an effort to be conservative, the analysis does not estimate a reduction in ISD staff resulting from the retirement of SCOMIS. These reductions are likely to occur eventually. However, the timing and scope of reductions could not be reliably estimated. The detailed analysis of increases to program costs is presented in Worksheets 6 and 7 of APPENDIX E.

C. Project Costs

The cost analysis considers the onetime cost of acquiring, configuring, preparing for, and implementing the SC-CMS all the superior courts in Washington. APPENDIX E summarizes these costs in Worksheet 2, Project Summary Cost Cash Flow Analysis. These costs include:

- ISD project staff and their ancillary costs, peaking at 19.75 FTE in 2014
- Personal service contracts for:
    - Configuration and validation by the commercial application provider
    - Assistance in pilot and statewide rollout by the commercial application provider
    - Procurement assistance
    - Independent quality assurance
- Communication efforts
- Hardware to support the SC-CMS
- License for the commercial application used for the SC-CMS
- Licensing for integration with the commercial application used for the SC-CMS
- Travel by ISD staff to support the implementation of the SC-CMS

Worksheet 5 and Worksheets 7 through 17 in APPENDIX E provide the detailed cost analysis of these project costs. These costs total approximately $21 million.

The cost analysis also estimates the cost of preparing for and implementing the SC-CMS at the local level. This considers the personnel time invested by:

- Superior court judicial officers
- County clerks
- SCAs
- Staff members
- Justice partners
- Local IT resources
- Litigants and other stakeholders

These efforts include project management, planning, configuration, data conversion, training, implementation, and other activities involved in SC-CMS preparation and implementation, and they are detailed in Worksheet 17. These costs total approximately $2 million.

D. Benefits

The overall goal of a new solution is to allow the organization to do its work more efficiently and effectively. Based on the analysis in the requirements definition for the SC-CMS, over 200 qualitative and quantitative benefits were identified. APPENDIX H presents this list.

Several improvements provided through the SC-CMS translate into increased revenues, reduced costs, or other benefits that allow the courts and clerks to fulfill their chartered responsibilities while using fewer resources. Some improvements provide more tangible value to the court and its customers. These include:

- Benefits of improved calendar and schedule data
- Benefits of customer self-service
- Benefits of automated document and report generation and distribution
- Benefits of improved data entry

APPENDIX I estimates the major tangible benefits anticipated from the SC-CMS. Each category includes detailed analysis of the source of the benefits. The table below summarizes these benefits.

Table 13 – Estimated Financial Benefit Summary

ID	Description	Court/Clerk Benefit	Public Benefit
1-A	Reduce Number of Proceedings Rescheduled Due to Court Congestion	$89,494	$1,190,136
1-B	Reduce Number of Proceedings Rescheduled for Non-Congestion Reasons	$161,085	$2,142,204
1-C	Reduce Time Spent Searching for Open Calendar Dates	$366,563	$0
2-A	Provide Customer Self-Service Tools for Case Data and Calendar Searches	$112,125	$1,974,375
2-B	Provide Self-Service Protection Order Kiosks	$281,520	$33,048
3-A	Automate Production of Mass Mailings and Outsource to Centralized/ Regionalized Print Facilities	$1,622,433	$0
3-B	Automate Distribution of Judgment and Sentence Pleadings	$152,409	$0
3-C	Automate Generation and Distribution of Certain Orders	$286,231	$0
4-A	Reduce Redundant Data Entry	$343,804	$0
Annual Benefit to Court/Clerk and Public:		$3,415,664	$5,339,763
Total Annual Benefit:		**$8,755,427**	

XII. Risk Management

It is critical to the successful implementation of the SC-CMS that potential risks be identified and communicated, and a risk management strategy be developed and implemented along with appropriate quality assurance and project oversight. Two risk assessments were conducted for the SC-CMS project.

MTG applied the Washington ISB Information Technology Investment Risk Portfolio – Based Severity and Risk matrix to the SC-CMS project. The project scored high severity and high risk, resulting in its being designated as a Level 3 Risk in the ISB risk rating scheme. The risk level is the same for all leading acquisition and implementation alternatives[8] under this assessment protocol.

MTG also applied a structured risk analysis process using a set of 90 quality standards, organized in 13 categories as the basis for identifying specific project risks. Each risk was rated as high, medium, or low. This assessment was applied to all acquisition and implementation approaches. EXHIBIT IV shows the results of this assessment for all approaches.

This second risk assessment is fairly granular and provides root cause analysis for risks. This information informs the efforts to mitigate risk for this project. These assessments and the mitigation strategy are presented in detail in the SC-CMS Migration Strategy. They are summarized below.

A. Portfolio-Based Severity and Risk Matrix

The level of project risk for the SC-CMS project has been established by employing the standards for oversight determination provided by the Washington ISB. The ISB publication, *Feasibility Study Guidelines for Information Technology Investments*, refers to Appendix A of the ISB publication, "Information Technology Portfolio Management Standards." The standards include multiple matrices supporting the quantitative analysis of an IT project based on project severity and project risk.

The Project Severity Level Matrix and the Project Risk Level Matrix contain possible attributes for four categories aligned with a rating of high, medium, and low. The appropriate attributes for the core CMS project were determined for each matrix and indicated by marking the attribute's corresponding check box. When attribute determination was complete, a weighted formula was employed to calculate the project's severity level and risk level based on the categories checked for each rating. In general, the highest rating in a category determines the severity or risk level for that category.

1. Project Severity Level

The Project Severity Level Matrix is used to gauge the impact of the project in the following categories:

- Impact on clients
- Visibility
- Impact on state operations
- Failure or nil consequence

[8] Commercial CMS and LINX.

Both the Commercial CMS and LINX acquisition approaches scored 11 out of 12 in this assessment. The severity level for this project is **High**.

2. Project Risk Level

The Project Risk Level Matrix is used to gauge the impact of the project in the following categories:

- Functional impact on business processes or rules
- Development effort and resources
- Technology
- Capability and management

Both the Commercial CMS and LINX acquisition approaches scored 11 out of 12 in this assessment. The risk level for the SC CMS project is **High.**

3. Project Portfolio Risk

The level of Portfolio Risk for the SC-CMS project was determined by entering the results of the project severity level and project risk level calculations into the Project Oversight Level Matrix provided by in the standards. The table below identifies the level of Risk for the project. The SC-CMS project would require Level 3 Oversight under the ISB criteria.

Table 14 – Project Oversight Level Matrix

☒ **High Severity**	☐ Level 2 Oversight	☐ Level 2 Oversight	☒ Level 3 Oversight
☐ **Medium Severity**	☐ Level 1 Oversight	☐ Level 2 Oversight	☐ Level 2 Oversight
☐ **Low Severity**	☐ Level 1 Oversight	☐ Level 1 Oversight	☐ Level 1 Oversight
	☐ **Low Risk**	☐ **Medium Risk**	☒ **High Risk**

4. Level 3 Oversight

Level 3 is the ISB's highest level of oversight. It requires certain actions and governance and oversight structures for implementation of projects with severity and risk levels similar to those of the core CMS project. To the AOC, the most significant of the oversight structures is the requirement for external QA oversight.

B. Significant Risks

MTG applied a standard risk framework that contains 90 typical risks associated with implementing information systems in public organizations. This framework was applied to all three leading acquisition and implementation approaches considered in this feasibility study. Table 15 shows the results of this analysis.

Table 15 – Summary Risk Comparison

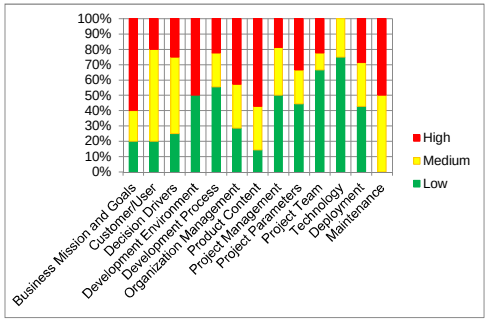
Alternative	High Risk	Medium Risk	Low Risk	Appendix
Alternative 1 – Pierce County LINX	28	24	38	K
Alternative 3 – Centrally Hosted Commercial CMS	18	22	50	J
Alternative 4 – Locally Hosted Commercial CMS	29	38	23	L

WASHINGTON STATE ADMINISTRATIVE OFFICE OF THE COURTS
SUPERIOR COURT MANAGEMENT FEASIBILITY STUDY

RISK ASSESSMENT OF LEADING ALTERNATIVES

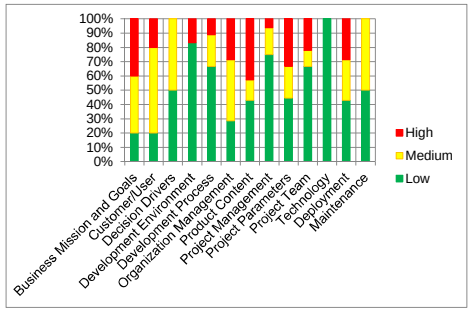
Pierce County LINX

Risk	Low	Medium	High
Business Mission and Goals	1	1	3
Customer/User	1	3	1
Decision Drivers	1	2	1
Development Environment	3		3
Development Process	5	2	2
Organization Management	2	2	3
Product Content	1	2	4
Project Management	8	5	3
Project Parameters	4	2	3
Project Team	6	1	2
Technology	3	1	
Deployment	3	2	2
Maintenance		1	1
Composite	38	24	28



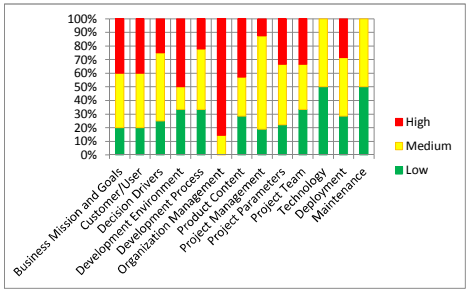
Centrally Hosted Commercial CMS

Risk	Low	Medium	High
Business Mission and Goals	1	2	2
Customer/User	1	3	1
Decision Drivers	2	2	
Development Environment	5		1
Development Process	6	2	1
Organization Management	2	3	2
Product Content	3	1	3
Project Management	12	3	1
Project Parameters	4	2	3
Project Team	6	1	2
Technology	4		
Deployment	3	2	2
Maintenance	1	1	
Composite	50	22	18



Locally Hosted Commercial CMS

Risk	Low	Medium	High
Business Mission and Goals	1	2	2
Customer/User	1	2	2
Decision Drivers	1	2	1
Development Environment	2	1	3
Development Process	3	4	2
Organization Management		1	6
Product Content	2	2	3
Project Management	3	11	2
Project Parameters	2	4	3
Project Team	3	3	3
Technology	2	2	
Deployment	2	3	2
Maintenance	1	1	
Composite	23	38	29



The table shows the number of high, medium, and low risks for each alternative. In addition, it identifies the appendix that contains the detailed risk analysis. The SC-CMS Migration Strategy addresses the risks of the centrally hosted commercial CMS approach, the lowest risk alternative. This mitigation strategy employs the approach described in the following section.

C. Project Risk Management Approach

Risk management is an important aspect of project management. Project risk can be defined as unforeseen events or activity that can impact the project progress, result, or outcome in a positive or negative way. The point is not only avoiding failure, but to bring about opportunities. Time and energy can be spent avoiding, transferring to a third party, and mitigating potential failures. They can be similarly spent on accepting, sharing with third parties, and enhancing opportunities. It is the task of risk management to determine how much time and energy should be invested on avoiding failures and promoting opportunities.

The PMBOK provides a best practices framework that AOC should follow in managing risk. AOC has organizational process assets for managing risks that follow this standard framework. The general processes include:

- **Plan Risk Management** – The process of defining how to conduct the risk management activities for a project. AOC will develop a risk management plan that defines how risks will be tracked and mitigated in the SC-CMS migration effort.
- **Identify Risks** – The process of determining which risks may affect the project and documenting their characteristics. Risks will be identified using standard risk lists, identified by stakeholder and AOC management, and by the solution provider that configures and implements the SC-CMS application.
- **Perform Qualitative Risk Analysis** – The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.
- **Perform Quantitative Risk Analysis** – The process of numerically analyzing the effect of identified risks on overall project objectives
- **Plan Risk Responses** – The process of developing options and actions to enhance opportunities and to reduce threats to project objectives. The AOC project manager will be responsible for developing mitigation plans for all high risks identified in the project.
- **Monitor and Control Risks** – The process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project. The executive sponsor, the executive sponsor committee, and the AOC project manager will review risks on a regular basis throughout the implementation.

This migration is complex undertaking that has substantial risks and opportunities. Managing risks will be an ongoing process throughout the project. The project in general has risks. Each phase has unique risks. All risks will need to be tracked and mitigated.

XIII. Recommendations

The Requirements Gap Analysis report considered the commercial market offerings for court case management applications, along with the viability of adopting the LINX application as it is re-platformed in an open source project headed up by Pierce County. This report analyzed those results in the context of system migration, system integration, lifecycle costs, and project risks. The assessment of each alternative is outlined below, followed by the recommendation of whether and how to proceed.

A. Alternative Assessment

There are three major alternatives for acquiring the SC-CMS for the superior courts in Washington. They are:

- Teaming with Pierce County on its open source project to re-platform LINX and employ the resulting system in superior courts statewide.
- Licensing a commercial application focused exclusively on calendaring, scheduling, and case flow management.
- Licensing a full-feature court CMS that supports calendaring, scheduling, case flow management, and other related court functions.

In an effort to consider the implications and viability of local implementation and hosting, the strongest of these three acquisition options was employed to develop a fourth alternative: implementation of a locally hosted commercial CMS.

Table 16 summarizes the comparative strengths and weaknesses of these alternatives. It considers the critical success factors that differentiate each alternative.

Table 16 – Alternative Comparison

	Alternative 1: LINX Hosted Centrally and at Pierce County	Alternative 2: Calendaring/ Case Flow Management System	Alternative 3: Centrally Hosted Full Feature Court CMS	Alternative 4: Locally Hosted Full Feature Court CMS
Custom Application Development	Negative	Positive	Positive	Positive
Organizational Support	Negative	Disqualifying	Positive	Positive
Functional Alignment	Positive	Positive	Positive	Positive
Technical Alignment	Positive	Positive	Positive	Positive
Application Evolution	Unknown	Negative	Positive	Positive
Rate of Return	7.18%	Not Assessed	11.8%	-1.54%
Risk	28 High 24 Medium	Not Assessed	18 High 22 Medium	29 High 38 Medium

	Alternative 1: LINX Hosted Centrally and at Pierce County	Alternative 2: Calendaring/ Case Flow Management System	Alternative 3: Centrally Hosted Full Feature Court CMS	Alternative 4: Locally Hosted Full Feature Court CMS
	38 Low		50 Low	23 Low

The strongest of the four alternatives is Alternative 3: Centrally Hosted Full Feature Court CMS. The assessment leading to that conclusion is summarized in the subsections that follow.

1. Need for Custom Application Development

Of the three alternatives considered in the Requirements Gap Analysis, the commercial alternatives require much less application development than the LINX alternative. For the LINX alternative, development would entail:

- The creation of new architectural and system development constructs for:
  - The new open source platform.
  - The LINX alternative's operation as a superior court application (without requiring court partners to also use LINX).
  - The configuration for, deployment in, and support of multiple jurisdictions.
- The creation of sufficient documentation from the existing system in order to transfer current functionality.
- Factoring in new superior court functional and technical requirements recently gathered by the AOC.

It is anticipated that this would entail about 40,000 hours of development effort. In comparison, the level of development required for bridging the gaps for either the CMS or the limited scope calendaring, scheduling, and case flow management applications is 8,000 to 9,000 hours.

2. Organization of Application Development, Deployment, and Support

The implementation of an application for the superior courts across Washington will require an effective organization of application development, implementation, and support. The better structured and more established this organization is, the more likely it is that the implementation will succeed. The LINX alternative would require Pierce County and the AOC to design and establish this type of organization in a rather short time. As noted above, this organization would blend key Pierce County experts on the LINX system with resources funded by JISC and provided directly by the AOC. The organizational agreements and the operational plans and procedures would need to be in place and fully functional by January 2012 to meet initial project timelines. This would be difficult to accomplish, and the resulting organization would lack experience and proven practices.

3. Alignment With Future State Technology Architecture

Of the three alternatives considered, the commercial alternatives available today most closely align with the EA. The majority of the commercial CMS providers that responded to the survey currently utilize technologies that align well with the JISC Future State Technology Architecture. This community of providers has experience working collaboratively with courts and state court systems using similar architectures for implementing their products. The respondents who did not support the INH were primarily noncompliant in the database area, and a minority of providers uses Oracle exclusively. While the architectural approach does reduce the number of

compliant solutions, the reduction in numbers is not significant enough to affect the market's ability to deliver a fully functional solution.

4. Application Ownership and Evolution

Any commercial solution that the JISC chooses will have an already-established support and development organization in place to ensure that the application remains viable and improves over time. Over the long term, commercial vendors are focused on and prepared to serve court organizations such as the Washington courts and the AOC. Several of these providers have well-established organizations, resources, and methods for providing this support. In addition, the future of these organizations is focused on the court market and is aligned with the operational agendas of their court customers. While the AOC will not have direct ownership of a commercial product, and the product's evolution may be subject to influence by the vendor's business plan or other customers, it is likely that the superior courts will be among any vendor's largest customers and can expect a corresponding level of influence on the product's direction.

5. Costs and Benefits

The costs and benefits of the SC-CMS have been developed based on the alternatives, work plans, and impacts described above. This analysis considered the incremental operating costs to the AOC and the superior courts as a result of implementing the SC-CMS over a 10-year period. It estimates the costs of all phases of the project, including the costs to the superior courts and their stakeholders in implementing the SC-CMS. In addition to costs, this analysis considers the major quantifiable benefits of implementing the SC-CMS. These benefits were assumed to be consistent across all implementation alternatives.

The detailed cost-benefit analysis is based on the Washington Department of Information Systems framework for financial analysis in feasibility studies. The detailed analysis showed that the best investment was Alternative 3: Centrally Hosted Full Feature CMS, with a $7.2 million NPV and an 11.8% return on investment.

6. Risk

Based on a comprehensive risk assessment framework, Alternative 3: Centrally Hosted Full Feature Court CMS is the least risky of the three acquisition and implementation alternatives. This alternative has the lowest number of high risk and medium risk factors.

B. Recommendation

Superior court judicial officers statewide lack the tools they need to manage and resolve disputes in the most timely and appropriate manner. SCAs lack the tools to manage court case schedules, resources, and personnel as efficiently as possible. These limitations, coupled with declining budgets and increasing demands for court services, effectively:

- Delay justice.
- Increase the costs to all parties.
- Limit access to justice.

As noted by one SCA, the courts will be fighting to maintain their relevance if they cannot address these trends.

The JISC should direct the AOC to acquire and centrally host a full feature, commercially available court CMS for the SC-CMS. It should implement the SC-CMS to provide the tools and information to:

- Manage and resolve disputes prudently and efficiently.
- Manage caseloads efficiently with available facilities, resources, and staff.
- Enhance record keeping and administrative resources for the county clerks.
- Enhance services to litigants, the bar, justice partners, and others in the court community.
- Lower court operating costs.

This implementation would provide well over 200 benefits to the courts, the court community, and the AOC. In addition, full SC-CMS implementation would provide an estimated total benefit of almost $8 million annually.

However, this investment has significant risks that must be addressed. Chief among these are:

- The project requires that the leading stakeholders (superior court judicial officers, SCAs, clerks, and the AOC) work together to provide a unified vision and leadership for this effort.
- Individual judicial officers, SCAs, and clerks must be willing to adopt some processes, roles, and record keeping practices that are different from their current practices and that are more consistent statewide.
- The AOC must:
    - Effectively deliver the planned INH services.
    - Manage the solution provider contract to meet court needs for SC-CMS.
- Funding must be reliable throughout the term of the project, spanning up to 3 biennia.

The return on this investment can be enhanced beyond the projections in this feasibility study. The SC-CMS will provide a foundation and a modern IT toolset that the superior courts and the county clerks can use to optimize their operations, timeliness, and services. This powerful toolset can help the courts transition from struggling for relevance to being leaders in judicial efficiency and fairness for the communities they serve.

XIV. Signatures

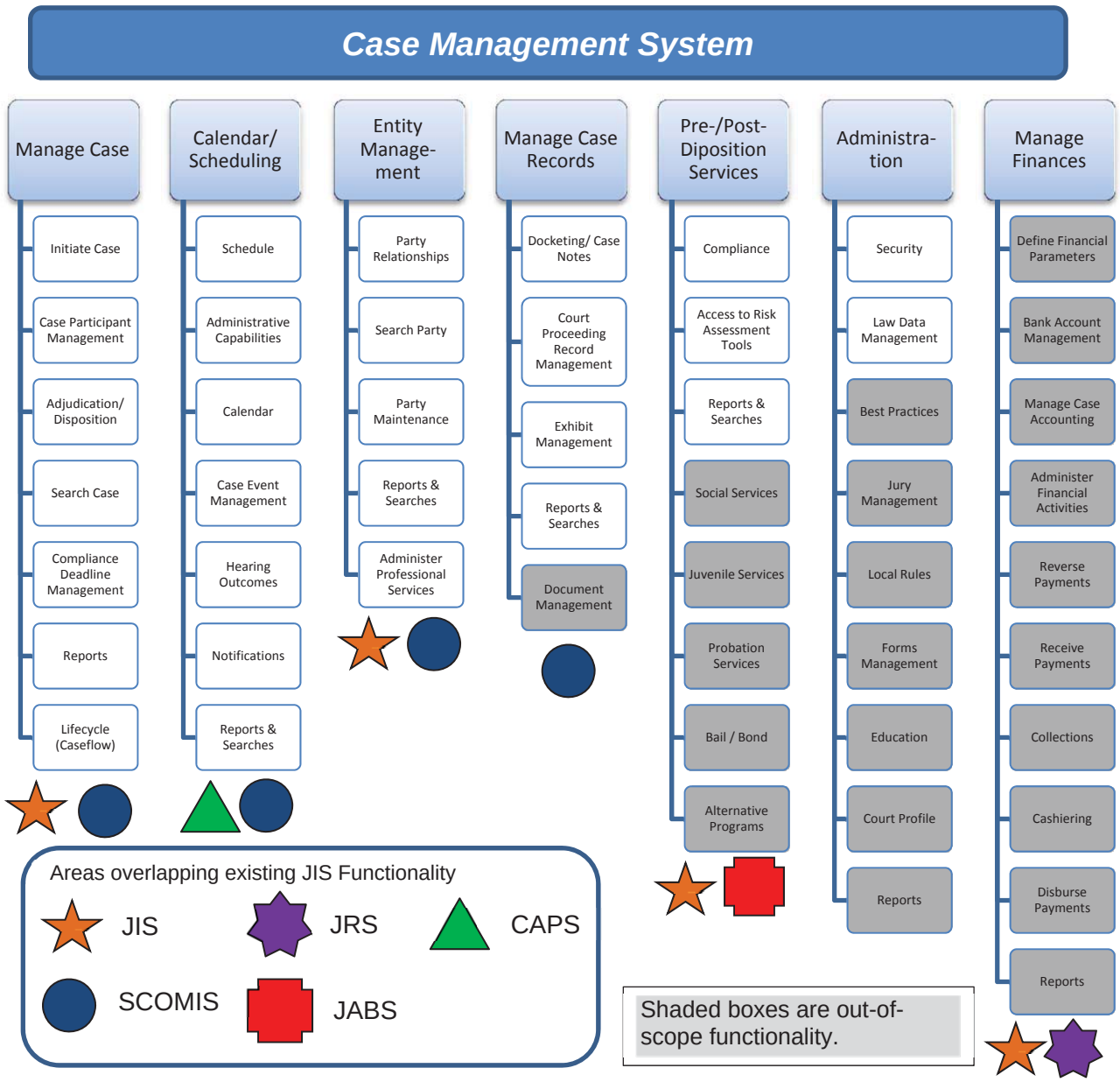
Title	Name	Signature	Date
ISD CIO	Vonnie Diseth	Vonnie Diseth	8/22/11
MTG Project Officer	Joseph Wheeler	Todd K Wheeler	8/22/11
AOC Project Manager	Kate Kruller	Kate Kruller	8-22-11

Appendix A – Functional Scope

The scope of the SCMFS project is based upon current and desired operations as well as the functional boundaries of existing systems with which the future solution will interact.

1. Scope Diagram

The following diagram provides a depiction of the scope of business operations conducted by the superior courts that are supported by JISs and are included in the SCMFS project. Top-level boxes indicate the major functional areas associated with case management operations. The boxes beneath them indicate subfunctions; white boxes indicate that the subfunction is in the SCMFS scope, and gray boxes indicate subfunctions that are out of scope.



Definitions for each item in the diagram are provided in the following subsection.

2. In-Scope Category Definitions

The functions described in this subsection are business functions that are considered to be in the scope of the SCMFS. Each of the functions below corresponds to a "bubble" in the SCMFS Scope Diagram shown in the previous subsection.

a. Manage Case

Capabilities listed are focused on the processes associated with superior court case management. These capabilities are broke down into seven sub-capabilities.

- **Initiate Case** – The Initiate Case capability focuses on the activities of creating a case in the superior court. This capability is broad in scope and covers superior court civil, juvenile, and criminal cases.
- **Case Participant Management** – The Case Participant Management capability involves assigning specific people to cases. This assigning of people links participants defined in Party Management to actual cases. Activities include the addition, maintenance, removal, and sealing of participants on a case seal (participant) for a case, and expunging a party/person from a case.
- **Adjudication/Disposition** – The Adjudication / Disposition capability supports the decision-making process in the courts. It is made up of the processes for entering the resolution and completion outcomes of a case.
- **Search Case** – The Search Case capability describes the ability to search for case information and present the results in a useful and meaningful way. Includes at a minimum those capabilities currently supported by the SCOMIS index.
- **Compliance Deadline Management** – The Compliance Deadline Management capability describes the ability to track and enforce due dates and obligations for court processes. An example of this is establishing a due date for the exchange of witness lists and ensuring it is done.
- **Reports** – The Reports capability describes general Reporting and Searching capabilities used to support Case Management activities.
- **Life Cycle** – The sub-capabilities that make up the Life Cycle capability support the work flow process of the court. This involves tracking and monitoring milestones, setting statuses, linking/consolidating cases, and sealing cases:
    - "Case flow management is the court supervision of the case progress of all cases filed in that court. It includes management of the time and events necessary to move a case from the point of initiation (filing, date of contest, or arrest) through disposition, regardless of the type of disposition. Case flow management is an administrative process; therefore, it does not directly impact the adjudication of substantive legal or procedural issues."
    - "Case flow management includes early court intervention, establishing meaningful events, establishing reasonable time frames for events, establishing reasonable time frames for disposition, and creating a judicial system that is predictable to all users of that system. In a predictable system, events occur on the first date scheduled by the court. This results in counsel being prepared, less

need for adjournments, and enhanced ability to effectively allocate staff and judicial resources."[1]

b. Calendar/Scheduling

All aspects of Calendaring and Scheduling for courts are captured in this capability. This capability is broken down into six sub-capabilities.

- **Schedule** – Scheduling capabilities deal with the details of scheduling court resources and participants for a case/hearing: assigning resources and producing reports.
- **Administrative Capabilities** – Administrative capabilities related to Calendaring/Scheduling are focused on scheduling resources. Resources include judicial officers, equipment, courtrooms, court resources, interpreters, etc. Administrative capabilities also involve the timing of scheduling events such as divorce proceedings, which are held the third Wednesday of the month. These events are typically completed as a Court Administration function: set up, manage caseload, manage resources – establish available times (courtrooms, judicial officers, etc.), delete resources, calendar profile/ date – session profile.
- **Calendar** – This capability includes the creation, formatting, maintenance, and distribution of court calendars for each type of hearing and conference. Calendars, as considered within this context, may also include Alternative Dispute Resolution (ADR) events such as mediation, as well as other events that are quasi-judicial in nature. Calendaring, therefore, encompasses all proceedings in which arguments, witnesses, or evidence are considered by a judicial officer, magistrate, referee, commissioner, or other judicial officer in court events such as trials and hearings, lower court reviews, trial court conferences aimed at information gathering or pre-trial resolution, and ADR events.

  The scheduling of hearings and conferences (see Schedule function) provides the source information for court calendars. The Calendaring function creates calendars by accepting schedule information, combining it with information from other functions (e.g., basic case information from the Docketing and Related Recordkeeping Function, judicial officers' notes), and arranging the information into the calendar format. As the hearing date approaches, users maintain calendars by regenerating all or part of the calendar to reflect scheduling changes, entering or updating calendar notes, or making changes to the format or organization of calendars. They then generate the updated calendars for electronic or printed distribution.

  The ability to create and maintain blocked calendar entries is included here. This includes the functionality to set limits on the number events to schedule in a block and to override that limit when needed. The functionality to move a single event or the entire block of events in a single action is included here also.

  Calendaring is the activity of scheduling cases for hearings before the court and consists of the coordination of case actors (judicial officers, attorneys, litigants, interpreters, etc.) and physical resources (court rooms, audio/video equipment, etc.) based on a set of conditions that include case type, hearing type, required actors, and required physical resources. For example, a request for a motion hearing in a domestic case before Judge A (conditions) would result in the hearing being set on the next future date that Judge A is scheduled to hear domestic case motions.

[1] *Case flow Management Guide*, page 1, State Court Administrative Office of the Courts, Lansing, Michigan, Undated.

A calendaring system supports calendaring through automation of case hearing scheduling based on a set of rules (conditions). A calendaring system produces reports that detail all cases scheduled for a particular date, time, and place and reports that detail all of the scheduled hearings for a particular case. A calendaring system generates notices to individuals regarding the scheduling of hearings in a particular case.

Calendaring is a subactivity of case management. That is, you may have a calendaring system without having a CMS. A CMS presumes the existence of a calendaring system as either part of the CMS or through the exchange of data with a separate calendaring system.

- **Case Event Management** – Case Event Management focuses on those activities that support management of case events. This includes confirmation of notice/warrant service, confirmation that all case/court papers have been filed timely, and confirmation that all actions have been completed before a participant steps into the courtroom. These activities help facilitate all the prehearing/pretrial events. At a minimum, these activities mirror what is done in the SCOMIS "Case Schedule Tracking/Case Flow Management Track" functionality.
- **Hearing Outcomes** – These capabilities revolve around the documentation of events (recording the outcomes) of hearings: actions taken and follow-up on actions to perform. Recorded outcomes of events include county clerk minutes capturing the outcome of the event (Continuance, Stricken, Court Order, etc.) in a searchable/selectable format, not just a note in a docket entry.
- **Notifications** – The capabilities associated with Notifications revolve around the functions of scheduling and monitoring the disbursement of notifications from court to participants: confirmation, monitoring, verification, and recording to whom notifications are sent. This includes the capability of parties to confirm or strike motions electronically when responding to notifications.
- **Reports and Searches** – This capability supports the reporting needs of the court related to public calendaring information, scheduling notices to send out, notifications sent to participants for dates due in court or information required, and other notification functions: public, confidential, notices (see CAPS and other systems), calendar load, court dates sent to participants. This capability includes at a minimum those capabilities currently supported by the SCOMIS Index.

c. Entity Management

This capability captures all business capabilities related to the tasks associated with party management. This includes searching, identification, adding, deleting, association with other Parties, and related processes in the court environment. A Party is any entity associated with a court case or court activity. Parties include, but are not limited to, judicial officers, businesses, victims, litigants, attorneys, defendants, and other court staff, etc. There are four sub-capabilities associated with Party Management.

- **Party Relationships** – The Party Relationships capabilities cover the activities needed to tie party members together, indicating some form of relationship and maintaining that relationship. The relationship can be Parent/Child, Guardian/Participant, Attorney/Client, or other relationships: add, update, AKA maintenance.
- **Search Party** – The Search Party capability allows for the searching for Parties based on a variety of variables. The Party information may reside in any number of physical databases: phonetic, alpha, weighted. This capability includes at a minimum those capabilities currently supported by the SCOMIS Index.

- **Party Maintenance** – The Party Maintenance capability covers the activities related to keeping Party (Person) data current and accurate. This includes addition of new information to a Party and updating existing information as it changes: add party, end dating party, seal party, update party, and update party status. Official and Organization Person records are part of the JIS Person Database. An official/organization person record must exist in the system before that person can be granted security as a JIS user or be associated with a case as a participant. Judicial officers are added as officials in a court when they fill a seat on the bench at a particular court and removed when they leave a court and the time for appeal of cases has passed.
- **Reports** – Reports for Party Management fall into two categories. They are either ad hoc reports or Structured / Standard reports. Ad hoc reporting includes reports that provide onetime answers on a nonscheduled / nonrecurring basis. Structured/ Standard reports are produced on a regular basis and are produced more than once. Both of these reports only provide information related to Party information.
- **Administer Professional Services** – The Administer Professional Services capability deals with inventorying the social services that are available to case participants. This includes activities such as ensuring that the social service agency complies with the rules and regulations, ensuring that the inventory of available organizations is kept current, and in some cases ensuring that the individual providers are qualified. This capability was moved under Entity Management since a service agency is just another Entity that is inventoried/managed by the courts.

d. Manage Case Record

The Manage Case Record capability is focused on the management of court records, including document indexing (docketing), managing and processing exhibits, and management of court proceeding recordings. There are four sub-capabilities in the Manage Record capability that are in the scope of this project.

- **Docketing/Case Notes** – Docketing is the creation and maintenance of the legal record of the index of court actions taken and documents filed in a particular case. A docketing system is the system for creation and maintenance of that legal index record in electronic form.

NOTE: As a general rule and practical matter, calendaring and/or CMSs are highly dependent upon the data and information in a docketing system. For example, a summary judgment motion is filed, and the official record of that document is created in the docket. The motion also serves as the request for court time to be calendared. The motion also serves as the date marker relative to a case management rule regarding the sequencing and timing of the request and scheduling of the hearing for purposes of compliance monitoring and enforcement.

- **Court Proceeding Records Management** – Court Proceeding Records Management capabilities focus on the maintenance, indexing, access, and deletions/destruction of the recordings of court proceedings.
- **Exhibit Management** – Exhibit Management capabilities focus on the receiving, storing, and destruction of court exhibits. These physical assets are to be tracked.
- **Reports and Searches** – The Reports and Searches capabilities support record management functions/activities through ad hoc reporting and standard reports to support mandatory reporting requirements. These capabilities include at a minimum those capabilities currently supported by the SCOMIS Index.

e. Pre-/Post-Disposition Services

These include capabilities related to activities that take place before a case is heard and after a case is heard, including decision-making activities. The three in-scope components of this function are described below:

- **Compliance** – Compliance capabilities support the establishment, tracking, and monitoring of the terms of predisposition conditions of release, probation imposed (juvenile), treatment options, and sentencing.
- **Access to Risk Assessment Tools** – This capability includes access to/integration with existing tools used to perform an assessment of an individual to support monitoring terms imposed by the court. The assessment includes identifying whether the person is a risk to self or others and providing information to assist with the management of risk of harm.
- **Reports and Searches** – The Reports and Searches capability falls into two categories, ad hoc reporting and structured reporting to support tracking and monitoring needs of the court: tracking and monitoring, ad hoc reporting. This capability includes at a minimum those capabilities currently supported by the SCOMIS Index and the JABS. This includes access to all relevant information/records, access to participant historical information, the ability to issue and manage decision records, access to participant history, and access to WSP and DOL data.

f. Administration

Included here are capabilities used for managing and supporting a court as it carries out its business mission. Two sub-capabilities under Administration fall within scope.

- **Security (Nonfunctional)** – The Security capability focuses on the computer application and data security functions of the court. This includes creating logon IDs, assigning access rights to applications, maintenance of security privileges, removal of security privileges as needed, and monitoring access activities using security reports. Data and applications are secured from unauthorized access, and access is granted as needed to authorized individuals.

  The security of cases, calendars, case notes, and other information is a major component of the integrity of the court functions. The need to securely and effectively restrict access to sealed cases falls under the security umbrella. System users' ability to gain access to processes they need to perform their job functions, and only those processes, is a critical aspect of security in any business environment, but even more so in the court environment, because of the amount of confidential data maintained in the court systems.

- **Law Data Management (Nonfunctional)** – The Law Data Management capability includes activities associated with adding, updating, and deleting the laws enforced by the court (local and statewide). It provides for the review and interpretation of newly enacted statutes on penalty assessments for proper categorization in the law table; coordinates law data between JIS and the WSP, the Washington Association of Prosecuting Attorneys (WAPA) charging manual, and the Fish and Wildlife bail schedules; determines the class of offense for each law; and handles law data and effective begin-and-end dates.

  All noncivil cases require a reference to a law in a charging document or a referral notice.

3. Out-of-Scope Category Definitions

This subsection includes descriptions of the functions that are out of scope. Out of scope functions are not listed in the requirements, but they are included here for reference purposes, to help to ensure clarity on what is included in each function and what is not. Each of the functions described in this subsection corresponds to a "bubble" from the chart shown in Section II.A.1.

a. Manage Case Record

The Manage Case Record capability is focused on the management of court records, including document indexing (docketing), managing and processing exhibits, and management of court proceeding recordings. The majority of Manage Case Record subfunctions are in scope, but document management, which is described below, is considered out of the scope of this project.

- **Document Management** – Document Management capabilities support all functions related to the processing of physical documents (paper or electronic) in the court environment. There are eight sub-capabilities that support this capability: receive, imaging, eFiling, disburse, search, store, archive, and delete/destroy.

b. Pre-/Post-Disposition Services

These capabilities relate to activities that take place before a case is heard and after a case is heard, including decision-making activities. The out-of-scope components of this function are described below.

- **Social Services** – This capability supports the ability to interact with various social service agencies and private providers to monitor those individuals placed in foster care, rehabilitation services, or other programs.
- **Juvenile Services** – These include:
    - *Juvenile Detention* – The Juvenile Detention capabilities support activities and actions around juvenile detention services. This includes the capabilities of Admission, Release, Tracking, and Facility Management: admissions, release, tracking, facility management.
    - *Admit Juvenile to Detention* – This capability includes the activities needed to support admitting a youth into a detention facility.
    - *Monitor Juvenile in Detention* – This capability includes the activities needed to support monitoring a youth in a detention facility.
    - *Release Juvenile from Detention* – This capability includes the activities needed to support releasing a youth from a detention facility.
- **Probation Services** – This capability supports monitoring a person convicted of a crime who is allowed to remain at liberty, subject to certain conditions and under the supervision of a probation officer.
- **Bail/Bond** – This capability includes the activities associated with bail management (e.g. collecting bail money, bail bonds, and producing receipts and reports).
- **Alternative Programs** – This capability includes activities for tracking juveniles enrolled in alternative programs (i.e., electronic home monitoring, work crew, group care) in lieu of detention.

c. Administration

These capabilities are conducted for managing and supporting a court for carrying out its business mission. There are nine sub-capabilities that fall under Administration. The Security and Law Data Management functions are in scope and described above.

- **Best Practices** – The capabilities associated with Best Practices deal with the creation, maintenance, and education of court staff on the best practices developed in the administration of court processes and functions: create, maintain, education.
- **Jury Management** – Jury Management capability involves all activities related to Jury Pool setup, selection, notification, jury service postponement, tracking, and payment: create, maintain, selection, notification.
- **Local Rules** – The capabilities associated with Local Rules deal with the creation and maintenance of those rules that each individual jurisdiction/court makes in how to do business in their business area: create, maintain.
- **Forms Management** – This capability revolves around the creation and maintenance of forms used by the courts from a global perspective. Those forms that are unique to a given court are not included in the scope of work covered by this capability.
- **Education** – This capability involves the function of providing educational services to the different courts by AOC, related to new judicial officer training, new global court processes and procedures, and system usage.
- **Court Profile** – The court profile contains information that is specific to a particular court. This information may include court location, hours of operation, form letters, and any other court-specific information that may be required when performing court business processes.
- **Reports** – The Administrative Reports activity focus on the general reporting needs of the organization.

d. Manage Finances

These capabilities are related to financial processes at a court. There are six sub-capabilities that fall under the Manage Finances area.

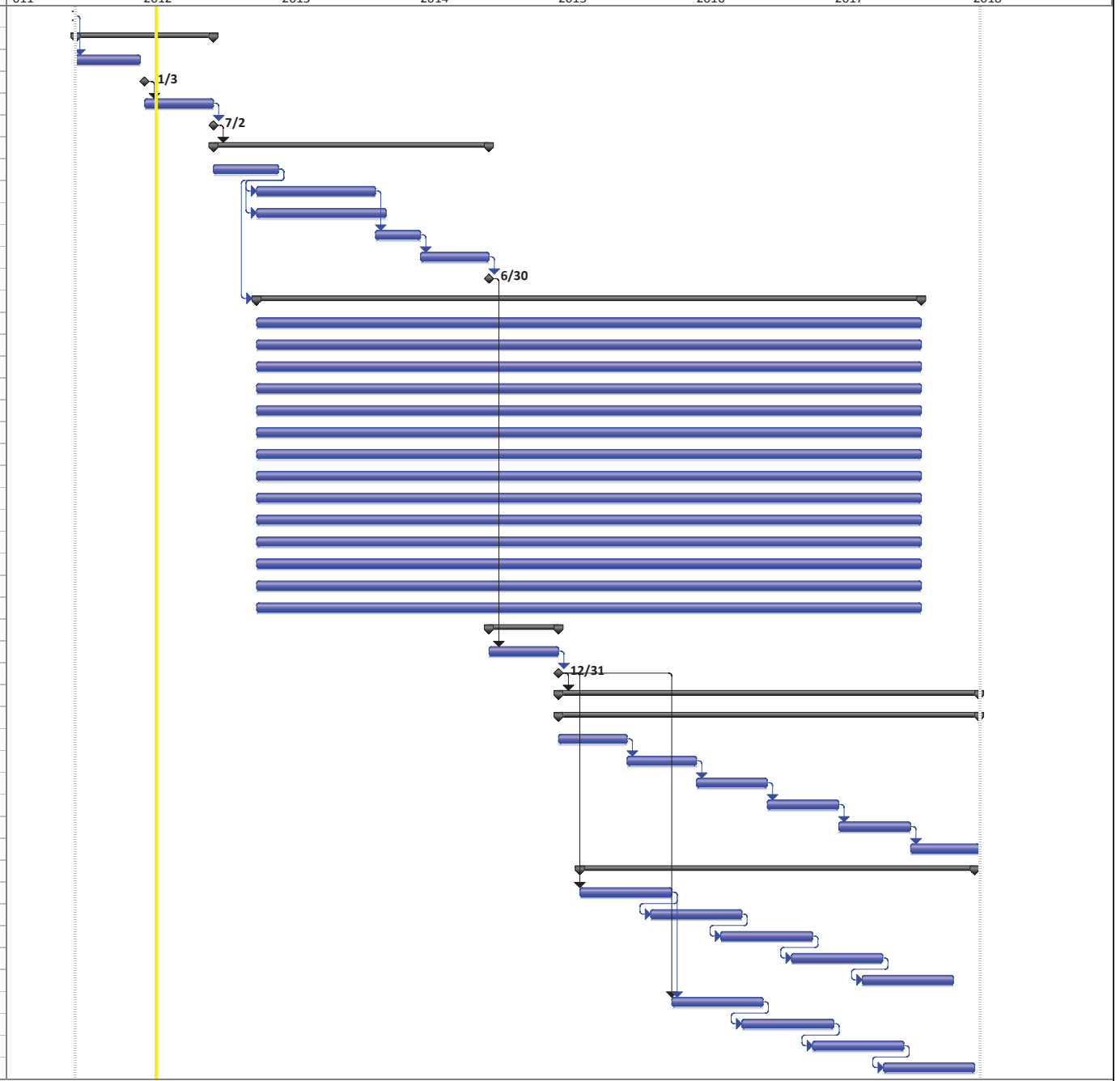
- **Define Financial Parameters** – This capability supports the court processes and functions that support the accounting and financial operations of a court.
- **Bank Account Management** – This capability addresses the activities associated with establishing, maintaining, and tracking bank accounts (as opposed to case accounts) and performing ancillary tasks such as accruing interest, reconciling accounts, and producing journals and reports. These tasks address accruing interest on bank accounts but not within the court accounting system on the case, party, or other funds in bank accounts. Similarly, these tasks do not address interest on delinquent payments.
- **Manage Case Accounting** – The Manage Case Accounting actions focus on the management functions for financial operations. This includes maintaining the chart of accounts, maintaining bank relationships, and reporting activities: setup accounts receivables / payables, setup payment agreements.
- **Administer Financial Activities** – The Administer Financial Activities functions focus on those activities that deal with financial activities other than receiving and distributing funds for a court. This includes end of period activities, bank reconciliations, audits, and processing unclaimed property.
- **Reverse Payments** – This capability should include but should not be limited to identifying and processing dishonored payments (e.g., nonsufficient funds checks, credit card payments, counterfeit currency, or payments done in error).

- **Receive Payments** – The Receive Payments capability focuses on the activities at a court related to the receipt of payments for any activity/reason. The Receive Payments capability consists of three sub-capabilities, which are based on the type of payment that can be received. They are Trust Payments, Court Payments, and Bail Payments.
- **Collections** – The Collections capability focuses on the activities related to account receivable collections. This includes sending notifications to an owing party, assigning accounts receivable to a collection agency, tracking payment history, etc., setup, and collections management.
- **Cashiering** – This capability includes activities around funds collected from parties and their representatives who submit payments required by the court. Receipting (cashiering) functions can be performed at the cashiering station of the front counter in the county clerk's office if payments are made in person rather than electronically or by mail.
- **Disburse Payments** – The Disburse Payments capabilities focuses on the activities at a court related to the distribution of assets (primarily money) to owed parties. The Disburse Payments capabilities consist of three sub-capabilities: Recipients of Trust Payments, Remittances to Government Entities, and Returns to Payee / Applied to Case.
- **Reports** – This capability deals with all financial data reports not specifically identified in the other sub-capability areas.

Appendix B – AOC Hosted Commercial CMS Project Work Plan and Schedule

AOC HOSTED COMMERCIAL CMS
PROJECT WORK PLAN AND SCHEDULE

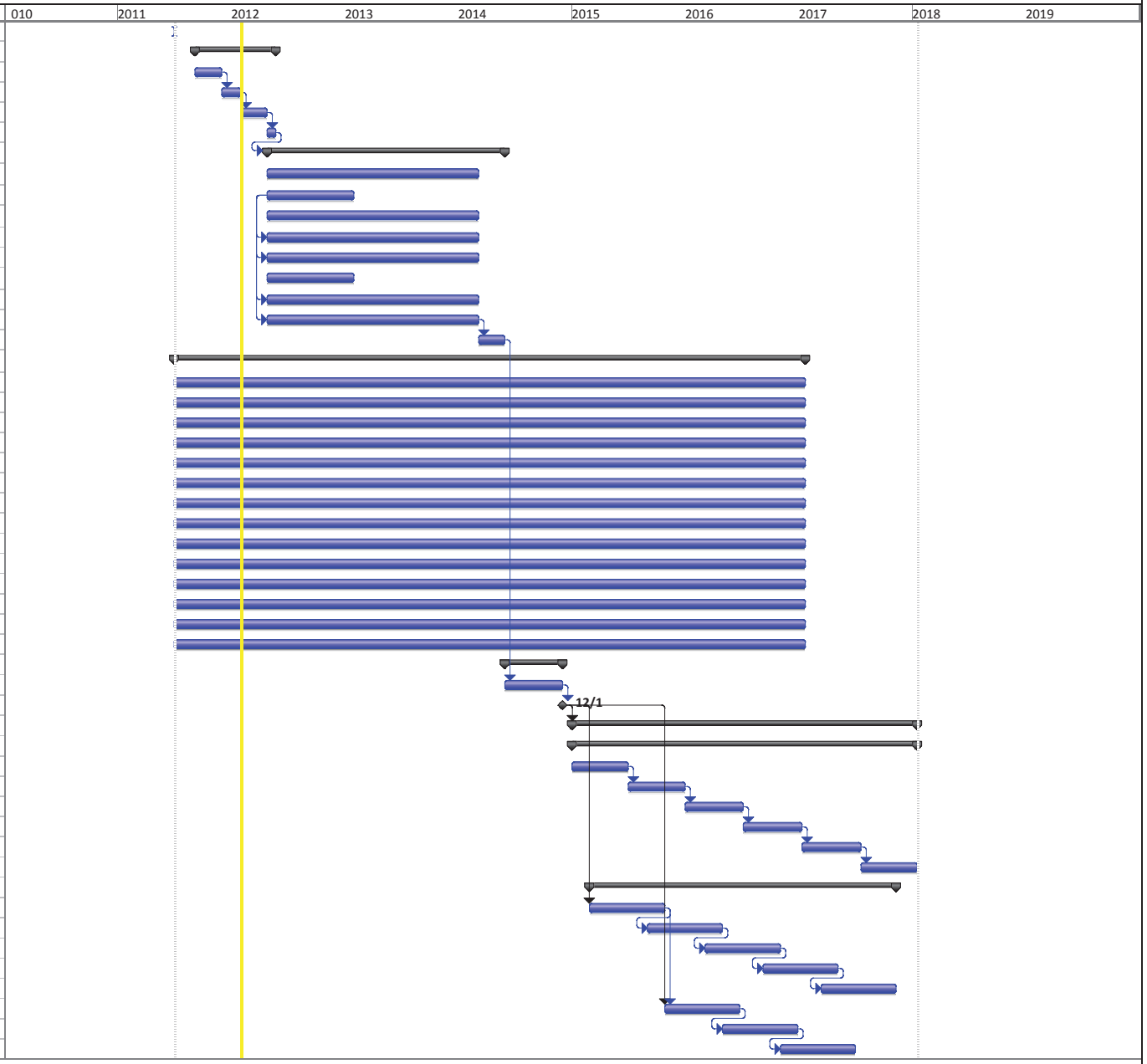
ID	Task Name
1	Project Start
2	**PHASE I – SYSTEM ACQUISITION**
3	Develop RFP
4	RFP Published
5	Evaluation
6	Vendor Contracted
7	**PHASE II – CONFIGURATION AND VALIDATION**
8	Planning and Design
9	Configuration and Customization
10	Data Conversion
11	Systems Testing
12	User Acceptance Testing
13	Systems Acceptance
14	**PHASE III – LOCAL IMPLEMENTATION PREPARATION**
15	Communicate to the Court Community
16	Train the Court and Court Community
17	Conduct Readiness Assessment
18	Redesign Court Business Processes
19	Redesign Court Community Business Processes
20	Revise Court and Court Community IT Budgets
21	Plan Local Court Configuration
22	Plan Local Court Data Configuration
23	Plan Correspondence, Forms, and Reports
24	Plan and Design Data Conversion
25	Redesign Application Portfolio
26	Design Interoperability
27	Design Local Technical Infrastructure
28	Compile Local Implementation Plans
29	**PHASE IV – PILOT IMPLEMENTATION**
30	Pilot Implementation
31	Pilot Implementation Complete
32	**PHASE V – STATEWIDE ROLLOUT**
33	**Small Courts**
34	Group 1 (4 Courts)
35	Group 2 (4 Courts)
36	Group 3 (4 Courts)
37	Group 4 (4 Courts)
38	Group 5 (4 Courts)
39	Group 6 (4 Courts)
40	**Large Courts**
41	Court 1
42	Court 2
43	Court 3
44	Court 3
45	Court 4
46	Court 5 (Optional)
47	Court 6 (Optional)
48	Court 7 (Optional)
49	Court 8 (Optional)



Appendix C – Transfer LINX Work Plan and Schedule

TRANSFER LINX WORK PLAN AND SCHEDULE

ID	Task Name
1	Project Start
2	**PHASE I – SYSTEM ACQUISITION**
3	Design Organization
4	Obtain Agreements and Funds Commitment
5	Procure Additional Resources
6	Deploy LINX/SC-CMS Organization
7	**PHASE II – CONFIGURATION AND VALIDATION**
8	Project Management
9	Planning and Design
10	Business Integration
11	Application Preparation (Re-Platforming)
12	Data Preparation
13	Implement Technology Infrastructure
14	Systems Integration Testing
15	User Acceptance Testing
16	Configure for Pilot
17	**PHASE III – LOCAL IMPLEMENTATION PREPARATION**
18	Communicate to the Court Community
19	Train the Court and Court Community
20	Conduct Readiness Assessment
21	Redesign Court Business Processes
22	Redesign Court Community Business Processes
23	Revise Court and Court Community IT Budgets
24	Plan Local Court Configuration
25	Plan Local Court Data Configuration
26	Plan Correspondence, Forms, and Reports
27	Plan and Design Data Conversion
28	Redesign Application Portfolio
29	Design Interoperability
30	Design Local Technical Infrastructure
31	Compile Local Implementation Plans
32	**PHASE IV – PILOT IMPLEMENTATION**
33	Pilot Implementation
34	Pilot Implementation Complete
35	**PHASE V – STATEWIDE ROLLOUT**
36	**Small Courts**
37	Group 1 (Four Courts)
38	Group 2 (Four Courts)
39	Group 3 (Four Courts)
40	Group 4 (Four Courts)
41	Group 5 (Four Courts)
42	Group 6 (Three Districts)
43	**Large Courts**
44	Court 1
45	Court 2
46	Court 3
47	Court 3
48	Court 4
49	Court 5 (Optional)
50	Court 6 (Optional)
51	Court 7 (Optional)



Appendix D – Project Deliverables

This table identifies the project deliverables for this project. Most deliverables with be the responsibility of the solution provider to prepare and deliver. However, some deliverables will be the responsibility of the local courts or AOC to provide. Deliverables checked in the "Decision" column represent deliverables that represent key decision points for the project. Deliverables checked in the "Major Milestones" column represent key schedule milestones. The Phase column indicates the phase in which the deliverable will occur. Some deliverables are repetitive for each court implementation.

Deliverable	Decision	Major Milestones	Phase
Project Charter	✓	✓	I
Acquisition Plan			I
Request for Proposal		✓	I
Selection Criteria			I
Proposal Evaluation Process			I
Evaluation Guide			I
Solution Provider Proposals			I
Evaluation Report and Recommendation			I
Apparent Successful Vendor Selection	✓	✓	I
Vendor Contract	✓	✓	I
Project Management Plan		✓	II
Risk Management Plan			II
Scope and Change Management Plan			II
Project Human Resources Plan			II
Project Procurements Plan			II
Project Status Reports (Status, Issues, Risks, Deliverables)			II
Project Decision Log supporting Superior Court User Working Group			II
Quality Management Plan			II
Project Communication Plan			II
Statewide Business Design Specification			II
Process Design Training for SC-CMS			II
User Training Plan and Curriculum			II
User Training Deployment Plan			II
User Training Status Report			II

Deliverable	Decision	Major Milestones	Phase
Application Change Specification (Gap Analysis)	✓	✓	II
Application Configuration Specification (As-Built)			II
Correspondence Management Design and Plan			II
Work Flow Design and Specification			II
Interface Design Specification			II
Information Exchange Design Specification		✓	II
Interface Specifications (As-Built)			Ii
Information Exchange Specification (As-Built)			II
Data Conversion Design Specification			II
Data Conversion Process As-Built (Software and Process)			II
Data Conversion Certification	✓	✓	II
State Data Tables Design			II
Implement State Data Tables			II
Infrastructure Design Specification			II
Infrastructure Acquisition Documents			II
Infrastructure Specification (As-Built)		✓	II
Infrastructure Operations Documentation			II
Network Design Specification			II
Network Specification (As-Built)		✓	II
Knowledge Transfer Plan			II
Help Desk Management and Operations Plan		✓	II
System As-Built Specification			II
System Integration Test Plan		✓	II
System Integration Test Scenarios and Data			II
System Integration Test Results Report			II
System Integration Test Certification	✓	✓	II
User Acceptance Test Plan		✓	II
User Acceptance Test Scenarios, Test Scripts, and Test Data			II
User Acceptance Test Results			II
User Acceptance Test Certification	✓	✓	II
Maintenance and Support Plan		✓	II
User Documentation		✓	II

Deliverable	Decision	Major Milestones	Phase
Service Level Agreement for Infrastructure			II
Business Continuity Plan			II
System Capacity Management Specification			II
Local Implementation Preparation Project Management Plan			III
Local Court Readiness Assessment		✓	III
Local Court Training Plan			III
Local Court Training Report			III
Local Court Business Process Design and Plan		✓	III
Local Court Business Process Operational Documentation			III
Local Correspondence, Forms, and Reports Specification			III
Local Court Implementation Budget Request			III
Local Court Configuration Specification		✓	III
Local Court Interoperability Specification			III
Local Application Portfolio Plan and Specification			III
Local Technology Infrastructure Design and Specification			III
Local Implementation Plan		✓	III
Implementation and Deployment Plan (Template)	✓	✓	IV
Pilot Implementation Readiness Assessment			IV
Pilot Implementation Assessment Report	✓	✓	IV
Pilot Implementation Lessons Learned Report		✓	IV
Statewide Implementation Plan	✓	✓	V
Local Court Implementation Plan (for each court)	✓	✓	V
Local Court Implementation Status			V
Local Court Implementation Completion Report	✓	✓	V

Appendix E – SC-CMS Cost-Benefit Analysis: Centrally Hosted Commercial CMS

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Table of Contents

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Form 1/ Summary, Cost-Benefit and Cash Flow Analysis

Agency Administrative Office of the Courts

Superior Courts Case Management

Commercial CMS

31-Jan-12

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
TOTAL OUTFLOWS	674,189	3,757,709	4,055,192	4,637,083	5,385,355	5,625,692	1,667,906	1,782,061	1,790,619	1,667,906	31,043,711
TOTAL INFLOWS	0	0	0	437,771	2,626,628	5,253,256	8,755,427	8,755,427	8,755,427	8,755,427	43,339,364
NET CASH FLOW	(674,189)	(3,757,709)	(4,055,192)	(4,199,311)	(2,758,727)	(372,436)	7,087,521	6,973,366	6,964,808	7,087,521	
INCREMENTAL NPV	NA	(4,177,837)	(7,862,020)	(11,557,049)	(13,908,081)	(14,215,486)	(8,549,651)	(3,150,543)	2,072,200	7,219,669	
Cumulative Costs	NA	4,431,898	8,487,090	13,124,173	18,509,528	24,135,221	25,803,126	27,585,187	29,375,806	31,043,711	
Cumulative Benefits	NA	0	0	437,771	3,064,399	8,317,656	17,073,083	25,828,510	34,583,937	43,339,364	

Cost of Capital	Break-Even Period - Years [1]		NPV $	IRR %
	Non-Discounted	Discounted		
3.25%	8	8	7,219,669	11.82%

[1] "Non-Discounted" represents break-even period for cumulative costs and benefits (no consideration of time value of money). "Discounted" considers effect of time value of money through incremental NPV.

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Project Summary Cost Cash Flow Analysis

Agency Administrative Office of the Courts **Project Option** Superior Courts Case Management

Commercial CMS

31-Jan-12

FISCAL COSTS, PROJECT DEVELOPMENT	OFM Object Codes	FY 2012	FY 2013	FY 2014	DEVELOPMENT PHASES FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
Salaries and Wages	(A)	397,488	1,358,310	1,380,084	1,236,108	1,236,108	1,236,108	0	0	0	0	6,844,206
Employee Benefits	(B)	100,651	357,202	357,202	350,516	350,516	350,516	0	0	0	0	1,866,604
Personal Service Contracts	(CA)	100,000	1,599,750	1,442,250	1,363,500	1,363,500	1,453,500	0	0	0	0	7,322,500
Communications	(EB)	26,000	26,000	26,000	26,000	26,000	26,000	0	0	0	0	156,000
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	42,525	126,525	55,600	49,375	51,225	52,475	0	0	0	0	377,725
Travel	(G)	7,525	15,050	15,050	37,625	37,625	37,625	0	0	0	0	150,498
Hardware Purchase - Capitalized	(JC)	0	221,023	229,581	106,868	0	0	0	0	0	0	557,471
Software Purchase - Capitalized	(JC)	0	0	172,300	861,500	1,033,800	1,378,400	0	0	0	0	3,446,000
Hardware Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	( )	0	0	0	0	0	0	0	0	0	0	0
TOTAL DEVELOPMENT		674,189	3,703,860	3,678,067	4,031,491	4,098,774	4,534,624	0	0	0	0	20,721,004
Stakeholder Impact	(A)	0	53,849	340,443	500,267	763,752	331,239	0	0	0	0	1,989,551
TOTAL DEVELOPMENT & IMPACT		674,189	3,757,709	4,018,510	4,531,758	4,862,526	4,865,863	0	0	0	0	22,710,555

NOTE: See Worksheet E-5 for project details.

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Summary, Operations Incremental Cost of Project
Commercial CMS

Agency Administrative Office of the Courts **Project Option** Superior Courts Case Management

31-Jan-12

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
OPERATIONS INCREMENTAL COSTS OF PROJECT (Per Form 4 - Column C)												
Salaries and Wages	(A)	0	0	29,328	58,656	87,984	117,312	735,570	735,570	735,570	735,570	3,235,560
Employee Benefits	(B)	0	0	7,354	14,708	22,063	29,417	186,268	186,268	186,268	186,268	818,614
Personal Service Contracts	(CA)	0	0	0	0	0	0	0	0	0	0	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance and Upgrade	(EE)	0	0	0	31,960	191,760	383,520	639,200	639,200	639,200	639,200	3,164,040
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Capitalized	(JC)	0	0	0	0	221,023	229,581	106,868	221,023	229,581	106,868	1,114,942
Software Purchase - Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	( )	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATIONS		**0**	**0**	**36,682**	**105,324**	**522,830**	**759,829**	**1,667,906**	**1,782,061**	**1,790,619**	**1,667,906**	**8,333,157**
Agency Project Expenditures (E-2)		674,189	3,703,860	3,678,067	4,031,491	4,098,774	4,534,624	0	0	0	0	20,721,004
TOTAL AGENCY OUTFLOWS		674,189	3,703,860	3,714,749	4,136,816	4,621,603	5,294,453	1,667,906	1,782,061	1,790,619	1,667,906	29,054,161
Stakeholder Impact (E-2)	(A)	0	53,849	340,443	500,267	763,752	331,239	0	0	0	0	1,989,551
TOTAL OUTFLOWS [1,2]		674,189	3,757,709	4,055,192	4,637,083	5,385,355	5,625,692	1,667,906	1,782,061	1,790,619	1,667,906	31,043,711
CUMULATIVE COSTS			4,431,898	8,487,090	13,124,173	18,509,528	24,135,221	25,803,126	27,585,187	29,375,806	31,043,711	

[1] Total Outflows equals the sum of Fiscal Total Operations and Total Development from Form 2.
[2] Total Outflows carried to Form 1.

NOTE: See Worksheet E-6 for Details of this worksheet.

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Benefits Cash Flow Analysis — Commercial CMS

Agency: Administrative Office of the Courts

Superior Courts Case Management

31-Jan-12

Suggested Format

TANGIBLE BENEFITS		OFM Object Codes	FY 2012	FY 2013	FY 2014	BENEFITS FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Hard $													
Revenues (specify)		(revenue codes)	0	0	0	0	0	0					0
													0
													0
													0
													0
													0
Reimbursements (specify)		(object codes)	0	0	0	0	0	0					0
													0
													0
													0
													0
													0
Cost Reduction (specify) [1]		(object codes)	0	0	0	0	0	0					0
Automate Mass Mailings	3-A		0	0	0	81,122	486,730	973,460	1,622,433	1,622,433	1,622,433	1,622,433	8,031,043
Automate J&S Distribution	3-B		0	0	0	7,620	45,723	91,445	152,409	152,409	152,409	152,409	754,425
Automate Order Distribution	3-C		0	0	0	14,312	85,869	171,739	286,231	286,231	286,231	286,231	1,416,843
													0
													0
Other (specify)		(object codes)	0	0	0	0	0	0					0
													0
													0
													0
													0
													0
Soft $													0
Cost Avoidance (specify)		(object codes)	0	0	0	0	0	0					0
Reduce Congestion	1-A		0	0	0	63,982	383,889	767,778	1,279,630	1,279,630	1,279,630	1,279,630	6,334,169
Reduce Rescheduling	1-B		0	0	0	115,164	690,987	1,381,973	2,303,289	2,303,289	2,303,289	2,303,289	11,401,281
Reduce Calendar Searches	1-C		0	0	0	18,328	109,969	219,938	366,563	366,563	366,563	366,563	1,814,487
Customer Self-Service	2-A		0	0	0	104,325	625,950	1,251,900	2,086,500	2,086,500	2,086,500	2,086,500	10,328,175
Protection Order Kiosks	2-B		0	0	0	15,728	94,370	188,741	314,568	314,568	314,568	314,568	1,557,112
Reduce Redundant Entry	4-A		0	0	0	17,190	103,141	206,282	343,804	343,804	343,804	343,804	1,701,830
													0
													0
													0
													0
													0
TOTAL INFLOWS [2]			0	0	0	437,771	2,626,628	5,253,256	8,755,427	8,755,427	8,755,427	8,755,427	43,339,364
CUMULATIVE BENEFITS				0	0	437,771	3,064,399	8,317,656	17,073,083	25,828,510	34,583,937	43,339,364	

[1] Reflects all Cost Reduction Benefits except Operations reductions (which are reflected in Cost of Operations).

[2] Total Inflows carried to Form 1.

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Project Detail
Commercial CMS

Line	ITEM		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**Salaries and Wages**	**(A)**											
2	Technology Staff (WORKSHEET E-7 Part 1)		397,488	1,358,310	1,380,084	1,236,108	1,236,108	1,236,108	-	-	-	-	**6,844,206**
3			-	-	-	-	-	-	-	-	-	-	**-**
4			-	-	-	-	-	-	-	-	-	-	**-**
5	**Salaries and Wages Total**		397,488	1,358,310	1,380,084	1,236,108	1,236,108	1,236,108	-	-	-	-	**6,844,206**
6	**Employee Benefits**	(B)											
7	Technology Staff Benefits (WORKSHEET E-7 Part 3)		100,651	357,202	357,202	350,516	350,516	350,516	-	-	-	-	**1,866,604**
8			-	-	-	-	-	-	-	-	-	-	**-**
9			-	-	-	-	-	-	-	-	-	-	**-**
10	**Employee Benefits Total**		100,651	357,202	357,202	350,516	350,516	350,516	-	-	-	-	**1,866,604**
11	**Personal Service Contracts**	(CA)											
12	Configuration and Validation (WORKSHEET E-12)		-	1,383,750	1,226,250	-	-	-	-	-	-	-	**2,610,000**
13	Statewide Rollout (WORKSHEET E-12)		-	-	-	1,147,500	1,147,500	1,237,500	-	-	-	-	**3,532,500**
14	Requirements and RFP Contract		100,000	-	-	-	-	-	-	-	-	-	**100,000**
15	Independent Quality Assurance			216,000	216,000	216,000	216,000	216,000	-	-	-	-	**1,080,000**
16	**Personal Services Contracts Total**		100,000	1,599,750	1,442,250	1,363,500	1,363,500	1,453,500	-	-	-	-	**7,322,500**
17	**Stakeholder Costs** [1]	(A)											
18	SC-CMS Preparation (WORKSHEET E-17)		-	53,849	309,630	323,093	578,874	-	-	-	-	-	**1,265,446**
19	SC-CMS Implementation (WORKSHEET E-17)		-	-	30,813	177,175	184,878	331,239	-	-	-	-	**724,105**
20			-	-	-	-	-	-	-	-	-	-	**-**
21	**Stakeholder Costs**		-	53,849	340,443	500,267	763,752	331,239	-	-	-	-	**1,989,551**
22	**Communications**	(EB)											
23	Local Court Communication		26,000	26,000	26,000	26,000	26,000	26,000	-	-	-	-	**156,000**
24			-	-	-	-	-	-	-	-	-	-	**-**
25			-	-	-	-	-	-	-	-	-	-	**-**
26	**Communications Total**		26,000	26,000	26,000	26,000	26,000	26,000	-	-	-	-	**156,000**
27	**Hardware Rent/Lease**	(ED)											
28			-	-	-	-	-	-	-	-	-	-	**-**
29			-	-	-	-	-	-	-	-	-	-	**-**
30			-	-	-	-	-	-	-	-	-	-	**-**
31	**Hardware Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	**-**
32	**Hardware Maintenance**	(EE)											
33			-	-	-	-	-	-	-	-	-	-	**-**
34			-	-	-	-	-	-	-	-	-	-	**-**
35			-	-	-	-	-	-	-	-	-	-	**-**
36	**Hardware Maintenance Total**		-	-	-	-	-	-	-	-	-	-	**-**
37	**Software Rent/Lease**	(ED)											
38			-	-	-	-	-	-	-	-	-	-	**-**
39			-	-	-	-	-	-	-	-	-	-	**-**
40			-	-	-	-	-	-	-	-	-	-	**-**
41	**Software Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	**-**
42	**Software Maintenance & Upgrade**	(EE)											
43			-	-	-	-	-	-	-	-	-	-	**-**
44			-	-	-	-	-	-	-	-	-	-	**-**
45			-	-	-	-	-	-	-	-	-	-	**-**
46	**Software Maintenance & Upgrade Total**		-	-	-	-	-	-	-	-	-	-	**-**
47	**DP Goods/Services**	(EL)											
48			-	-	-	-	-	-	-	-	-	-	**-**
49			-	-	-	-	-	-	-	-	-	-	**-**
50			-	-	-	-	-	-	-	-	-	-	**-**
51	**DP Goods/Services Total**		-	-	-	-	-	-	-	-	-	-	**-**

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Project Detail
Commercial CMS

Line	ITEM		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
52	**Goods/Services Not Listed**	(E)											
53	Onetime Ancillary Personnel Costs		42,525	113,400	8,100	-	8,100	8,100	-	-	-	-	**180,225**
54	Annual Ancillary Personnel Costs		-	13,125	47,500	49,375	43,125	44,375	-	-	-	-	**197,500**
55			-	-	-	-	-	-	-	-	-	-	**-**
56	**Goods/Services Not Listed Total**		42,525	126,525	55,600	49,375	51,225	52,475	-	-	-	-	**377,725**
57	**Travel**	(G)											
58	Large Court Support Per Diem Days (70/court)		5,827.50	11,655.00	11,655.00	29,137.50	29,137.50	29,137.50	-	-	-	-	**116,550**
59	Small Court Support Per Diem Days (12/court)		1,697.40	3,394.80	3,394.80	8,487.00	8,487.00	8,487.00	-	-	-	-	**33,948**
60			-	-	-	-	-	-	-	-	-	-	**-**
61	**Travel Total**		7,525	15,050	15,050	37,625	37,625	37,625	-	-	-	-	**150,498**
62	**Hardware Purchase - Capitalized**	(JC)											
63	SC-CMS Computer System (WORKSHEET E-15)		-	221,023	229,581	106,868	-	-	-	-	-	-	**557,471**
64			-	-	-	-	-	-	-	-	-	-	**-**
65			-	-	-	-	-	-	-	-	-	-	**-**
66	**Hardware Purchase - Capitalized**		-	221,023	229,581	106,868	-	-	-	-	-	-	**557,471**
67	**Software Purchase - Capitalized**	(JC)											
68	SC-CMS COTS Software License (WORKSHEET E-8)		-	-	159,800	799,000	958,800	1,278,400	-	-	-	-	**3,196,000**
69	Integration License (WORKSHEET E-8)		-	-	12,500	62,500	75,000	100,000	-	-	-	-	**250,000**
70			-	-	-	-	-	-	-	-	-	-	**-**
71	**Software Purchase - Capitalized**		-	-	172,300	861,500	1,033,800	1,378,400	-	-	-	-	**3,446,000**
72	**Hardware Purchase - Noncapitalized**	(KA)											
73			-	-	-	-	-	-	-	-	-	-	**-**
74			-	-	-	-	-	-	-	-	-	-	**-**
75			-	-	-	-	-	-	-	-	-	-	**-**
76	**Hardware Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	**-**
77	**Software Purchase - Noncapitalized**	(KA)											
78			-	-	-	-	-	-	-	-	-	-	**-**
79			-	-	-	-	-	-	-	-	-	-	**-**
80			-	-	-	-	-	-	-	-	-	-	**-**
81	**Software Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	**-**
82	**Hardware Lease/Purchase**	(P)											
83			-	-	-	-	-	-	-	-	-	-	**-**
84			-	-	-	-	-	-	-	-	-	-	**-**
85			-	-	-	-	-	-	-	-	-	-	**-**
86	**Hardware Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	**-**
87	**Software Lease/Purchase**	(P)											
88			-	-	-	-	-	-	-	-	-	-	**-**
89			-	-	-	-	-	-	-	-	-	-	**-**
90			-	-	-	-	-	-	-	-	-	-	**-**
91	**Software Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	**-**
92	**Other (specify)**	( )											
93			-	-	-	-	-	-	-	-	-	-	**-**
94			-	-	-	-	-	-	-	-	-	-	**-**
95			-	-	-	-	-	-	-	-	-	-	**-**
96	**Other Total**		-	-	-	-	-	-	-	-	-	-	**-**
97													
98	**Grand Total**		**674,189**	**3,703,860**	**3,678,067**	**4,031,491**	**4,098,774**	**4,534,624**	**-**	**-**	**-**	**-**	**20,721,004**
99													

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Operations Incremental Cost of Project Details
Commercial CMS

Line			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**Salaries and Wages**	**(A)**											
2	Recurring Personnel Costs (WORKSHEET E-7 Part 2)		-	-	29,328	58,656	87,984	117,312	735,570	735,570	735,570	735,570	3,235,560
3				-	-	-	-	-	-	-	-	-	-
4			-	-	-	-	-	-	-	-	-	-	-
5	**Salaries and Wages Total**		-	-	29,328	58,656	87,984	117,312	735,570	735,570	735,570	735,570	3,235,560
6	**Employee Benefits**	(B)											
7	Recurring Benefits (WORKSHEET E-7 Part 4)		-	-	7,354	14,708	22,063	29,417	186,268	186,268	186,268	186,268	818,614
8			-	-	-	-	-	-	-	-	-	-	-
9			-	-	-	-	-	-	-	-	-	-	-
10	**Employee Benefits Total**		-	-	7,354	14,708	22,063	29,417	186,268	186,268	186,268	186,268	818,614
11	**Personal Service Contracts**	(CA)											
12			-	-	-	-	-	-	-	-	-	-	-
13			-	-	-	-	-	-	-	-	-	-	-
14			-	-	-	-	-	-	-	-	-	-	-
15	**Personal Services Contracts Total**		-	-	-	-	-	-	-	-	-	-	-
16	**Communications**	(EB)											
17			-	-	-	-	-	-	-	-	-	-	-
18			-	-	-	-	-	-	-	-	-	-	-
19			-	-	-	-	-	-	-	-	-	-	-
20	**Communications Total**		-	-	-	-	-	-	-	-	-	-	-
21	**Hardware Rent/Lease**	(ED)											
22			-	-	-	-	-	-	-	-	-	-	-
23			-	-	-	-	-	-	-	-	-	-	-
24			-	-	-	-	-	-	-	-	-	-	-
25	**Hardware Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	-
26	**Hardware Maintenance**	(EE)											
27			-	-	-	-	-	-	-	-	-	-	-
28			-	-	-	-	-	-	-	-	-	-	-
29			-	-	-	-	-	-	-	-	-	-	-
30	**Hardware Maintenance Total**		-	-	-	-	-	-	-	-	-	-	-
31	**Software Rent/Lease**	(ED)											
32			-	-	-	-	-	-	-	-	-	-	-
33			-	-	-	-	-	-	-	-	-	-	-
34			-	-	-	-	-	-	-	-	-	-	-
35	**Software Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	-
36	**Software Maintenance & Upgrade**	(EE)											
37	SC-CMS Annual Maintenance (WORKSHEET E-5)		-	-	-	31,960	191,760	383,520	639,200	639,200	639,200	639,200	3,164,040
38			-	-	-	-	-	-	-	-	-	-	-
39			-	-	-	-	-	-	-	-	-	-	-
40	**Software Maintenance & Upgrade Total**		-	-	-	31,960	191,760	383,520	639,200	639,200	639,200	639,200	3,164,040
41	**DP Goods/Services**	(EL)											
42			-	-	-	-	-	-	-	-	-	-	-
43			-	-	-	-	-	-	-	-	-	-	-
44			-	-	-	-	-	-	-	-	-	-	-
45	**DP Goods/Services Total**		-	-	-	-	-	-	-	-	-	-	-
46	**Goods/Services Not Listed**	(E)											
47	Cost for Assigned Project Staff		-	-	8,100	1,250	10,600	3,750	45,500	25,625	25,625	25,625	146,075
48			-	-	-	-	-	-	-	-	-	-	-
49			-	-	-	-	-	-	-	-	-	-	-
50	**Goods/Services Not Listed Total**		-	-	8,100	1,250	10,600	3,750	45,500	25,625	25,625	25,625	146,075
51	**Travel**	(G)											
52			-	-	-	-	-	-	-	-	-	-	-
53			-	-	-	-	-	-	-	-	-	-	-
54			-	-	-	-	-	-	-	-	-	-	-
55	**Travel Total**		-	-	-	-	-	-	-	-	-	-	-
56	**Hardware Purchase - Capitalized**	(JC)											
57	Technology Refresh (3 year Cycle)		-	-	-	-	221,023	229,581	106,868	221,023	229,581	106,868	1,114,942
58			-	-	-	-	-	-	-	-	-	-	-

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Operations Incremental Cost of Project Details
Commercial CMS

Line			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
59			-	-	-	-	-	-	-	-	-	-	-
60	**Hardware Purchase - Capitalized**		-	-	-	-	221,023	229,581	106,868	221,023	229,581	106,868	1,114,942
61	**Software Purchase - Capitalized**	(JC)											
62			-	-	-	-	-	-	-	-	-	-	-
63			-	-	-	-	-	-	-	-	-	-	-
64			-	-	-	-	-	-	-	-	-	-	-
65	**Software Purchase - Capitalized**		-	-	-	-	-	-	-	-	-	-	-
66	**Hardware Purchase - Noncapitalized**	(KA)											
67			-	-	-	-	-	-	-	-	-	-	-
68			-	-	-	-	-	-	-	-	-	-	-
69			-	-	-	-	-	-	-	-	-	-	-
70	**Hardware Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
71	**Software Purchase - Noncapitalized**	(KA)											
72			-	-	-	-	-	-	-	-	-	-	-
73			-	-	-	-	-	-	-	-	-	-	-
74			-	-	-	-	-	-	-	-	-	-	-
75	**Software Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
76	**Hardware Lease/Purchase**	(P)											
77			-	-	-	-	-	-	-	-	-	-	-
78			-	-	-	-	-	-	-	-	-	-	-
79			-	-	-	-	-	-	-	-	-	-	-
80	**Hardware Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
81	**Software Lease/Purchase**	(P)											
82			-	-	-	-	-	-	-	-	-	-	-
83			-	-	-	-	-	-	-	-	-	-	-
84			-	-	-	-	-	-	-	-	-	-	-
85	**Software Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
86	**Other (specify)**	( )											
87			-	-	-	-	-	-	-	-	-	-	-
88			-	-	-	-	-	-	-	-	-	-	-
89			-	-	-	-	-	-	-	-	-	-	-
90	**Other Total**		-	-	-	-	-	-	-	-	-	-	-
91													
92	**Grand Total**		**-**	**-**	**44,782**	**106,574**	**533,430**	**763,579**	**1,713,406**	**1,807,686**	**1,816,244**	**1,693,531**	**8,479,232**

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

AOC 10-Year Implementation Personnel Costs
Commercial CMS

	Standard Cost	Nbr	Extended	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Part 1 - Project Personnel														
AOC Costs														
State Project Manager	$ 93,816	1	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ -	$ -	$ -	$ -	$ 562,896
State SMEs	64,740	4	258,960	129,480	258,960	258,960	258,960	258,960	258,960	-	-	-	-	$ 1,424,280
AOC Programmer/Analysts (Functional Analysts)	87,096	6	522,576	174,192	522,576	522,576	348,384	348,384	348,384	-	-	-	-	$ 2,264,496
AOC DBA	87,096	1	87,096		87,096	87,096	87,096	87,096	87,096	-	-	-	-	$ 435,480
AOC Quality Analysts	87,096	2	174,192		174,192	174,192	174,192	174,192	174,192	-	-	-	-	$ 870,960
AOC Infrastructure Technician	87,096	1	87,096		87,096	87,096	43,548	43,548	43,548	-	-	-	-	$ 304,836
Training Staff	58,656	3	175,968		58,656	58,656	175,968	175,968	175,968					$ 645,216
Communication Staff	64,740	0.5	32,370		32,370	32,370	32,370	32,370	32,370					$ 161,850
Application Analyst	87,096	0.25	21,774		21,774	21,774								$ 43,548
EA Consultant	87,096	0.25	21,774		21,774	21,774								$ 43,548
Security Analyst	87,096	0.25	21,774		-	21,774	21,774	21,774	21,774	-	-	-	-	$ 87,096
	Total	19.25		$ 397,488	$ 1,358,310	$ 1,380,084	$ 1,236,108	$ 1,236,108	$ 1,236,108	$ -	$ -	$ -	$ -	$ 6,844,206
Part 2 - Recurring Program Personnel														-
AOC														-
State Project Manager	93,816	0.5	46,908	$ -	$ -	$ -	$ -	$ -	$ -	$ 46,908	$ 46,908	$ 46,908	$ 46,908	$ 187,632
State SMEs	64,740	4	258,960	-	-	-	-	-	-	258,960	258,960	258,960	258,960	$ 1,035,840
AOC Programmer/Analysts (Functional Analysts)	87,096	2	174,192	-	-	-	-	-	-	174,192	174,192	174,192	174,192	$ 696,768
AOC DBA	87,096	0.25	21,774	-	-	-	-	-	-	21,774	21,774	21,774	21,774	$ 87,096
AOC Quality Analyst	87,096	0.5	43,548	-	-	-	-	-	-	43,548	43,548	43,548	43,548	$ 174,192
AOC Infrastructure Technician	87,096	0.5	43,548	-	-	-	-	-	-	43,548	43,548	43,548	43,548	$ 174,192
AOC Helpdesk Staff (Supporting SC-CMS)	58,656	2.5	146,640	-	-	29,328	58,656	87,984	117,312	146,640	146,640	146,640	146,640	$ 879,840
Total														
	Total	10.25		$ -	$ -	$ 29,328	$ 58,656	$ 87,984	$ 117,312	$ 735,570	$ 735,570	$ 735,570	$ 735,570	$ 3,235,560
Part 1 + 2 - Total Staff Salaries				$ 397,488	$ 1,358,310	$ 1,409,412	$ 1,294,764	$ 1,324,092	$ 1,353,420	$ 735,570	$ 735,570	$ 735,570	$ 735,570	$ 10,079,766
Part 3 - Project HR Benefit Cost														
State Project Manager	0.2515			$ 23,594	$ 23,594	$ 23,594	$ 23,594	$ 23,594	$ 23,594	$ -	$ -	$ -	$ -	$ 141,564
State SMEs	0.2578			33,377	66,754	66,754	66,754	66,754	66,754	-	-	-	-	$ 367,149
AOC Programmer/Analysts	0.2508			43,680	131,040	131,040	87,360	87,360	87,360	-	-	-	-	$ 567,840
AOC DBA	0.2508			-	21,840	21,840	21,840	21,840	21,840	-	-	-	-	$ 109,200
AOC Quality Analyst	0.2508			-	43,680	43,680	43,680	43,680	43,680	-	-	-	-	$ 218,400
AOC Infrastructure Technician	0.2508			-	21,840	21,840	10,920	10,920	10,920	-	-	-	-	$ 76,440
Training Staff	0.2508			-	14,708	14,708	44,125	44,125	44,125	-	-	-	-	$ 161,793
Communication Staff	0.2508			-	14,708	14,708	44,125	44,125	44,125	-	-	-	-	$ 161,793
Application Analyst	0.2508			-	8,117	8,117	8,117	8,117	8,117	-	-	-	-	$ 40,585
EA Consultant	0.2508			-	5,460	5,460	-	-	-	-	-	-	-	$ 10,920
Security Analyst	0.2508			-	5,460	5,460	-	-	-	-	-	-	-	$ 10,920
														$ -
														$ -
	Total		Total	$ 100,651	$ 357,202	$ 357,202	$ 350,516	$ 350,516	$ 350,516	$ -	$ -	$ -	$ -	$ 1,866,604

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

AOC 10-Year Implementation Personnel Costs
Commercial CMS

Part 4 - Recurring Program HR Benefit Cost

State Project Manager	0.2508		$ -	$ -	$ -	$ -	$ -	$ -	$ 11,763	$ 11,763	$ 11,763	$ 11,763	$	47,050
State SMEs	0.2578		-	-	-	-	-	-	66,754	66,754	66,754	66,754	$	267,017
AOC Programmer/Analyst	0.2508		-	-	-	-	-	-	43,680	43,680	43,680	43,680	$	174,720
AOC DBA	0.2508		-	-	-	-	-	-	5,460	5,460	5,460	5,460	$	21,840
AOC Quality Analyst	0.2508		-	-	-	-	-	-	10,920	10,920	10,920	10,920	$	43,680
AOC Infrastructure Technician	0.2508		-	-	-	-	-	-	10,920	10,920	10,920	10,920	$	43,680
AOC Helpdesk Staff	0.2508		-	-	7,354	14,708	22,063	29,417	36,771	36,771	36,771	36,771	$	220,627
													$	-
	Total	Total	$ -	$ -	$ 7,354	$ 14,708	$ 22,063	$ 29,417	$ 186,268	$ 186,268	$ 186,268	$ 186,268	$	818,614

Part 5 - Ancillary Personnel Costs

	Total Staff	Total Staff	5.25	19	19.75	17.25	17.75	18.25	10.25	10.25	10.25	10.25	
	New Staff	New Staff	5.25	14	1	0	1	1	0	0	0	0	
Onetime Ancillary Personnel Costs	$8,100		$42,525	$113,400	$8,100	$0	$8,100	$8,100	$0	$0	$0	$0	$180,225
Annual Ancillary Personnel Costs	$2,500		$0	$13,125	$47,500	$49,375	$43,125	$44,375	$45,625	$25,625	$25,625	$25,625	$320,000
	Total	Total	$ 42,525	$ 126,525	$ 55,600	$ 49,375	$ 51,225	$ 52,475	$ 45,625	$ 25,625	$ 25,625	$ 25,625	$ 500,225

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Implementation Schedules and Rates
Commercial CMS

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Court Personnel											
Percentage Implemented/Year	0%	0%	5%	25%	30%	40%	0%	0%	0%	0%	100%
Percentage Implemented to Date	0%	0%	5%	30%	60%	100%	100%	100%	100%	100%	
Users Installed	0	0	64	320	384	511	0	0	0	0	1,278
Project Professional Services											
Percentage Implemented		25%	28%	13%	15%	20%	0%	0%	0%	0%	100%
Travel											
Percentage of Travel	5%	10%	10%	25%	25%	25%	0%	0%	0%	0%	100%
Project Materials											
Percentage Implemented		25%	4%	19%	23%	30%	0%	0%	0%	0%	100%
Recurring Program Materials											
Percentage Implemented			25%	29%	48%	70%	100%	100%	100%	100%	

NOTE:
Court Personnel directly reflects rollout schedule of 5% (pilot) / 25% / 30% / 40%.
Project Materials costs are slightly front loaded, assuming that materials must be acquired before implementation.
Professional Service costs are slightly more front loaded than materials over the implementation period.
Recurring Program Material costs are a function of the Project Material implementation schedule.

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

AOC Personnel Cost Analysis
Commercial CMS

		Phase										
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position	FTE Cost	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
State Project Manager	93,816	93,816	93,816	93,816	93,816	93,816	93,816	46,908	46,908	46,908	46,908	844,344
SME	64,740	129,480	258,960	258,960	258,960	258,960	258,960	258,960	258,960	258,960	258,960	2,524,860
Programmer Analyst	87,096	174,192	522,576	522,576	348,384	348,384	348,384	174,192	174,192	174,192	174,192	3,048,360
AOC DBA	87,096	-	87,096	87,096	87,096	87,096	87,096	21,774	21,774	21,774	21,774	609,672
Quality Analyst	87,096	21,774	348,384	348,384	174,192	174,192	174,192	43,548	43,548	43,548	43,548	1,502,406
Infrastructure Technician	87,096	-	87,096	87,096	43,548	43,548	43,548	43,548	43,548	43,548	43,548	566,124
Training Staff	58,656	-	58,656	58,656	175,968	175,968	175,968	-	-	-	-	703,872
Communication Staff	64,740	-	32,370	32,370	32,370	32,370	32,370	-	-	-	-	226,590
Application Analyst	87,096	-	21,774	21,774	-	-	-	-	-	-	-	130,644
Solution Architect (EA)	87,096	-	21,774	21,774	-	-	-	-	-	-	-	130,644
Security Analyst	87,096	-	-	21,774	21,774	21,774	21,774	-	-	-	-	174,192
Help Desk Staff	58,656	-	-	29,328	58,656	87,984	117,312	146,640	146,640	146,640	146,640	938,496
Total		419,262	1,532,502	1,583,604	1,294,764	1,324,092	1,353,420	735,570	735,570	735,570	735,570	10,449,924

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

AOC Personnel FTE Plan
Commercial CMS

	Phase									
	Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
State Project Manager	1	1	1	1	1	1	0.5	0.5	0.5	0.5
SME	2	4	4	4	4	4	4	4	4	4
Programmer Analyst	2	6	6	4	4	4	2	2	2	2
AOC DBA	0	1	1	1	1	1	0.25	0.25	0.25	0.25
Quality Analyst	0.25	4	4	2	2	2	0.5	0.5	0.5	0.5
Infrastructure Technician	0	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Training Staff	0	1	1	3	3	3	0	0	0	0
Communication Staff	0	0.5	0.5	0.5	0.5	0.5	0	0	0	0
Application Analyst	0	0.25	0.25	0	0	0	0	0	0	0
Solution Architect (EA)	0	0.25	0.25	0	0	0	0	0	0	0
Security Analyst	0	0	0.25	0.25	0.25	0.25	0	0	0	0
Help Desk Staff	0	0	0.5	1	1.5	2	2.5	2.5	2.5	2.5
Total	5.25	19	19.75	17.25	17.75	18.25	10.25	10.25	10.25	10.25
New Staff	5.25	14	1	0	1	1	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

AOC Personnel FTE Plan Detail
Commercial CMS

		Phase									
		Acquisition	Configure & Validation		Statewide Rollout			Ongoing Support			
Position	Tasks	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Acquisition	1									
	Configuration and Validation		1	1							
Project Manager	Implementation				1	1	1				
	Ongoing Support							0.5	0.5	0.5	0.5
	TOTAL	1	1	1	1	1	1	0.5	0.5	0.5	0.5
SME	Acquisition	2									
	Configuration and Validation		4	1							
	Testing			1.5							
	Pilot Implementation			1.5							
	Statewide Rollout				4	4	4				
	Ongoing Support							4	4	4	4
	TOTAL	2	4	4	4	4	4	4	4	4	4
Programmer Analyst	Acquisition	2									
	Configuration and Validation		2	2							
	Data Conversion		4	2							
	Testing			1							
	Implementation Support			1	1	1	1				
	Statewide Rollout				3	3	3				
	Ongoing Support							2	2	2	2
	TOTAL	2	6	6	4	4	4	2	2	2	2
DBA	Configuration and Validation		0.25	0.25							
	Data Conversion		0.5	0.5	0.5	0.5	0.5				
	Testing		0.25	0.25							
	Implementation Support				0.25	0.25	0.25	0.25	0.25	0.25	0.25
	Statewide Rollout				0.25	0.25	0.25				
	Ongoing Support										
	TOTAL	0	1	1	1	1	1	0.25	0.25	0.25	0.25

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

AOC Personnel FTE Plan Detail
Commercial CMS

			Phase									
			Acquisition	Configure & Validation		Statewide Rollout			Ongoing Support			
Position	Tasks		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Quality Analyst	Acquisition		0.25									
	Configuration and Validation			0.5	0.5							
	Data Conversion			0.5	0.25							
	Testing			3	2.75							
	Pilot Implementation				0.5	2	2	2				
	Ongoing Support								0.5	0.5	0.5	0.5
		TOTAL	0.25	4	4	2	2	2	0.5	0.5	0.5	0.5
Infrastructure Technician												
	Infrastructure Implementation			0.75	0.75							
	Testing			0.25	0.25	0.25	0.25	0.25				
	Statewide Rollout					0.25	0.25	0.25				
	Ongoing Support								0.5	0.5	0.5	0.5
		TOTAL	0	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Training Staff	Develop Training Materials			0.5	0.5							
	Application Training			0.5	0.25							
	Pilot Implementation				0.25							
	Statewide Rollout Training					3	3	3				
		TOTAL	0	1	1	3	3	3	0	0	0	0
Communication Staff	Configuration and Validation			0.5	0.1							
	Implementation Support				0.3	0.5	0.5	0.5				
	Pilot Implementation				0.1							
	Statewide Rollout Training											
		TOTAL	0	0.5	0.5	0.5	0.5	0.5	0	0	0	0
Application Analyst	Configuration and Validation			0.25	0.25							
		TOTAL	0	0.25	0.25	0	0	0	0	0	0	0
EA - Solution Architect	Configuration and Validation			0.25	0.25							
		TOTAL	0	0.25	0.25	0	0	0	0	0	0	0
Security Analyst	Pilot Implementation				0.25							
	Support Implementation					0.25	0.25	0.25				
		TOTAL	0	0	0.25	0.25	0.25	0.25	0	0	0	0
Help Desk Staff	Help Desk Support				0.5	1	1.5	2	2.5	2.5	2.5	2.5
		TOTAL	0	0	0.5	1	1.5	2	2.5	2.5	2.5	2.5

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan
Commercial CMS

		Phase										
	Rate	Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Provider Project Manager	$ 125	$ -	$ 225,000	$ 225,000	$ 225,000	$ 225,000	$ 225,000	$ -	$ -	$ -	$ -	$ 1,125,000
SME	$ 100	$ -	$ 360,000	$ 360,000	$ 360,000	$ 360,000	$ 360,000	$ -	$ -	$ -	$ -	$ 1,800,000
Programmer Analyst	$ 100	$ -	$ 360,000	$ 180,000	$ 90,000	$ 90,000	$ 180,000	$ -	$ -	$ -	$ -	$ 900,000
AOC DBA	$ 125	$ -	$ 112,500	$ 112,500	$ 90,000	$ 90,000	$ 90,000	$ -	$ -	$ -	$ -	$ 495,000
Quality Analyst	$ 75	$ -	$ 67,500	$ 67,500	$ 67,500	$ 67,500	$ 67,500	$ -	$ -	$ -	$ -	$ 337,500
Infrastructure Technician	$ 100	$ -	$ 90,000	$ 90,000	$ 54,000	$ 54,000	$ 54,000	$ -	$ -	$ -	$ -	$ 342,000
Training Staff	$ 75	$ -	$ 67,500	$ 67,500	$ 135,000	$ 135,000	$ 135,000	$ -	$ -	$ -	$ -	$ 540,000
Communication Staff	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Application Analyst	$ 100	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Solution Architect (EA)	$ 125	$ -	$ 56,250	$ 56,250	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 112,500
Security Analyst	$ 100	$ -	$ 45,000	$ 45,000	$ 36,000	$ 36,000	$ 36,000	$ -	$ -	$ -	$ -	$ 198,000
Help Desk Staff	$ 50	$ -	$ -	$ 22,500	$ 90,000	$ 90,000	$ 90,000	$ -	$ -	$ -	$ -	$ 292,500
Total		$ -	$ 1,383,750	$ 1,226,250	$ 1,147,500	$ 1,147,500	$ 1,237,500	$ -	$ -	$ -	$ -	$ 6,142,500

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan
Commercial CMS

	Phase									
	Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
State Project Manager	0	1	1	1	1	1	0	0	0	0
SME	0	2	2	2	2	2	0	0	0	0
Programmer Analyst	0	2	1	0.5	0.5	1	0	0	0	0
AOC DBA	0	0.5	0.5	0.4	0.4	0.4	0	0	0	0
Quality Analyst	0	0.5	0.5	0.5	0.5	0.5	0	0	0	0
Infrastructure Technician	0	0.5	0.5	0.3	0.3	0.3	0	0	0	0
Training Staff	0	0.5	0.5	1	1	1	0	0	0	0
Communication Staff	0	0	0	0	0	0	0	0	0	0
Application Analyst	0	0	0	0	0	0	0	0	0	0
Solution Architect (EA)	0	0.25	0.25	0	0	0	0	0	0	0
Security Analyst	0	0.25	0.25	0.2	0.2	0.2	0	0	0	0
Help Desk Staff	0	0	0.25	1	1	1	0	0	0	0
Total	0	7.5	6.75	6.9	6.9	7.4	0	0	0	0
New Staff	0	8	-1	0	0	1	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan Detail
Commercial CMS

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Tasks	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Acquisition										
	Configuration and Validation		1	1							
Project Manager	Implementation				1	1	1				
	Ongoing Support										
	TOTAL	0	1	1	1	1	1	0	0	0	0
SME	Acquisition										
	Configuration and Validation		2	1							
	Testing			0.5							
	Pilot Implementation			0.5							
	Statewide Rollout				2	2	2				
	Ongoing Support										
	TOTAL	0	2	2	2	2	2	0	0	0	0
Programmer Analyst	Acquisition										
	Configuration and Validation		1	0.25							
	Data Conversion		1	0.25							
	Testing			0.25							
	Implementation Support			0.25	0.25	0.25	0.5				
	Statewide Rollout				0.25	0.25	0.5				
	Ongoing Support										
	TOTAL	0	2	1	0.5	0.5	1	0	0	0	0
DBA	Configuration and Validation		0.1	0.1							
	Data Conversion		0.3	0.3	0.2	0.2	0.2				
	Testing		0.1	0.1							
	Implementation Support										
	Statewide Rollout				0.2	0.2	0.2				
	Ongoing Support										
	TOTAL	0	0.5	0.5	0.4	0.4	0.4	0	0	0	0
Quality Analyst	Configuration and Validation										
	Data Conversion		0.2	0.1							
	Testing		0.3	0.3							
	Pilot Implementation			0.1	0.5	0.5	0.5				
	Ongoing Support										
	TOTAL	0	0.5	0.5	0.5	0.5	0.5	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan Detail
Commercial CMS

			Phase									
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Tasks		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Infrastructure Technicia	Infrastructure Design			0.3								
	Infrastructure Implementation			0.1	0.4							
	Testing			0.1	0.1	0.1	0.1	0.1				
	Statewide Rollout					0.2	0.2	0.2				
	Ongoing Support											
		TOTAL	0	0.5	0.5	0.3	0.3	0.3	0	0	0	0
Training Staff	Develop Training Materials			0.25	0.1							
	Application Training			0.25	0.1							
	Pilot Implementation				0.3							
	Statewide Rollout Training					1	1	1				
		TOTAL	0	0.5	0.5	1	1	1	0	0	0	0
Communication Staff	Configuration and Validation											
	Implementation Support											
	Pilot Implementation											
	Statewide Rollout Training											
		TOTAL	0	0	0	0	0	0	0	0	0	0
Application Analyst	Configuration and Validation			0	0							
		TOTAL	0	0	0	0	0	0	0	0	0	0
EA - Solution Architect	Configuration and Validation			0.25	0.25							
		TOTAL	0	0.25	0.25	0	0	0	0	0	0	0
Security Analyst	Pilot Implementation			0.25	0.25							
	Support Implementation					0.2	0.2	0.2				
		TOTAL	0	0.25	0.25	0.2	0.2	0.2	0	0	0	0
Help Desk Staff	Help Desk Support				0.25	1	1	1				
		TOTAL	0	0	0.25	1	1	1	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Technology Infrastructure Configuration Estimate

Commercial CMS

Line	Item	Technical Description	Unit Price	Quantity	Extended	Notes	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
1	**HARDWARE**																
2	HP ProLiant ML350	Server - Application	$ 7,041.44	10	$ 70,414.40	Dev, Quality, Test, Train, Prod Servers	$ -	$ 28,166	$ 28,166	$ 14,083	$ -	$ -	$ -		$ -	$ -	$ 70,414
3	HP ProLiant ML350	Server - Database	$ 6,091.44	10	$ 60,914.40	Dev, Quality, Test, Train, Prod Servers		24,366	24,366	12,183							$ 60,914
4	HP ProLiant ML350	Server - Web	$ 5,959.44	10	$ 59,594.40	Web Server		23,838	23,838	11,919							$ 59,594
5	Work Stations	Support Work Station	$ 1,298.40	4	$ 5,193.60			5,194									$ 5,194
6	Dell Power Vault MD1220	Storage Array	$ 13,536.32	4	$ 54,145.28	Disk Storage (12TB)			54,145								$ 54,145
7	Digital Printer	Production Printer	$ 35,000.00	2	$ 70,000.00	Production Printer			35,000	35,000							$ 70,000
8	Color LaserJet Enterprise CM4540 Laser MFP, Copy/Print/Scan HP CC419A		$ 4,405.00	1	$ 4,405.00	Color Laser Printers		4,405									$ 4,405
9	Power Vault Tape Drive		$ 2,023.00	8	$ 16,184.00	Tape Backup System		16,184									$ 16,184
10	APC Symmetra 16KVA 11200 Watt Power Array 208V UPS		$ 4,300.00	4	$ 17,200.00	Uninterruptable Power Supply		17,200									$ 17,200
11	Laser Fiche Enterprise - Electronic Document Management (LFS40)		$ 21,000.00	0	$ -	Records Management System		-									$ -
12	**HARDWARE TOTAL**				$ 358,051.08		$ -	$ 119,351.88	$ 165,514.56	$ 73,184.64	$ -	$ -	$ -	$ -	$ -	$ -	$ 358,051.08
13	**SOFTWARE**																$ -
14	MS SQL Server (X Proc)		$ 4,570.75	20	$ 91,415.00	Relational Database		36,566	36,566	18,283							$ 91,415
15	MS Visual Studio Pro		$ 341.85	20	$ 6,837.00	Development Environments		6,837									$ 6,837
16	MS Windows Server		$ -	10	$ -	Included in Server Costs above		-									$ -
17	MS Server Client		$ 18.88	1100	$ 20,768.00			20,768									$ 20,768
18	MS OFFICE		$ 550.00	128	$ 70,400.00	Support Correspondence Management		27,500	27,500	15,400							$ 70,400
19	**SOFTWARE TOTAL**				$ 189,420.00		$ -	$ 91,671.00	$ 64,066.00	$ 33,683.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 189,420.00
20	**OTHER**																$ -
21	Cabling		$ 10,000.00	1	$ 10,000.00			10,000									$ 10,000
22																	$ -
23																	$ -
24	**OTHER TOTAL**				$ 10,000.00		$ -	$ 10,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00
25																	$ -
26																	$ -
27	**GRAND TOTAL**				$ 557,471.08		$ -	$ 221,023	$ 229,581	$ 106,868	$ -	$ -	$ -	$ -	$ -	$ -	$ 557,471
28																	
29																	
30																	

NOTE:

Hardware and software quantities are based on proposal from New Dawn to Spokane Municipal Court, 2011.

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Variables and Assumptions		
Commercial CMS		
Item	**Value**	**Unit**
Contract Analyst Designer	$100	Hour
Contract Programmer	$100	Hour
Contract Project Manager	$150	Hour
Contract Quality Analyst	$150	Hour
Salaries		
AOC Project Manager	$93,816	Position/Year
AOC General SME	$64,740	Position/Year
AOC Programmer/Analyst (Business Analyst)	$87,096	Position/Year
AOC DBA	$87,096	Position/Year
AOC Quality Analyst	$87,096	Position/Year
AOC Infrastructure Technician	$87,096	Position/Year
AOC Help Desk Staff	$58,656	Position/Year
Employee Benefits Percentage		
AOC Project Manager	25.15%	% of Annual Salary
AOC General SME	25.78%	% of Annual Salary
AOC Programmer/Analyst	25.08%	% of Annual Salary
AOC DBA	25.08%	% of Annual Salary
AOC Quality Analyst	25.08%	% of Annual Salary
AOC Infrastructure Technician	25.08%	% of Annual Salary
AOC Help Desk Staff	30.95%	% of Annual Salary
Onetime Ancillary Personnel Costs	$8,100	Each New Position
Annual Ancillary Personnel Costs	$2,500	$/Position/Year
Court Staff (Clerk/Admin.) Average Hourly Rate	$23	Hour
Judge Average Hourly Rate	$92	Hour
Litigant Hourly Rate	$18	Hour
Attorney Hourly Rate	$150	Hour
Justice Partner Hourly Rate	$75	Hour
Local IT Staff Hourly Rate	$42	Hour
Number of Judges Served	189	
Average Number of Staff to Support One Judge	5.8	Judge
Number of Staff Served	1096.2	
Total Users Served	1285.2	
General AOC Employee Benefits Percentage	25.78%	% of Annual Salary
Cost of Workstation	$2,000	Each
Cost of Developer Workstation	$2,000	Each
Personnel Charge	0.070%	Classified Salary
Personnel Charge	246	FTEs Per Year
Cost of Capital	3.25%	Industry % cost of capital
CMS Application Software Licensing	$3,000	$/Named User
CMS Application Software Maintenance	20.00%	Year
Judges' Salary	$148,832	$/Year
Judges' Salary and Benefits	$192,408	$/Year

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Variables and Assumptions		
Commercial CMS		
Item	**Value**	**Unit**
County Clerk Line Staff	$48,146	$/Year
Courts Line Staff	$48,146	$/Year
Superior Court Operational Costs	$48,434	$/FTE/Year
County Clerk Operational Costs	$11,210	$/FTE/Year
Facility Requirements – Judge Superior Court	1970	Square Feet
Staff Space Needs	120	Square Feet
Average Cost Per Square Foot	$300	$/Square Foot
Non-High Cost Per Diem	$123	$/Day
High Cost Per Diem	$185	$/Day
Court Operational Costs Per FTE	$48,434	Superior Court Staff FTE
Clerk Operational Cost Per FTE	$11,210	Clerk Staff FTE
Cost of Server	$25,000	Each

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Stakeholder Financial Impact
Commercial CMS

Stakeholder Preparation Impact

			Phase									
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position		Hourly Rate	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	5,184	29,808	31,104	55,728	-	-	-	-	-	121,824
Justice Partners	$	75	-	9,600	55,200	57,600	103,200	-	-	-	-	-	225,600
Local IT	$	42	-	3,303	18,992	19,818	35,507	-	-	-	-	-	77,619
Staff	$	23	-	13,909	79,976	83,453	149,520	-	-	-	-	-	326,858
Judge	$	92	-	9,584	55,105	57,501	103,023	-	-	-	-	-	225,213
Trial Court Administrator / Lead	$	23	-	2,072	11,916	12,434	22,277	-	-	-	-	-	48,699
Presiding Judge	$	92	-	8,156	46,898	48,937	87,679	-	-	-	-	-	191,671
Clerk	$	23	-	2,041	11,735	12,245	21,940	-	-	-	-	-	47,962
Total			-	53,849	309,630	323,093	578,874	-	-	-	-	-	1,265,446

Stakeholder Implementation Impact

			Phase									
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position		Hourly Rate	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	-	1,728	9,936	10,368	18,576	-	-	-	-	40,608
Justice Partners	$	75	-	-	5,400	31,050	32,400	58,050	-	-	-	-	126,900
Local IT	$	42	-	-	6,378	36,674	38,269	68,565	-	-	-	-	149,886
Staff	$	23	-	-	8,559	49,216	51,356	92,012	-	-	-	-	201,143
Judge	$	92	-	-	5,898	33,911	35,385	63,399	-	-	-	-	138,593
Trial Court Administrator / Lead	$	23	-	-	879	5,055	5,275	9,451	-	-	-	-	20,660
Presiding Judge	$	92	-	-	1,092	6,277	6,550	11,736	-	-	-	-	25,654
Clerk	$	23	-	-	879	5,055	5,275	9,451	-	-	-	-	20,660
Total			-	-	30,813	177,175	184,878	331,239	-	-	-	-	724,105

SC-CMS COST-BENEFIT ANALYSIS: CENTRALLY HOSTED COMMERCIAL CMS

Stakeholder Hour Impact
Commercial CMS

Stakeholder Preparation Impact

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Hours Impact/ Installed Judge	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other	36	-	-	288	1,656	1,728	3,096	-	-	-	-
Justice Partners	16	-	-	128	736	768	1,376	-	-	-	-
Local IT	10	-	-	79	454	473	848	-	-	-	-
Staff	75	-	-	603	3,468	3,619	6,484	-	-	-	-
Judge	13	-	-	104	598	624	1,118	-	-	-	-
Trial Court Administrator/Lead	11	-	-	90	517	539	966	-	-	-	-
Presiding Judge	11	-	-	89	509	531	951	-	-	-	-
Clerk	11	-	-	89	509	531	951	-	-	-	-
Total		-	-	1,469	8,447	8,814	15,791	-	-	-	-

Stakeholder Implementation Impact

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Hours Impact/ Installed Judge	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other	12	-	-	96	552	576	1,032	-	-	-	-
Justice Partners	9	-	-	72	414	432	774	-	-	-	-
Local IT	19	-	-	152	876	914	1,637	-	-	-	-
Staff	46	-	-	371	2,134	2,227	3,990	-	-	-	-
Judge	8	-	-	64	368	384	688	-	-	-	-
Trial Court Administrator/Lead	5	-	-	38	219	229	410	-	-	-	-
Presiding Judge	1	-	-	12	68	71	127	-	-	-	-
Clerk	5	-	-	38	219	229	410	-	-	-	-
Total		-	-	844	4,851	5,062	9,069	-	-	-	-
Judges Installed/Year		0	0	8	46	48	86	0	0	0	0

Appendix F – SC-CMS Cost-Benefit Analysis: LINX

SC-CMS COST-BENEFIT ANALYSIS: LINX

Table of Contents

SC-CMS COST-BENEFIT ANALYSIS: LINX

Form 1/ Summary, Cost-Benefit and Cash Flow Analysis

Agency Administrative Office of the Courts

Superior Courts Case Management

LINX TRANSFER CMS

31-Jan-12

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
TOTAL OUTFLOWS	2,970,404	4,527,331	4,843,220	4,688,133	5,069,601	4,711,183	1,861,762	1,936,212	1,972,375	1,861,762	34,441,985
TOTAL INFLOWS	0	0	0	437,771	2,626,628	5,253,256	8,755,427	8,755,427	8,755,427	8,755,427	43,339,364
NET CASH FLOW	(2,970,404)	(4,527,331)	(4,843,220)	(4,250,362)	(2,442,973)	542,073	6,893,665	6,819,215	6,783,052	6,893,665	
INCREMENTAL NPV	NA	(7,123,708)	(11,523,823)	(15,263,772)	(17,345,712)	(16,898,290)	(11,387,426)	(6,107,669)	(1,021,222)	3,985,455	
Cumulative Costs	NA	7,497,735	12,340,955	17,029,089	22,098,689	26,809,873	28,671,635	30,607,847	32,580,222	34,441,985	
Cumulative Benefits	NA	0	0	437,771	3,064,399	8,317,656	17,073,083	25,828,510	34,583,937	43,339,364	

Cost of Capital	Break-Even Period - Years [1]		NPV $	IRR %
	Non-Discounted	Discounted		
3.25%	9	9	3,985,455	7.18%

[1] "Non-Discounted" represents break-even period for cumulative costs and benefits (no consideration of time value of money). "Discounted" considers effect of time value of money through incremental NPV.

SC-CMS COST-BENEFIT ANALYSIS: LINX

Project Summary Cost Cash Flow Analysis

Agency Administrative Office of the Courts **Project Option** Superior Courts Case Management

LINX TRANSFER CMS

31-Jan-12

FISCAL COSTS, PROJECT DEVELOPMENT	OFM Object Codes	DEVELOPMENT PHASES FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
Salaries and Wages	(A)	680,550	1,706,694	1,728,468	1,584,492	1,584,492	1,584,492	0	0	0	0	8,869,188
Employee Benefits	(B)	166,171	444,562	444,562	437,876	437,876	437,876	0	0	0	0	2,368,924
Personal Service Contracts	(CA)	2,023,333	1,989,333	1,989,333	1,882,667	1,882,667	1,882,667	0	0	0	0	11,650,000
Communications	(EB)	26,000	26,000	26,000	26,000	26,000	26,000	0	0	0	0	156,000
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	66,825	125,925	60,600	54,375	61,225	62,475	0	0	0	0	431,425
Travel	(G)	7,525	15,050	15,050	37,625	37,625	37,625	0	0	0	0	150,498
Hardware Purchase - Capitalized	(JC)	0	165,918	202,081	91,468	0	0	0	0	0	0	459,466
Software Purchase - Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	( )	0	0	0	0	0	0	0	0	0	0	0
TOTAL DEVELOPMENT		2,970,404	4,473,482	4,466,094	4,114,502	4,029,884	4,031,134	0	0	0	0	24,085,501
Stakeholder Impact	(A)	0	53,849	340,443	500,267	763,752	331,239	0	0	0	0	1,989,551
TOTAL DEVELOPMENT & IMPACT		2,970,404	4,527,331	4,806,537	4,614,769	4,793,636	4,362,374	0	0	0	0	26,075,052

NOTE: See Worksheet F-5 for project details.

SC-CMS COST-BENEFIT ANALYSIS: LINX

Summary, Operations Incremental Cost of Project
LINX TRANSFER CMS

Agency Administrative Office of the Courts **Project Option** Superior Courts Case Management

31-Jan-12

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
OPERATIONS INCREMENTAL COSTS OF PROJECT (Per Form 4 - Column C)												
Salaries and Wages	(A)	0	0	29,328	58,656	87,984	117,312	1,413,924	1,413,924	1,413,924	1,413,924	5,948,976
Employee Benefits	(B)	0	0	7,354	14,708	22,063	29,417	356,371	356,371	356,371	356,371	1,499,025
Personal Service Contracts	(CA)	0	0	0	0	0	0	0	0	0	0	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Capitalized	(JC)	0	0	0	0	165,918	202,081	91,468	165,918	202,081	91,468	918,932
Software Purchase - Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	( )	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATIONS		**0**	**0**	**36,682**	**73,364**	**275,965**	**348,809**	**1,861,762**	**1,936,212**	**1,972,375**	**1,861,762**	**8,366,933**
TOTAL OUTFLOWS [1,2]		2,970,404	4,527,331	4,843,220	4,688,133	5,069,601	4,711,183	1,861,762	1,936,212	1,972,375	1,861,762	34,441,985
CUMULATIVE COSTS			7,497,735	12,340,955	17,029,089	22,098,689	26,809,873	28,671,635	30,607,847	32,580,222	34,441,985	

[1] Total Outflows equals the sum of Fiscal Total Operations and Total Development from Form 2.

[2] Total Outflows carried to Form 1.

SC-CMS COST-BENEFIT ANALYSIS: LINX

Benefits Cash Flow Analysis

Agency Administrative Office of the Courts

Superior Courts Case Management

LINX TRANSFER CMS

31-Jan-12

Suggested Format

TANGIBLE BENEFITS		OFM Object Codes	FY 2012	FY 2013	FY 2014	BENEFITS FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Hard $													
Revenues (specify)		(revenue codes)	0	0	0	0	0	0					0
													0
													0
													0
													0
													0
Reimbursements (specify)		(object codes)	0	0	0	0	0	0					0
													0
													0
													0
													0
													0
Cost Reduction (specify) [1]		(object codes)	0	0	0	0	0	0					0
Automate Mass Mailings	**3-A**		0	0	0	81,122	486,730	973,460	1,622,433	1,622,433	1,622,433	1,622,433	8,031,043
Automate J&S Distribution	**3-B**		0	0	0	7,620	45,723	91,445	152,409	152,409	152,409	152,409	754,425
Automate Order Distribution	**3-C**		0	0	0	14,312	85,869	171,739	286,231	286,231	286,231	286,231	1,416,843
													0
													0
Other (specify)		(object codes)	0	0	0	0	0	0					0
													0
													0
													0
													0
													0
Soft $													0
Cost Avoidance (specify)		(object codes)	0	0	0	0	0	0					0
Reduce Congestion	**1-A**		0	0	0	63,982	383,889	767,778	1,279,630	1,279,630	1,279,630	1,279,630	6,334,169
Reduce Rescheduling	**1-B**		0	0	0	115,164	690,987	1,381,973	2,303,289	2,303,289	2,303,289	2,303,289	11,401,281
Reduce Calendar Searches	**1-C**		0	0	0	18,328	109,969	219,938	366,563	366,563	366,563	366,563	1,814,487
Customer Self-Service	**2-A**		0	0	0	104,325	625,950	1,251,900	2,086,500	2,086,500	2,086,500	2,086,500	10,328,175
Protection Order Kiosks	**2-B**		0	0	0	15,728	94,370	188,741	314,568	314,568	314,568	314,568	1,557,112
Reduce Redundant Entry	**4-A**		0	0	0	17,190	103,141	206,282	343,804	343,804	343,804	343,804	1,701,830
													0
													0
													0
													0
													0
TOTAL INFLOWS [2]			0	0	0	437,771	2,626,628	5,253,256	8,755,427	8,755,427	8,755,427	8,755,427	43,339,364
CUMULATIVE BENEFITS				0	0	437,771	3,064,399	8,317,656	17,073,083	25,828,510	34,583,937	43,339,364	

[1] Reflect all Cost Reduction Benefits except Operations reductions (which are reflected in Cost of Operations).

[2] Total Inflows carried to Form 1

SC-CMS COST-BENEFIT ANALYSIS: LINX

Project Detail
LINX TRANSFER CMS

Line	ITEM		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**Salaries and Wages**	**(A)**											
2	Technology Staff (WORKSHEET F-7 - Part 1)		680,550	1,706,694	1,728,468	1,584,492	1,584,492	1,584,492	-	-	-	-	**8,869,188**
3			-	-	-	-	-	-	-	-	-	-	**-**
4			-	-	-	-	-	-	-	-	-	-	**-**
5	**Salaries and Wages Total**		680,550	1,706,694	1,728,468	1,584,492	1,584,492	1,584,492	-	-	-	-	**8,869,188**
6	**Employee Benefits**	(B)											
7	Technology Staff Benefits (See WORKSHEET F-7 - Part 3)		166,171	444,562	444,562	437,876	437,876	437,876	-	-	-	-	**2,368,924**
8			-	-	-	-	-	-	-	-	-	-	**-**
9			-	-	-	-	-	-	-	-	-	-	**-**
10	**Employee Benefits Total**		166,171	444,562	444,562	437,876	437,876	437,876	-	-	-	-	**2,368,924**
11	**Personal Service Contracts**	(CA)											
12	Project Plan, Governance, Communication (L. Gerull)		250,000										**200,000**
13	AOC Development Contract with Pierce County (L. Gerull)		1,000,000	1,000,000	1,000,000								**3,000,000**
14	AOC System - Court "Fit" Assessment (L. Gerull)		333,333	333,333	333,333								**1,000,000**
15	Early Learning and Adoption (L. Gerull)		200,000	200,000	200,000								**600,000**
16	Statewide Implementation (L. Gerull)					1,666,667	1,666,667	1,666,667					**5,000,000**
17	Pierce County Project Manager (L.Gerull)		240,000	240,000	240,000	-	-	-	-	-	-	-	**720,000**
18	Requirements and RFP Contract		-	-	-	-	-	-	-	-	-	-	**-**
19	Independent Quality Assurance			216,000	216,000	216,000	216,000	216,000	-	-	-	-	**1,080,000**
20	**Personal Services Contracts Total**		2,023,333	1,989,333	1,989,333	1,882,667	1,882,667	1,882,667	-	-	-	-	**11,650,000**
21	**Stakeholder Costs**	(A)											
22	SC-CMS Preparation (WORKSHEET F-18)		-	53,849	309,630	323,093	578,874	-	-	-	-	-	**1,265,446**
23	SC-CMS Implementation (WORKSHEET F-18)		-	-	30,813	177,175	184,878	331,239	-	-	-	-	**724,105**
24			-	-	-	-	-	-	-	-	-	-	**-**
25	**Stakeholder Costs Total**		-	53,849	340,443	500,267	763,752	331,239	-	-	-	-	**1,989,551**
26	**Communications**	(EB)											
27	Local Court Communication		26,000	26,000	26,000	26,000	26,000	26,000	-	-	-	-	**156,000**
28			-	-	-	-	-	-	-	-	-	-	**-**
29			-	-	-	-	-	-	-	-	-	-	**-**
30	**Communications Total**		26,000	26,000	26,000	26,000	26,000	26,000	-	-	-	-	**156,000**
31	**Hardware Rent/Lease**	(ED)											
32			-	-	-	-	-	-	-	-	-	-	**-**
33			-	-	-	-	-	-	-	-	-	-	**-**
34			-	-	-	-	-	-	-	-	-	-	**-**
35	**Hardware Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	**-**
36	**Hardware Maintenance**	(EE)											
37			-	-	-	-	-	-	-	-	-	-	**-**
38			-	-	-	-	-	-	-	-	-	-	**-**
39			-	-	-	-	-	-	-	-	-	-	**-**
40	**Hardware Maintenance Total**		-	-	-	-	-	-	-	-	-	-	**-**
41	**Software Rent/Lease**	(ED)											
42			-	-	-	-	-	-	-	-	-	-	**-**
43			-	-	-	-	-	-	-	-	-	-	**-**
44			-	-	-	-	-	-	-	-	-	-	**-**
45	**Software Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	**-**
46	**Software Maintenance & Upgrade**	(EE)											
47			-	-	-	-	-	-	-	-	-	-	**-**
48			-	-	-	-	-	-	-	-	-	-	**-**
49			-	-	-	-	-	-	-	-	-	-	**-**
50	**Software Maintenance & Upgrade Total**		-	-	-	-	-	-	-	-	-	-	**-**

SC-CMS COST-BENEFIT ANALYSIS: LINX

Project Detail
LINX TRANSFER CMS

Line	ITEM		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
51	**DP Goods/Services**	(EL)											
52			-	-	-	-	-	-	-	-	-	-	-
53			-	-	-	-	-	-	-	-	-	-	-
54			-	-	-	-	-	-	-	-	-	-	-
55	**DP Goods/Services Total**		-	-	-	-	-	-	-	-	-	-	-
56	**Goods/Services Not Listed**	(E)											
57	Onetime Ancillary Personnel Costs		66,825	105,300	8,100	-	8,100	8,100	-	-	-	-	**196,425**
58	Annual Ancillary Personnel Costs		-	20,625	52,500	54,375	53,125	54,375	-	-	-	-	**235,000**
59			-	-	-	-	-	-	-	-	-	-	-
60	**Goods/Services Not Listed Total**		66,825	125,925	60,600	54,375	61,225	62,475	-	-	-	-	**431,425**
61	**Travel**	(G)											
62	Large Court Support Per Diem Days (70/court)		5,827.50	11,655.00	11,655.00	29,137.50	29,137.50	29,137.50	-	-	-	-	**116,550**
63	Small Court Support Per Diem Days (12/court)		1,697.40	3,394.80	3,394.80	8,487.00	8,487.00	8,487.00	-	-	-	-	**33,948**
64			-	-	-	-	-	-	-	-	-	-	-
65	**Travel Total**		7,525	15,050	15,050	37,625	37,625	37,625	-	-	-	-	**150,498**
66	**Hardware Purchase - Capitalized**	(JC)											
67	SC-CMS Computer System (WORKSHEET F-15)		-	165,918	202,081	91,468	-	-	-	-	-	-	**459,466**
68			-	-	-	-	-	-	-	-	-	-	-
69			-	-	-	-	-	-	-	-	-	-	-
70	**Hardware Purchase - Capitalized**		-	165,918	202,081	91,468	-	-	-	-	-	-	**459,466**
71	**Software Purchase - Capitalized**	(JC)											
72	SC-CMS COTS Software License (Not Applicable)		-	-	-	-	-	-	-	-	-	-	-
73	Integration License (Not Applicable)		-	-	-	-	-	-	-	-	-	-	-
74			-	-	-	-	-	-	-	-	-	-	-
75	**Software Purchase - Capitalized**		-	-	-	-	-	-	-	-	-	-	-
76	**Hardware Purchase - Noncapitalized**	(KA)											
77			-	-	-	-	-	-	-	-	-	-	-
78			-	-	-	-	-	-	-	-	-	-	-
79			-	-	-	-	-	-	-	-	-	-	-
80	**Hardware Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
81	**Software Purchase - Noncapitalized**	(KA)											
82			-	-	-	-	-	-	-	-	-	-	-
83			-	-	-	-	-	-	-	-	-	-	-
84			-	-	-	-	-	-	-	-	-	-	-
85	**Software Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
86	**Hardware Lease/Purchase**	(P)											
87			-	-	-	-	-	-	-	-	-	-	-
88			-	-	-	-	-	-	-	-	-	-	-
89			-	-	-	-	-	-	-	-	-	-	-
90	**Hardware Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
91	**Software Lease/Purchase**	(P)											
92			-	-	-	-	-	-	-	-	-	-	-
93			-	-	-	-	-	-	-	-	-	-	-
94			-	-	-	-	-	-	-	-	-	-	-
95	**Software Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
96	**Other (specify)**	( )											
97			-	-	-	-	-	-	-	-	-	-	-
98			-	-	-	-	-	-	-	-	-	-	-
99			-	-	-	-	-	-	-	-	-	-	-
100	**Other Total**		-	-	-	-	-	-	-	-	-	-	-
101													
102	**Grand Total**		**2,970,404**	**4,473,482**	**4,466,094**	**4,114,502**	**4,029,884**	**4,031,134**	**-**	**-**	**-**	**-**	**24,085,501**
103													

SC-CMS COST-BENEFIT ANALYSIS: LINX

Operations Incremental Cost of Project Details
LINX TRANSFER CMS

Line			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**Salaries and Wages**	**(A)**											
2	Recurring Personnel Costs (WORKSHEET F-7 Part 2)		-	-	29,328	58,656	87,984	117,312	1,413,924	1,413,924	1,413,924	1,413,924	5,948,976
3				-	-	-	-	-	-	-	-	-	-
4			-	-	-	-	-	-	-	-	-	-	-
5	**Salaries and Wages Total**		-	-	29,328	58,656	87,984	117,312	1,413,924	1,413,924	1,413,924	1,413,924	5,948,976
6	**Employee Benefits**	(B)											
7	Recurring Benefits (WORKSHEET F-7 Part 4)		-	-	7,354	14,708	22,063	29,417	356,371	356,371	356,371	356,371	1,499,025
8			-	-	-	-	-	-	-	-	-	-	-
9			-	-	-	-	-	-	-	-	-	-	-
10	**Employee Benefits Total**		-	-	7,354	14,708	22,063	29,417	356,371	356,371	356,371	356,371	1,499,025
11	**Personal Service Contracts**	(CA)											
12													-
13			-	-	-	-	-	-	-	-	-	-	-
14			-	-	-	-	-	-	-	-	-	-	-
15	**Personal Services Contracts Total**		-	-	-	-	-	-	-	-	-	-	-
16	**Communications**	(EB)											
17			-	-	-	-	-	-	-	-	-	-	-
18			-	-	-	-	-	-	-	-	-	-	-
19			-	-	-	-	-	-	-	-	-	-	-
20	**Communications Total**		-	-	-	-	-	-	-	-	-	-	-
21	**Hardware Rent/Lease**	(ED)											
22			-	-	-	-	-	-	-	-	-	-	-
23			-	-	-	-	-	-	-	-	-	-	-
24			-	-	-	-	-	-	-	-	-	-	-
25	**Hardware Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	-
26	**Hardware Maintenance**	(EE)											
27			-	-	-	-	-	-	-	-	-	-	-
28			-	-	-	-	-	-	-	-	-	-	-
29			-	-	-	-	-	-	-	-	-	-	-
30	**Hardware Maintenance Total**		-	-	-	-	-	-	-	-	-	-	-
31	**Software Rent/Lease**	(ED)											
32			-	-	-	-	-	-	-	-	-	-	-
33			-	-	-	-	-	-	-	-	-	-	-
34			-	-	-	-	-	-	-	-	-	-	-
35	**Software Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	-
36	**Software Maintenance & Upgrade**	(EE)											
37	SC-CMS Annual Maintenance (Not Applicable)		-	-	-	-	-	-	-	-	-	-	-
38			-	-	-	-	-	-	-	-	-	-	-
39			-	-	-	-	-	-	-	-	-	-	-
40	**Software Maintenance & Upgrade Total**		-	-	-	-	-	-	-	-	-	-	-
41	**DP Goods/Services**	(EL)											
42			-	-	-	-	-	-	-	-	-	-	-
43			-	-	-	-	-	-	-	-	-	-	-
44			-	-	-	-	-	-	-	-	-	-	-
45	**DP Goods/Services Total**		-	-	-	-	-	-	-	-	-	-	-
46	**Goods/Services Not Listed**	(E)											
47	Cost for Assigned Project Staff		-	-	8,100	1,250	10,600	3,750	45,500	25,625	25,625	25,625	146,075
48			-	-	-	-	-	-	-	-	-	-	-
49			-	-	-	-	-	-	-	-	-	-	-
50	**Goods/Services Not Listed Total**		-	-	8,100	1,250	10,600	3,750	45,500	25,625	25,625	25,625	146,075
51	**Travel**	(G)											
52			-	-	-	-	-	-	-	-	-	-	-
53			-	-	-	-	-	-	-	-	-	-	-
54			-	-	-	-	-	-	-	-	-	-	-
55	**Travel Total**		-	-	-	-	-	-	-	-	-	-	-

SC-CMS COST-BENEFIT ANALYSIS: LINX

Operations Incremental Cost of Project Details
LINX TRANSFER CMS

Line			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
56	**Hardware Purchase - Capitalized**	(JC)											
57	Technology Refresh (3 year Cycle) (WORKSHEET F-5)		-	-	-	-	165,918	202,081	91,468	165,918	202,081	91,468	918,932
58			-	-	-	-	-	-	-	-	-	-	-
59			-	-	-	-	-	-	-	-	-	-	-
60	**Hardware Purchase - Capitalized**		-	-	-	-	165,918	202,081	91,468	165,918	202,081	91,468	918,932
61	**Software Purchase - Capitalized**	(JC)											
62			-	-	-	-	-	-	-	-	-	-	-
63			-	-	-	-	-	-	-	-	-	-	-
64			-	-	-	-	-	-	-	-	-	-	-
65	**Software Purchase - Capitalized**		-	-	-	-	-	-	-	-	-	-	-
66	**Hardware Purchase - Noncapitalized**	(KA)											
67			-	-	-	-	-	-	-	-	-	-	-
68			-	-	-	-	-	-	-	-	-	-	-
69			-	-	-	-	-	-	-	-	-	-	-
70	**Hardware Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
71	**Software Purchase - Noncapitalized**	(KA)											
72			-	-	-	-	-	-	-	-	-	-	-
73			-	-	-	-	-	-	-	-	-	-	-
74			-	-	-	-	-	-	-	-	-	-	-
75	**Software Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
76	**Hardware Lease/Purchase**	(P)											
77			-	-	-	-	-	-	-	-	-	-	-
78			-	-	-	-	-	-	-	-	-	-	-
79			-	-	-	-	-	-	-	-	-	-	-
80	**Hardware Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
81	**Software Lease/Purchase**	(P)											
82			-	-	-	-	-	-	-	-	-	-	-
83			-	-	-	-	-	-	-	-	-	-	-
84			-	-	-	-	-	-	-	-	-	-	-
85	**Software Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
86	**Other (specify)**	( )											
87			-	-	-	-	-	-	-	-	-	-	-
88			-	-	-	-	-	-	-	-	-	-	-
89			-	-	-	-	-	-	-	-	-	-	-
90	**Other Total**		-	-	-	-	-	-	-	-	-	-	-
91													
92	**Grand Total**		**-**	**-**	**44,782**	**74,614**	**286,565**	**352,559**	**1,907,262**	**1,961,837**	**1,998,000**	**1,887,387**	**8,513,008**
93													

SC-CMS COST-BENEFIT ANALYSIS: LINX

AOC 10 Year Implementation Personnel Costs
LINX TRANSFER CMS

	Standard Cost	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Part 1 - Project Personnel												
AOC Costs												
State Project Manager	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ -	$ -	$ -	$ -	$ 562,896
State SMEs	64,740	129,480	258,960	258,960	258,960	258,960	258,960	-	-	-	-	$ 1,424,280
AOC Programmer/Analysts (Functional Analysts)	87,096	261,288	522,576	522,576	522,576	522,576	522,576	-	-	-	-	$ 2,874,168
AOC DBA	87,096	-	87,096	87,096	87,096	87,096	87,096	-	-	-	-	$ 435,480
AOC Quality Analysts	87,096	21,774	348,384	348,384	174,192	174,192	174,192	-	-	-	-	$ 1,241,118
AOC Infrastructure Technician	87,096	-	87,096	87,096	43,548	43,548	43,548	-	-	-	-	$ 304,836
Training Staff	58,656	-	58,656	58,656	175,968	175,968	175,968					$ 645,216
Communication Staff	64,740	-	32,370	32,370	32,370	32,370	32,370					$ 161,850
Application Analyst	87,096	87,096	108,870	108,870	87,096	87,096	87,096					$ 566,124
EA Consultant	87,096	87,096	108,870	108,870	87,096	87,096	87,096					$ 566,124
Security Analyst	87,096	-	-	21,774	21,774	21,774	21,774	-	-	-	-	$ 87,096
	Total	$ 680,550	$ 1,706,694	$ 1,728,468	$ 1,584,492	$ 1,584,492	$ 1,584,492	$ -	$ -	$ -	$ -	$ 8,869,188
Part 2 - Recurring Program Personnel												-
AOC												-
State Project Manager	93,816	$ -	$ -	$ -	$ -	$ -	$ -	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 375,264
State SMEs	64,740	-	-	-	-	-	-	258,960	258,960	258,960	258,960	$ 1,035,840
AOC Programmer/Analyst	87,096	-	-	-	-	-	-	522,576	522,576	522,576	522,576	$ 2,090,304
AOC DBA	87,096	-	-	-	-	-	-	21,774	21,774	21,774	21,774	$ 87,096
AOC Quality Analyst	87,096	-	-	-	-	-	-	130,644	130,644	130,644	130,644	$ 522,576
AOC Infrastructure Technician	87,096	-	-	-	-	-	-	43,548	43,548	43,548	43,548	$ 174,192
Application Analyst	87,096	-	-	-	-	-	-	87,096	87,096	87,096	87,096	$ 348,384
EA Consultant	87,096	-	-	-	-	-	-	87,096	87,096	87,096	87,096	$ 348,384
Security Analyst	87,096							21,774	21,774	21,774	21,774	$ 87,096
AOC Helpdesk (Supporting SC-CMS)	58,656	-	-	29,328	58,656	87,984	117,312	146,640	146,640	146,640	146,640	$ 879,840
Total												
	Total	$ -	$ -	$ 29,328	$ 58,656	$ 87,984	$ 117,312	$ 1,413,924	$ 1,413,924	$ 1,413,924	$ 1,413,924	$ 5,948,976
Part 1+2 - Total Staff Salaries		$ 680,550	$ 1,706,694	$ 1,757,796	$ 1,643,148	$ 1,672,476	$ 1,701,804	$ 1,413,924	$ 1,413,924	$ 1,413,924	$ 1,413,924	$ 14,818,164

SC-CMS COST-BENEFIT ANALYSIS: LINX

AOC 10 Year Implementation Personnel Costs
LINX TRANSFER CMS

	Standard Cost	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Part 3 - Project HR Benefit Cost												
State Project Manager	0.2515	$ 23,594	$ 23,594	$ 23,594	$ 23,594	$ 23,594	$ 23,594	$ -	$ -	$ -	$ -	$ 141,564
State SMEs	0.2578	33,377	66,754	66,754	66,754	66,754	66,754	-	-	-	-	$ 367,149
AOC Programmer/Analyst	0.2508	65,520	131,040	131,040	131,040	131,040	131,040	-	-	-	-	$ 720,720
AOC DBA	0.2508	-	21,840	21,840	21,840	21,840	21,840	-	-	-	-	$ 109,200
AOC Quality Analyst	0.2508	-	87,360	87,360	43,680	43,680	43,680	-	-	-	-	$ 305,760
AOC Infrastructure Technician	0.2508	-	21,840	21,840	10,920	10,920	10,920	-	-	-	-	$ 76,440
Training Staff	0.2508	-	14,708	14,708	44,125	44,125	44,125	-	-	-	-	$ 161,793
Communication Staff	0.2508	-	14,708	14,708	44,125	44,125	44,125	-	-	-	-	$ 161,793
Application Analyst	0.2508	-	8,117	8,117	8,117	8,117	8,117	-	-	-	-	$ 40,585
EA Consultant	0.2508	21,840	27,300	27,300	21,840	21,840	21,840	-	-	-	-	$ 141,960
Security Analyst	0.2508	21,840	27,300	27,300	21,840	21,840	21,840	-	-	-	-	$ 141,960
												$ -
												$ -
		$ 166,171	$ 444,562	$ 444,562	$ 437,876	$ 437,876	$ 437,876	$ -	$ -	$ -	$ -	$ 2,368,924
Part 4 - Recurring Program HR Benefit Cost												
State Project Manager	0.2508	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,525	$ 23,525	$ 23,525	$ 23,525	$ 94,100
State SMEs	0.2578	-	-	-	-	-	-	66,754	66,754	66,754	66,754	$ 267,017
AOC Programmer/Analyst	0.2508	-	-	-	-	-	-	131,040	131,040	131,040	131,040	$ 524,160
AOC DBA	0.2508	-	-	-	-	-	-	5,460	5,460	5,460	5,460	$ 21,840
AOC Quality Analyst	0.2508	-	-	-	-	-	-	32,760	32,760	32,760	32,760	$ 131,040
AOC Infrastructure Technician	0.2508	-	-	-	-	-	-	10,920	10,920	10,920	10,920	$ 43,680
Application Analyst	0.2508	-	-	-	-	-	-	21,840	21,840	21,840	21,840	$ 87,360
EA Consultant	0.2508	-	-	-	-	-	-	21,840	21,840	21,840	21,840	$ 87,360
Security Analyst	0.2508	-	-	-	-	-	-	5,460	5,460	5,460	5,460	$ 21,840
AOC Helpdesk (Supporting SC-CMS)	0.2508	-	-	7,354	14,708	22,063	29,417	36,771	36,771	36,771	36,771	$ 220,627
												$ -
	Total	$ -	$ -	$ 7,354	$ 14,708	$ 22,063	$ 29,417	$ 356,371	$ 356,371	$ 356,371	$ 356,371	$ 1,499,025
Part 5 - Ancillary Personnel Costs												
	Total Staff	8.25	21	21.75	21.25	21.75	22.25	18	18	18	18	
	New Staff	8.25	13	1	0	1	1	0	0	0	0	
Onetime Ancillary Personnel Costs	$8,100	$66,825	$105,300	$8,100	$0	$8,100	$8,100	$0	$0	$0	$0	$196,425
Annual Ancillary Personnel Costs	$2,500	$0	$20,625	$52,500	$54,375	$53,125	$54,375	$55,625	$45,000	$45,000	$45,000	$425,625
	Total	$ 66,825	$ 125,925	$ 60,600	$ 54,375	$ 61,225	$ 62,475	$ 55,625	$ 45,000	$ 45,000	$ 45,000	$ 622,050

SC-CMS COST-BENEFIT ANALYSIS: LINX

Implementation Schedules and Rates
LINX TRANSFER CMS

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Court Personnel											
Percentage Implemented / Year	0%	0%	5%	25%	30%	40%	0%	0%	0%	0%	100%
Percentage Implemented to Date	0%	0%	5%	30%	60%	100%	100%	100%	100%	100%	
Users Installed	0	0	64	320	384	511	0	0	0	0	1,278
Project Professional Services											
Percentage Implemented		25%	28%	13%	15%	20%	0%	0%	0%	0%	100%
Project Materials											
Percentage Implemented		25%	4%	19%	23%	30%	0%	0%	0%	0%	100%
Recurring Program Materials											
Percentage Implemented			25%	29%	48%	70%	100%	100%	100%	100%	

NOTE:
Court Personnel directly reflects rollout schedule of 5% (pilot) / 25% / 30% / 40%.
Project Materials costs are slightly front loaded, assuming that materials must be acquired before implementation.
Professional Service costs are slightly more front loaded than materials over the implementation period.
Recurring Program Material costs are a function of the Project Material implementation schedule.

SC-CMS COST-BENEFIT ANALYSIS: LINX

AOC Personnel Cost Analysis
LINX TRANSFER CMS

		Phase										
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position	**FTE Cost**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**TOTAL**
State Project Manager	93,816	93,816	93,816	93,816	93,816	93,816	93,816	93,816	93,816	93,816	93,816	1,031,976
SME	64,740	129,480	258,960	258,960	258,960	258,960	258,960	258,960	258,960	258,960	258,960	2,524,860
Programmer Analyst	87,096	261,288	522,576	522,576	522,576	522,576	522,576	522,576	522,576	522,576	522,576	5,051,568
AOC DBA	87,096	-	87,096	87,096	87,096	87,096	87,096	21,774	21,774	21,774	21,774	609,672
Quality Analyst	87,096	21,774	348,384	348,384	174,192	174,192	174,192	130,644	130,644	130,644	130,644	1,850,790
Infrastructure Technician	87,096	-	87,096	87,096	43,548	43,548	43,548	43,548	43,548	43,548	43,548	566,124
Training Staff	58,656	-	58,656	58,656	175,968	175,968	175,968	-	-	-	-	703,872
Communication Staff	64,740	-	32,370	32,370	32,370	32,370	32,370	-	-	-	-	226,590
Application Analyst	87,096	87,096	108,870	108,870	87,096	87,096	87,096	87,096	87,096	87,096	87,096	1,001,604
Solution Architect (EA)	87,096	87,096	108,870	108,870	87,096	87,096	87,096	87,096	87,096	87,096	87,096	1,001,604
Security Analyst	87,096	-	-	21,774	21,774	21,774	21,774	21,774	21,774	21,774	21,774	261,288
Help Desk Staff	58,656	-	-	29,328	58,656	87,984	117,312	146,640	146,640	146,640	146,640	938,496
Total		680,550	1,706,694	1,757,796	1,643,148	1,672,476	1,701,804	1,413,924	1,413,924	1,413,924	1,413,924	14,818,164

SC-CMS COST-BENEFIT ANALYSIS: LINX

AOC Personnel FTE Plan
LINX TRANSFER CMS

	Phase										
	Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Maximum**
State Project Manager	1	1	1	1	1	1	1	1	1	1	1
SME	2	4	4	4	4	4	4	4	4	4	4
Programmer Analyst	3	6	6	6	6	6	6	6	6	6	6
AOC DBA	0	1	1	1	1	1	0.25	0.25	0.25	0.25	1
Quality Analyst	0.25	4	4	2	2	2	1.5	1.5	1.5	1.5	4
Infrastructure Technician	0	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	1
Training Staff	0	1	1	3	3	3	0	0	0	0	3
Communication Staff	0	0.5	0.5	0.5	0.5	0.5	0	0	0	0	0.5
Application Analyst	1	1.25	1.25	1	1	1	1	1	1	1	1.25
Solution Architect (EA)	1	1.25	1.25	1	1	1	1	1	1	1	1.25
Security Analyst	0	0	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Help Desk Staff	0	0	0.5	1	1.5	2	2.5	2.5	2.5	2.5	2.5
Total	8.25	21	21.75	21.25	21.75	22.25	18	18	18	18	
New Staff	8.25	13	1	0	1	1	0	0	0	0	

SC-CMS COST-BENEFIT ANALYSIS: LINX

AOC Personnel FTE Plan Detail
LINX TRANSFER CMS

		Phase									
		Acquisition	Configure & Validation		Statewide Rollout			Ongoing Support			
Position	Tasks	**FY 2012**	**FY2013**	**FY 2014**	**FY 2015**	**FY2016**	**FY2017**	**FY2018**	**FY 2019**	**FY 2020**	**FY 2021**
Project Manager Note: Additional 0.5 FTE to support ongoing LINX Program	Acquisition	1									
	Configuration and Validation		1	1							
	Implementation				1	1	1				
	Ongoing Support							1	1	1	1
	TOTAL	1	1	1	1	1	1	1	1	1	1
SME	Acquisition	2									
	Configuration and Validation		4	1							
	Testing			1.5							
	Pilot Implementation			1.5							
	Statewide Rollout				4	4	4				
	Ongoing Support							4	4	4	4
	TOTAL	2	4	4	4	4	4	4	4	4	4
Programmer Analyst Note: Additional FTEs to support LINX on an ongoing basis at AOC	Acquisition	3									
	Configuration and Validation		2	2							
	Data Conversion		4	2							
	Testing			1							
	Implementation Support			1	3	3	3				
	Statewide Rollout				3	3	3				
	Ongoing Support							6	6	6	6
	TOTAL	3	6	6	6	6	6	6	6	6	6
DBA	Configuration and Validation		0.25	0.25							
	Data Conversion		0.5	0.5	0.5	0.5	0.5				
	Testing		0.25	0.25							
	Implementation Support				0.25	0.25	0.25	0.25	0.25	0.25	0.25
	Statewide Rollout				0.25	0.25	0.25				
	Ongoing Support										
	TOTAL	0	1	1	1	1	1	0.25	0.25	0.25	0.25
Quality Analyst	Acquisition	0.25									
	Configuration and Validation		0.5	0.5							
Note: Additional FTEs to support LINX on an ongoing basis at AOC	Data Conversion		0.5	0.25							
	Testing		3	2.75							
	Pilot Implementation			0.5	2	2	2				
	Ongoing Support							1.5	1.5	1.5	1.5
	TOTAL	0.25	4	4	2	2	2	1.5	1.5	1.5	1.5
Infrastructure Technician											
	Infrastructure Implementation		0.75	0.75							
	Testing		0.25	0.25	0.25	0.25	0.25				
	Statewide Rollout				0.25	0.25	0.25				

SC-CMS COST-BENEFIT ANALYSIS: LINX

AOC Personnel FTE Plan Detail
LINX TRANSFER CMS

			Phase									
			Acquisition	Configure & Validation		Statewide Rollout			Ongoing Support			
Position	Tasks		**FY 2012**	**FY2013**	**FY 2014**	**FY 2015**	**FY2016**	**FY2017**	**FY2018**	**FY 2019**	**FY 2020**	**FY 2021**
	Ongoing Support								0.5	0.5	0.5	0.5
		TOTAL	0	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Training Staff	Develop Training Materials			0.5	0.5							
	Application Training			0.5	0.25							
	Pilot Implementation				0.25							
	Statewide Rollout Training					3	3	3				
		TOTAL	0	1	1	3	3	3	0	0	0	0
Communication Staff	Configuration and Validation			0.5	0.1							
	Implementation Support				0.3							
	Pilot Implementation				0.1	0.5	0.5	0.5				
	Statewide Rollout Training											
		TOTAL	0	0.5	0.5	0.5	0.5	0.5	0	0	0	0
Application Analyst	Acquisition		1									
Note: 1 additional FTE to	Configuration and Validation			1.25	1.25							
support LINX & provide	Implementation					1	1	1				
level 2/3 help desk	Ongoing Support								1	1	1	1
		TOTAL	1	1.25	1.25	1	1	1	1	1	1	1
EA - Solution Architect	Acquisition		1									
Note: 1 additional FTE to	Configuration and Validation			1.25	1.25							
support Open Source at	Implementation					1	1	1				
AOC	Ongoing Support								1	1	1	1
		TOTAL	1	1.25	1.25	1	1	1	1	1	1	1
Security Analyst	Pilot Implementation				0.25							
	Support Implementation					0.25	0.25	0.25	0.25	0.25	0.25	0.25
		TOTAL	0	0	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Help Desk Staff	Help Desk Support				0.5	1	1.5	2	2.5	2.5	2.5	2.5
		TOTAL	0	0	0.5	1	1.5	2	2.5	2.5	2.5	2.5

SC-CMS COST-BENEFIT ANALYSIS: LINX

Technology Infrastructure Configuration Estimate
LINX TRANSFER CMS

Line	Item	Technical Description	Unit Price	Quantity	Extended	Notes	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**HARDWARE**																
2	HP ProLiant ML350	Server - Application	$ 7,041.44	10	$ 70,414.40	Dev, Quality, Test, Train, Prod Servers	$ -	$ 28,166	$ 28,166	$ 14,083	$ -	$ -	$ -		$ -	$ -	$ 70,414
3	HP ProLiant ML350	Server - Database	$ 6,091.44	10	$ 60,914.40	Dev, Quality, Test, Train, Prod Servers		24,366	24,366	12,183							$ 60,914
4	HP ProLiant ML350	Server - Web	$ 5,959.44	10	$ 59,594.40	Web Server		23,838	23,838	11,919							$ 59,594
5	Work Stations	Support Work Station	$ 1,298.40	4	$ 5,193.60			5,194									$ 5,194
6	Dell Power Vault MD1220	Storage Array	$ 13,536.32	4	$ 54,145.28	Disk Storage (12TB)			54,145								$ 54,145
7	Digital Printer	Production Printer	$ 35,000.00	2	$ 70,000.00	Production Printer			35,000	35,000							$ 70,000
8	Color LaserJet Enterprise CM4540 Laser MFP, Copy/Print/Scan HP CC419A		$ 4,405.00	1	$ 4,405.00	Color Laser Printers		4,405									$ 4,405
9	Power Vault Tape Drive		$ 2,023.00	8	$ 16,184.00	Tape Backup System		16,184									$ 16,184
10	APC Symmetra 16KVA 11200 Watt Power Array 208V UPS		$ 4,300.00	4	$ 17,200.00	Uninterruptable Power Supply		17,200									$ 17,200
11	Laser Fiche Enterprise - Electronic Document Management (LFS40)		$ 21,000.00	0	$ -	Out of Scope		-									$ -
12	**HARDWARE TOTAL**				$ 358,051.08		$ -	$ 119,351.88	$ 165,514.56	$ 73,184.64	$ -	$ -	$ -	$ -	$ -	$ -	$ 358,051.08
13	**SOFTWARE**																$ -
14	MS SQL Server (X Proc)		$ 4,570.75	20	$ 91,415.00	Relational Database		36,566	36,566	18,283							$ 91,415
15	Development Environment		$ -	20	$ -	Open Source		-									$ -
16	Server OS		$ -	30	$ -	Open Source		-									$ -
17	Server Client		$ -	1100	$ -	Open Source		-									$ -
18	Office Automation Software		$ -	128	$ -	Open Source		-	-	-							$ -
19	**SOFTWARE TOTAL**				$ 91,415.00		$ -	$ 36,566.00	$ 36,566.00	$ 18,283.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 91,415.00
20	**OTHER**																$ -
21	Cabling		$ 10,000.00	1	$ 10,000.00			10,000									$ 10,000
22																	$ -
23																	$ -
24	**OTHER TOTAL**				$ 10,000.00		$ -	$ 10,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00
25																	$ -
26																	$ -
27	**GRAND TOTAL**				$ 459,466.08		$ -	$ 165,918	$ 202,081	$ 91,468	$ -	$ -	$ -	$ -	$ -	$ -	$ 459,466
28																	
29																	
30																	

NOTES:

SC-CMS COST-BENEFIT ANALYSIS: LINX

Variables and Assumptions		
LINX TRANSFER CMS		
Item	**Value**	**Unit**
Contract Analyst Designer	$100	Hour
Contract Programmer	$100	Hour
Contract Project Manager	$150	Hour
Contract Quality Analyst	$150	Hour
Salaries		
AOC Project Manager	$93,816	Position/Year
AOC General SME	$64,740	Position/Year
AOC Programmer/Analyst (Business Analyst)	$87,096	Position/Year
AOC DBA	$87,096	Position/Year
AOC Quality Analyst	$87,096	Position/Year
AOC Infrastructure Technician	$87,096	Position/Year
AOC Help Desk Staff	$58,656	Position/Year
Employee Benefits Percentage		
AOC Project Manager	25.15%	% of Annual Salary
AOC General SME	25.78%	% of Annual Salary
AOC Programmer/Analyst	25.08%	% of Annual Salary
AOC DBA	25.08%	% of Annual Salary
AOC Quality Analyst	25.08%	% of Annual Salary
AOC Infrastructure Technician	25.08%	% of Annual Salary
AOC Help Desk Staff	30.95%	% of Annual Salary
Onetime Ancillary Personnel Costs	$8,100	Each New Position
Annual Ancillary Personnel Costs	$2,500	$/Position/Year
Court Staff (Clerk/Admin.) Average Hourly Rate	$23	Hour
Judge Average Hourly Rate	$92	Hour
Litigant Hourly Rate	$18	Hour
Attorney Hourly Rate	$150	Hour
Justice Partner Hourly Rate	$75	Hour
Local IT Staff Hourly Rate	$42	Hour
Number of Judges Served	189	
Average Number of Staff to Support One Judge	5.8	Judge
Number of Staff Served	1096.2	
Total Users Served	1285.2	
General AOC Employee Benefits Percentage	25.78%	% of Annual Salary
Cost of Workstation	$2,000	Each
Cost of Developer Workstation	$2,000	Each
Personnel Charge	0.070%	Classified Salary
Personnel Charge	246	FTEs Per Year
Cost of Capital	5.00%	Industry % cost of capital
CMS Application Software Licensing	$3,000	$/Named User
CMS Application Software Maintenance	20.00%	Year
Judges' Salary	$148,832	$/Year

SC-CMS COST-BENEFIT ANALYSIS: LINX

Variables and Assumptions		
LINX TRANSFER CMS		
Item	**Value**	**Unit**
Judges' Salary and Benefits	$192,408	$/Year
County Clerk Line Staff	$48,146	$/Year
Courts Line Staff	$48,146	$/Year
Superior Court Operational Costs	$48,434	$/FTE/Year
County Clerk Operational Costs	$11,210	$/FTE/Year
Facility Requirements – Judge Superior Court	1970	Square Feet
Staff Space Needs	120	Square Feet
Average Cost Per Square Foot	$300	$/Square Foot
Non-High Cost Per Diem	$123	$/Day
High Cost Per Diem	$185	$/Day
Court Operational Costs Per FTE	$48,434	Superior Court Staff FTE
Clerk Operational Cost Per FTE	$11,210	Clerk Staff FTE
Cost of Server	$25,000	Each

SC-CMS COST-BENEFIT ANALYSIS: LINX

Stakeholder Financial Impact
LINX TRANSFER CMS

Stakeholder Preparation Impact

			Phase										
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position	Hourly Rate		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	5,184	29,808	31,104	55,728	-	-	-	-	-	121,824
Justice Partners	$	75	-	9,600	55,200	57,600	103,200	-	-	-	-	-	225,600
Local IT	$	42	-	3,303	18,992	19,818	35,507	-	-	-	-	-	77,619
Staff	$	23	-	13,909	79,976	83,453	149,520	-	-	-	-	-	326,858
Judge	$	92	-	9,584	55,105	57,501	103,023	-	-	-	-	-	225,213
Trial Court Administrator / Lead	$	23	-	2,072	11,916	12,434	22,277	-	-	-	-	-	48,699
Presiding Judge	$	92	-	8,156	46,898	48,937	87,679	-	-	-	-	-	191,671
Clerk	$	23	-	2,041	11,735	12,245	21,940	-	-	-	-	-	47,962
Total			-	53,849	309,630	323,093	578,874	-	-	-	-	-	1,265,446

Stakeholder Implementation Impact

			Phase										
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position	Hourly Rate		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	-	1,728	9,936	10,368	18,576	-	-	-	-	40,608
Justice Partners	$	75	-	-	5,400	31,050	32,400	58,050	-	-	-	-	126,900
Local IT	$	42	-	-	6,378	36,674	38,269	68,565	-	-	-	-	149,886
Staff	$	23	-	-	8,559	49,216	51,356	92,012	-	-	-	-	201,143
Judge	$	92	-	-	5,898	33,911	35,385	63,399	-	-	-	-	138,593
Trial Court Administrator / Lead	$	23	-	-	879	5,055	5,275	9,451	-	-	-	-	20,660
Presiding Judge	$	92	-	-	1,092	6,277	6,550	11,736	-	-	-	-	25,654
Clerk	$	23	-	-	879	5,055	5,275	9,451	-	-	-	-	20,660
Total			-	-	30,813	177,175	184,878	331,239	-	-	-	-	724,105

SC-CMS COST-BENEFIT ANALYSIS: LINX

Stakeholder Hour Impact
LINX TRANSFER CMS

Stakeholder Preparation Impact

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Hours Impact/ Installed Judge	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other	36	-	-	288	1,656	1,728	3,096	-	-	-	-
Justice Partners	16	-	-	128	736	768	1,376	-	-	-	-
Local IT	10	-	-	79	454	473	848	-	-	-	-
Staff	75	-	-	603	3,468	3,619	6,484	-	-	-	-
Judge	13	-	-	104	598	624	1,118	-	-	-	-
Trial Court Administrator / Lead	11	-	-	90	517	539	966	-	-	-	-
Presiding Judge	11	-	-	89	509	531	951	-	-	-	-
Clerk	11	-	-	89	509	531	951	-	-	-	-
Total		-	-	1,469	8,447	8,814	15,791	-	-	-	-

Stakeholder Implementation Impact

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Hours Impact/ Installed Judge	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other	12	-	-	96	552	576	1,032	-	-	-	-
Justice Partners	9	-	-	72	414	432	774	-	-	-	-
Local IT	19	-	-	152	876	914	1,637	-	-	-	-
Staff	46	-	-	371	2,134	2,227	3,990	-	-	-	-
Judge	8	-	-	64	368	384	688	-	-	-	-
Trial Court Administrator / Lead	5	-	-	38	219	229	410	-	-	-	-
Presiding Judge	1	-	-	12	68	71	127	-	-	-	-
Clerk	5	-	-	38	219	229	410	-	-	-	-
Total		-	-	844	4,851	5,062	9,069	-	-	-	-
Judges Installed / Year		0	0	8	46	48	86	0	0	0	0

Appendix G – SC-CMS Cost-Benefit Analysis: Locally Hosted Commercial CMS

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Table of Contents

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Form 1/ Summary, Cost-Benefit and Cash Flow Analysis
Commercial CMS

Agency Administrative Office of the Courts

Superior Courts Case Management

31-Jan-12

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
TOTAL OUTFLOWS	688,438	8,333,374	8,904,933	5,219,912	6,531,593	6,831,599	2,574,006	2,449,045	2,574,006	2,574,006	46,680,912
TOTAL INFLOWS	0	0	0	437,771	2,626,628	5,253,256	8,755,427	8,755,427	8,755,427	8,755,427	43,339,364
NET CASH FLOW	(688,438)	(8,333,374)	(8,904,933)	(4,782,140)	(3,904,965)	(1,578,343)	6,181,421	6,306,382	6,181,421	6,181,421	
INCREMENTAL NPV	NA	(8,483,779)	(16,574,003)	(20,781,870)	(24,109,744)	(25,412,493)	(20,471,004)	(15,588,307)	(10,953,007)	(6,463,613)	
Cumulative Costs	NA	9,021,812	17,926,745	23,146,657	29,678,250	36,509,849	39,083,855	41,532,900	44,106,906	46,680,912	
Cumulative Benefits	NA	0	0	437,771	3,064,399	8,317,656	17,073,083	25,828,510	34,583,937	43,339,364	

Cost of Capital	Break-Even Period - Years [1]		NPV $	IRR %
	Non-Discounted	Discounted		
3.25%	NA	NA	(6,463,613)	-2.39%

[1] "Non-Discounted" represents break-even period for cumulative costs and benefits (no consideration of time value of money). "Discounted" considers effect of time value of money through incremental NPV.

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Project Summary Cost Cash Flow Analysis

Agency Administrative Office of the Courts **Project Option** Superior Courts Case Management

Commercial CMS

31-Jan-12

FISCAL COSTS, PROJECT DEVELOPMENT	OFM Object Codes	DEVELOPMENT PHASES FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
Salaries and Wages	(A)	419,262	2,622,804	2,666,352	351,162	351,162	351,162	0	0	0	0	6,761,904
Employee Benefits	(B)	100,651	690,811	690,811	83,086	83,086	83,086	0	0	0	0	1,731,529
Personal Service Contracts	(CA)	100,000	4,367,250	3,894,750	1,721,250	1,721,250	1,856,250	0	0	0	0	13,660,750
Communications	(EB)	26,000	26,000	26,000	2,600	2,600	2,600	0	0	0	0	85,800
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	42,525	239,925	90,600	10,625	10,625	10,625	0	0	0	0	404,925
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Capitalized	(JC)	0	124,961	249,922	249,922	249,922	124,961	0	0	0	0	999,687
Software Purchase - Capitalized	(JC)	0	0	215,375	1,076,875	1,292,250	1,723,000	0	0	0	0	4,307,500
Hardware Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	( )	0	0	0	0	0	0	0	0	0	0	0
TOTAL DEVELOPMENT		688,438	8,071,751	7,833,809	3,495,519	3,710,894	4,151,684	0	0	0	0	27,952,095
Stakeholder Impact	(A)	0	85,714	543,396	804,896	1,224,672	543,319	0	0	0	0	3,201,998
TOTAL DEVELOPMENT & IMPACT		688,438	8,157,464	8,377,206	4,300,415	4,935,567	4,695,003	0	0	0	0	31,154,093

NOTE: See Worksheet G-5 for project details.

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Summary, Operations Incremental Cost of Project
Commercial CMS

Agency Administrative Office of the Courts **Project Option** Superior Courts Case Management

31-Jan-12

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	GRAND TOTAL
OPERATIONS INCREMENTAL COSTS OF PROJECT (Per Form 4 - Column C)												
Salaries and Wages	(A)	0	175,909	527,728	879,546	1,231,365	1,407,274	1,501,283	1,501,283	1,501,283	1,501,283	10,226,956
Employee Benefits	(B)	0	0	0	0	0	0	23,801	23,801	23,801	23,801	95,203
Personal Service Contracts	(CA)	0	0	0	0	0	0	0	0	0	0	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance and Upgrade	(EE)	0	0	0	39,950	239,700	479,400	799,000	799,000	799,000	799,000	3,955,050
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Capitalized	(JC)	0	0	0	0	124,961	249,922	249,922	124,961	249,922	249,922	1,249,609
Software Purchase - Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Noncapitalized	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	( )	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATIONS		**0**	**175,909**	**527,728**	**919,496**	**1,596,026**	**2,136,596**	**2,574,006**	**2,449,045**	**2,574,006**	**2,574,006**	**15,526,819**
Agency Project Expenditures (G-2)		688,438	8,071,751	7,833,809	3,495,519	3,710,894	4,151,684	0	0	0	0	27,952,095
TOTAL AGENCY OUTFLOWS		688,438	8,247,660	8,361,537	4,415,016	5,306,920	6,288,280	2,574,006	2,449,045	2,574,006	2,574,006	43,478,914
Stakeholder Impact (G-2)	(A)	0	85,714	543,396	804,896	1,224,672	543,319	0	0	0	0	3,201,998
TOTAL OUTFLOWS [1,2]		688,438	8,333,374	8,904,933	5,219,912	6,531,593	6,831,599	2,574,006	2,449,045	2,574,006	2,574,006	46,680,912
CUMULATIVE COSTS			9,021,812	17,926,745	23,146,657	29,678,250	36,509,849	39,083,855	41,532,900	44,106,906	46,680,912	

[1] Total Outflows equals the sum of Fiscal Total Operations and Total Development from Form 2.
[2] Total Outflows carried to Form 1.

NOTE: See Worksheet G-6 for Details of this worksheet.

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Benefits Cash Flow Analysis Commercial CMS		Agency	Administrative Office of the Courts									Superior Courts Case Management
31-Jan-12												
Suggested Format												
						BENEFITS							
TANGIBLE BENEFITS	OFM Object Codes	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Hard $												
Revenues (specify)	(revenue codes)	0	0	0	0	0	0					0
												0
												0
												0
												0
												0
Reimbursements (specify)	(object codes)	0	0	0	0	0	0					0
												0
												0
												0
												0
												0
Cost Reduction (specify) [1]	(object codes)	0	0	0	0	0	0					0
Automate Mass Mailings 3-A		0	0	0	81,122	486,730	973,460	1,622,433	1,622,433	1,622,433	1,622,433	8,031,043
Automate J&S Distribution 3-B		0	0	0	7,620	45,723	91,445	152,409	152,409	152,409	152,409	754,425
Automate Order Distribution 3-C		0	0	0	14,312	85,869	171,739	286,231	286,231	286,231	286,231	1,416,843
												0
												0
Other (specify)	(object codes)	0	0	0	0	0	0					0
												0
												0
												0
												0
												0
Soft $												0
Cost Avoidance (specify)	(object codes)	0	0	0	0	0	0					0
Reduce Congestion 1-A		0	0	0	63,982	383,889	767,778	1,279,630	1,279,630	1,279,630	1,279,630	6,334,169
Reduce Rescheduling 1-B		0	0	0	115,164	690,987	1,381,973	2,303,289	2,303,289	2,303,289	2,303,289	11,401,281
Reduce Calendar Searches 1-C		0	0	0	18,328	109,969	219,938	366,563	366,563	366,563	366,563	1,814,487
Customer Self-Service 2-A		0	0	0	104,325	625,950	1,251,900	2,086,500	2,086,500	2,086,500	2,086,500	10,328,175
Protection Order Kiosks 2-B		0	0	0	15,728	94,370	188,741	314,568	314,568	314,568	314,568	1,557,112
Reduce Redundant Entry 4-A		0	0	0	17,190	103,141	206,282	343,804	343,804	343,804	343,804	1,701,830
												0
												0
												0
												0
												0
TOTAL INFLOWS [2]		0	0	0	437,771	2,626,628	5,253,256	8,755,427	8,755,427	8,755,427	8,755,427	43,339,364
CUMULATIVE BENEFITS			0	0	437,771	3,064,399	8,317,656	17,073,083	25,828,510	34,583,937	43,339,364	

[1] Reflects all Cost Reduction Benefits except Operations reductions (which are reflected in Cost of Operations).

[2] Total Inflows carried to Form 1.

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Project Detail
Commercial CMS

Line	ITEM		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**Salaries and Wages**	**(A)**											
2	Technology Staff (WORKSHEET G-7 Part 1)		419,262	2,622,804	2,666,352	351,162	351,162	351,162	-	-	-	-	**6,761,904**
3			-	-	-	-	-	-	-	-	-	-	**-**
4			-	-	-	-	-	-	-	-	-	-	**-**
5	**Salaries and Wages Total**		419,262	2,622,804	2,666,352	351,162	351,162	351,162	-	-	-	-	**6,761,904**
6	**Employee Benefits**	(B)											
7	Technology Staff Benefits (WORKSHEET G-7 Part 3)		100,651	690,811	690,811	83,086	83,086	83,086	-	-	-	-	**1,731,529**
8			-	-	-	-	-	-	-	-	-	-	**-**
9			-	-	-	-	-	-	-	-	-	-	**-**
10	**Employee Benefits Total**		100,651	690,811	690,811	83,086	83,086	83,086	-	-	-	-	**1,731,529**
11	**Personal Service Contracts**	(CA)											
12	Configuration and Validation (WORKSHEET G-12)		-	4,151,250	3,678,750	-	-	-	-	-	-	-	**7,830,000**
13	Statewide Rollout (WORKSHEET G-12)		-	-	-	1,721,250	1,721,250	1,856,250	-	-	-	-	**5,298,750**
14	Requirements and RFP Contract		100,000	-	-	-	-	-	-	-	-	-	**100,000**
15	Independent Quality Assurance			216,000	216,000	-	-	-	-	-	-	-	**432,000**
16	**Personal Services Contracts Total**		100,000	4,367,250	3,894,750	1,721,250	1,721,250	1,856,250	-	-	-	-	**13,660,750**
17	**Stakeholder Costs** [1]	(A)											
18	SC-CMS Preparation (WORKSHEET G-17)		-	85,714	492,855	514,283	921,424	-	-	-	-	-	**2,014,276**
19	SC-CMS Implementation (WORKSHEET G-17)		-	-	50,541	290,613	303,248	543,319	-	-	-	-	**1,187,721**
20			-	-	-	-	-	-	-	-	-	-	**-**
21	**Stakeholder Costs**		-	85,714	543,396	804,896	1,224,672	543,319	-	-	-	-	**3,201,998**
22	**Communications**	(EB)											
23	Local Court Communication		26,000	26,000	26,000	2,600	2,600	2,600	-	-	-	-	**85,800**
24			-	-	-	-	-	-	-	-	-	-	**-**
25			-	-	-	-	-	-	-	-	-	-	**-**
26	**Communications Total**		26,000	26,000	26,000	2,600	2,600	2,600	-	-	-	-	**85,800**
27	**Hardware Rent/Lease**	(ED)											
28			-	-	-	-	-	-	-	-	-	-	**-**
29			-	-	-	-	-	-	-	-	-	-	**-**
30			-	-	-	-	-	-	-	-	-	-	**-**
31	**Hardware Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	**-**
32	**Hardware Maintenance**	(EE)											
33			-	-	-	-	-	-	-	-	-	-	**-**
34			-	-	-	-	-	-	-	-	-	-	**-**
35			-	-	-	-	-	-	-	-	-	-	**-**
36	**Hardware Maintenance Total**		-	-	-	-	-	-	-	-	-	-	**-**
37	**Software Rent/Lease**	(ED)											
38			-	-	-	-	-	-	-	-	-	-	**-**
39			-	-	-	-	-	-	-	-	-	-	**-**
40			-	-	-	-	-	-	-	-	-	-	**-**
41	**Software Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	**-**
42	**Software Maintenance & Upgrade**	(EE)											
43			-	-	-	-	-	-	-	-	-	-	**-**
44			-	-	-	-	-	-	-	-	-	-	**-**
45			-	-	-	-	-	-	-	-	-	-	**-**
46	**Software Maintenance & Upgrade Total**		-	-	-	-	-	-	-	-	-	-	**-**
47	**DP Goods/Services**	(EL)											
48			-	-	-	-	-	-	-	-	-	-	**-**
49			-	-	-	-	-	-	-	-	-	-	**-**
50			-	-	-	-	-	-	-	-	-	-	**-**
51	**DP Goods/Services Total**		-	-	-	-	-	-	-	-	-	-	**-**

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Project Detail
Commercial CMS

Line	ITEM		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
52	**Goods/Services Not Listed**	(E)											
53	Onetime Ancillary Personnel Costs		42,525	226,800	8,100	-	-	-	-	-	-	-	**277,425**
54	Annual Ancillary Personnel Costs		-	13,125	82,500	10,625	10,625	10,625	-	-	-	-	**127,500**
55			-	-	-	-	-	-	-	-	-	-	-
56	**Goods/Services Not Listed Total**		42,525	239,925	90,600	10,625	10,625	10,625	-	-	-	-	**404,925**
57	**Travel**	(G)											
58			-	-	-	-	-	-	-	-	-	-	-
59			-	-	-	-	-	-	-	-	-	-	-
60			-	-	-	-	-	-	-	-	-	-	-
61	**Travel Total**		-	-	-	-	-	-	-	-	-	-	-
62	**Hardware Purchase - Capitalized**	(JC)											
63	SC-CMS Computer System (WORKSHEET G-15)		-	124,961	249,922	249,922	249,922	124,961	-	-	-	-	**999,687**
64			-	-	-	-	-	-	-	-	-	-	-
65			-	-	-	-	-	-	-	-	-	-	-
66	**Hardware Purchase - Capitalized**		-	124,961	249,922	249,922	249,922	124,961	-	-	-	-	**999,687**
67	**Software Purchase - Capitalized**	(JC)											
68	SC-CMS COTS Software License (WORKSHEET G-8)		-	-	199,750	998,750	1,198,500	1,598,000	-	-	-	-	**3,995,000**
69	Integration License (WORKSHEET G-8)		-	-	15,625	78,125	93,750	125,000	-	-	-	-	**312,500**
70			-	-	-	-	-	-	-	-	-	-	-
71	**Software Purchase - Capitalized**		-	-	215,375	1,076,875	1,292,250	1,723,000	-	-	-	-	**4,307,500**
72	**Hardware Purchase - Noncapitalized**	(KA)											
73			-	-	-	-	-	-	-	-	-	-	-
74			-	-	-	-	-	-	-	-	-	-	-
75			-	-	-	-	-	-	-	-	-	-	-
76	**Hardware Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
77	**Software Purchase - Noncapitalized**	(KA)											
78			-	-	-	-	-	-	-	-	-	-	-
79			-	-	-	-	-	-	-	-	-	-	-
80			-	-	-	-	-	-	-	-	-	-	-
81	**Software Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
82	**Hardware Lease/Purchase**	(P)											
83			-	-	-	-	-	-	-	-	-	-	-
84			-	-	-	-	-	-	-	-	-	-	-
85			-	-	-	-	-	-	-	-	-	-	-
86	**Hardware Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
87	**Software Lease/Purchase**	(P)											
88			-	-	-	-	-	-	-	-	-	-	-
89			-	-	-	-	-	-	-	-	-	-	-
90			-	-	-	-	-	-	-	-	-	-	-
91	**Software Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
92	**Other (specify)**	( )											
93			-	-	-	-	-	-	-	-	-	-	-
94			-	-	-	-	-	-	-	-	-	-	-
95			-	-	-	-	-	-	-	-	-	-	-
96	**Other Total**		-	-	-	-	-	-	-	-	-	-	-
97													
98	**Grand Total**		**688,438**	**8,071,751**	**7,833,809**	**3,495,519**	**3,710,894**	**4,151,684**	**-**	**-**	**-**	**-**	**27,952,095**
99													

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Operations Incremental Cost of Project Details
Commercial CMS

Line			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
1	**Salaries and Wages**	**(A)**											
2	Recurring Personnel Costs (WORKSHEET G-7 Part 2)		-	-	-	-	-	-	94,009	94,009	94,009	94,009	376,037
3	Local Host Site Operations (WORKSHEET G-17)		-	175,909	527,728	879,546	1,231,365	1,407,274	1,407,274	1,407,274	1,407,274	1,407,274	9,850,920
4			-	-	-	-	-	-	-	-	-	-	-
5	**Salaries and Wages Total**		-	175,909	527,728	879,546	1,231,365	1,407,274	1,501,283	1,501,283	1,501,283	1,501,283	10,226,956
6	**Employee Benefits**	(B)											
7	Recurring Benefits (WORKSHEET G-7 Part 4)		-	-	-	-	-	-	23,801	23,801	23,801	23,801	95,203
8			-	-	-	-	-	-	-	-	-	-	-
9			-	-	-	-	-	-	-	-	-	-	-
10	**Employee Benefits Total**		-	-	-	-	-	-	23,801	23,801	23,801	23,801	95,203
11	**Personal Service Contracts**	(CA)											
12			-	-	-	-	-	-	-	-	-	-	-
13			-	-	-	-	-	-	-	-	-	-	-
14			-	-	-	-	-	-	-	-	-	-	-
15	**Personal Services Contracts Total**		-	-	-	-	-	-	-	-	-	-	-
16	**Communications**	(EB)											
17			-	-	-	-	-	-	-	-	-	-	-
18			-	-	-	-	-	-	-	-	-	-	-
19			-	-	-	-	-	-	-	-	-	-	-
20	**Communications Total**		-	-	-	-	-	-	-	-	-	-	-
21	**Hardware Rent/Lease**	(ED)											
22			-	-	-	-	-	-	-	-	-	-	-
23			-	-	-	-	-	-	-	-	-	-	-
24			-	-	-	-	-	-	-	-	-	-	-
25	**Hardware Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	-
26	**Hardware Maintenance**	(EE)											
27			-	-	-	-	-	-	-	-	-	-	-
28			-	-	-	-	-	-	-	-	-	-	-
29			-	-	-	-	-	-	-	-	-	-	-
30	**Hardware Maintenance Total**		-	-	-	-	-	-	-	-	-	-	-
31	**Software Rent/Lease**	(ED)											
32			-	-	-	-	-	-	-	-	-	-	-
33			-	-	-	-	-	-	-	-	-	-	-
34			-	-	-	-	-	-	-	-	-	-	-
35	**Software Rent/Lease Total**		-	-	-	-	-	-	-	-	-	-	-
36	**Software Maintenance & Upgrade**	(EE)											
37	SC-CMS Annual Maintenance (WORKSHEET G-5)		-	-	-	39,950	239,700	479,400	799,000	799,000	799,000	799,000	3,955,050
38			-	-	-	-	-	-	-	-	-	-	-
39			-	-	-	-	-	-	-	-	-	-	-
40	**Software Maintenance & Upgrade Total**		-	-	-	39,950	239,700	479,400	799,000	799,000	799,000	799,000	3,955,050
41	**DP Goods/Services**	(EL)											
42			-	-	-	-	-	-	-	-	-	-	-
43			-	-	-	-	-	-	-	-	-	-	-
44			-	-	-	-	-	-	-	-	-	-	-
45	**DP Goods/Services Total**		-	-	-	-	-	-	-	-	-	-	-
46	**Goods/Services Not Listed**	(E)											
47	Cost for Assigned Project Staff		-	-	-	-	-	-	3,000	3,000	3,000	3,000	12,000
48			-	-	-	-	-	-	-	-	-	-	-
49			-	-	-	-	-	-	-	-	-	-	-
50	**Goods/Services Not Listed Total**		-	-	-	-	-	-	3,000	3,000	3,000	3,000	12,000
51	**Travel**	(G)											
52			-	-	-	-	-	-	-	-	-	-	-
53			-	-	-	-	-	-	-	-	-	-	-
54			-	-	-	-	-	-	-	-	-	-	-
55	**Travel Total**		-	-	-	-	-	-	-	-	-	-	-

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Operations Incremental Cost of Project Details
Commercial CMS

Line			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
56	**Hardware Purchase - Capitalized**	(JC)											
57	Technology Refresh (3 year Cycle)		-	-	-	-	124,961	249,922	249,922	124,961	249,922	249,922	1,249,609
58			-	-	-	-	-	-	-	-	-	-	-
59			-	-	-	-	-	-	-	-	-	-	-
60	**Hardware Purchase - Capitalized**		-	-	-	-	124,961	249,922	249,922	124,961	249,922	249,922	1,249,609
61	**Software Purchase - Capitalized**	(JC)											
62			-	-	-	-	-	-	-	-	-	-	-
63			-	-	-	-	-	-	-	-	-	-	-
64			-	-	-	-	-	-	-	-	-	-	-
65	**Software Purchase - Capitalized**		-	-	-	-	-	-	-	-	-	-	-
66	**Hardware Purchase - Noncapitalized**	(KA)											
67			-	-	-	-	-	-	-	-	-	-	-
68			-	-	-	-	-	-	-	-	-	-	-
69			-	-	-	-	-	-	-	-	-	-	-
70	**Hardware Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
71	**Software Purchase - Noncapitalized**	(KA)											
72			-	-	-	-	-	-	-	-	-	-	-
73			-	-	-	-	-	-	-	-	-	-	-
74			-	-	-	-	-	-	-	-	-	-	-
75	**Software Purchase - Noncapitalized Total**		-	-	-	-	-	-	-	-	-	-	-
76	**Hardware Lease/Purchase**	(P)											
77			-	-	-	-	-	-	-	-	-	-	-
78			-	-	-	-	-	-	-	-	-	-	-
79			-	-	-	-	-	-	-	-	-	-	-
80	**Hardware Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
81	**Software Lease/Purchase**	(P)											
82			-	-	-	-	-	-	-	-	-	-	-
83			-	-	-	-	-	-	-	-	-	-	-
84			-	-	-	-	-	-	-	-	-	-	-
85	**Software Lease/Purchase Total**		-	-	-	-	-	-	-	-	-	-	-
86	**Other (specify)**	( )											
87			-	-	-	-	-	-	-	-	-	-	-
88			-	-	-	-	-	-	-	-	-	-	-
89			-	-	-	-	-	-	-	-	-	-	-
90	**Other Total**		-	-	-	-	-	-	-	-	-	-	-
91													
92	**Grand Total**		**-**	**175,909**	**527,728**	**919,496**	**1,596,026**	**2,136,596**	**2,577,006**	**2,452,045**	**2,577,006**	**2,577,006**	**15,538,819**

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

AOC 10-Year Implementation Personnel Costs
Commercial CMS

	Standard Cost	Nbr	Extended	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Part 1 - Project Personnel														
AOC Costs														
State Project Manager	$ 93,816	1	$ 93,816	$ 93,816	$ 93,816	$ 93,816	$ 46,908	$ 46,908	$ 46,908	$ -	$ -	$ -	$ -	$ 422,172
State SMEs	64,740	4	258,960	129,480	517,920	517,920	64,740	64,740	64,740	-	-	-	-	$ 1,359,540
AOC Programmer/Analysts (Functional Analysts)	87,096	6	522,576	174,192	696,768	696,768	87,096	87,096	87,096	-	-	-	-	$ 1,829,016
AOC DBA	87,096	1	87,096	-	174,192	174,192	43,548	43,548	43,548	-	-	-	-	$ 479,028
AOC Quality Analysts	87,096	2	174,192	21,774	696,768	696,768	87,096	87,096	87,096	-	-	-	-	$ 1,676,598
AOC Infrastructure Technician	87,096	1	87,096	-	174,192	174,192	-	-	-	-	-	-	-	$ 348,384
Training Staff	58,656	3	175,968	-	117,312	117,312	-	-	-					$ 234,624
Communication Staff	64,740	0.5	32,370	-	64,740	64,740	-	-	-					$ 129,480
Application Analyst	87,096	0.25	21,774	-	43,548	43,548	-	-	-					$ 87,096
EA Consultant	87,096	0.25	21,774	-	43,548	43,548	-	-	-					$ 87,096
Security Analyst	87,096	0.25	21,774	-	-	43,548	21,774	21,774	21,774	-	-	-	-	$ 108,870
	Total	19.25		$ 419,262	$ 2,622,804	$ 2,666,352	$ 351,162	$ 351,162	$ 351,162	$ -	$ -	$ -	$ -	$ 6,761,904
Part 2 - Recurring Program Personnel														-
AOC														-
State Project Manager	93,816	0.5	46,908	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,382	$ 9,382	$ 9,382	$ 9,382	$ 37,526
State SMEs	64,740	4	258,960	-	-	-	-	-	-	32,370	32,370	32,370	32,370	$ 129,480
AOC Programmer/Analysts (Functional Analysts)	87,096	2	174,192	-	-	-	-	-	-	-	-	-	-	$ -
AOC DBA	87,096	0.25	21,774	-	-	-	-	-	-	8,710	8,710	8,710	8,710	$ 34,838
AOC Quality Analyst	87,096	0.5	43,548	-	-	-	-	-	-	43,548	43,548	43,548	43,548	$ 174,192
AOC Infrastructure Technician	87,096	0.5	43,548	-	-	-	-	-	-	-	-	-	-	$ -
AOC Helpdesk Staff (Supporting SC-CMS)	58,656	2.5	146,640	-	-	-	-	-	-	-	-	-	-	$ -
	Total	10.25		$ -	$ -	$ -	$ -	$ -	$ -	$ 94,009	$ 94,009	$ 94,009	$ 94,009	$ 376,037
Part 1 + 2 - Total Staff Salaries				$ 419,262	$ 2,622,804	$ 2,666,352	$ 351,162	$ 351,162	$ 351,162	$ 94,009	$ 94,009	$ 94,009	$ 94,009	$ 7,137,941
Part 3 - Project HR Benefit Cost														
State Project Manager	0.2515			$ 23,594	$ 23,594	$ 23,594	$ 11,797	$ 11,797	$ 11,797	$ -	$ -	$ -	$ -	$ 106,173
State SMEs	0.2578			33,377	133,509	133,509	16,689	16,689	16,689	-	-	-	-	$ 350,460
AOC Programmer/Analysts	0.2508			43,680	174,720	174,720	21,840	21,840	21,840	-	-	-	-	$ 458,640
AOC DBA	0.2508			-	43,680	43,680	10,920	10,920	10,920	-	-	-	-	$ 120,120
AOC Quality Analyst	0.2508			-	174,720	174,720	21,840	21,840	21,840	-	-	-	-	$ 414,960
AOC Infrastructure Technician	0.2508			-	43,680	43,680	-	-	-	-	-	-	-	$ 87,360
Training Staff	0.2508			-	29,417	29,417	-	-	-	-	-	-	-	$ 58,834
Communication Staff	0.2508			-	29,417	29,417	-	-	-	-	-	-	-	$ 58,834
Application Analyst	0.2508			-	16,234	16,234	-	-	-	-	-	-	-	$ 32,468
EA Consultant	0.2508			-	10,920	10,920	-	-	-	-	-	-	-	$ 21,840
Security Analyst	0.2508			-	10,920	10,920	-	-	-	-	-	-	-	$ 21,840
														$ -
														$ -
	Total		Total	$ 100,651	$ 690,811	$ 690,811	$ 83,086	$ 83,086	$ 83,086	$ -	$ -	$ -	$ -	$ 1,731,529

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

AOC 10-Year Implementation Personnel Costs
Commercial CMS

Part 4 - Recurring Program HR Benefit Cost

State Project Manager	0.2508		$	-	$	-	$	-	$	-	$	-	$	-	$	2,353	$	2,353	$	2,353	$	2,353	$ 9,410
State SMEs	0.2578			-		-		-		-		-		-		8,344		8,344		8,344		8,344	$ 33,377
AOC Programmer/Analyst	0.2508			-		-		-		-		-		-		-		-		-		-	$ -
AOC DBA	0.2508			-		-		-		-		-		-		2,184		2,184		2,184		2,184	$ 8,736
AOC Quality Analyst	0.2508			-		-		-		-		-		-		10,920		10,920		10,920		10,920	$ 43,680
AOC Infrastructure Technician	0.2508			-		-		-		-		-		-		-		-		-		-	$ -
AOC Helpdesk Staff	0.2508			-		-		-		-		-		-		-		-		-		-	$ -
																							$ -
	Total	Total	$	-	$	-	$	-	$	-	$	-	$	-	$	23,801	$	23,801	$	23,801	$	23,801	$ 95,203

Part 5 - Ancillary Personnel Costs

	Total Staff	Total Staff		5.25		33		33.5		4.25		4.25		4.25		1.2		1.2		1.2		1.2	
	New Staff	New Staff		5.25		28		1		0		0		0		0		0		0		0	
Onetime Ancillary Personnel Costs	$8,100			$42,525		$226,800		$8,100		$0		$0		$0		$0		$0		$0		$0	$277,425
Annual Ancillary Personnel Costs	$2,500			$0		$13,125		$82,500		$10,625		$10,625		$10,625		$3,000		$3,000		$3,000		$3,000	$139,500
	Total	Total	$	42,525	$	239,925	$	90,600	$	10,625	$	10,625	$	10,625	$	3,000	$	3,000	$	3,000	$	3,000	$ 416,925

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Implementation Schedules and Rates
Commercial CMS

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Court Personnel											
Percentage Implemented/Year	0%	0%	5%	25%	30%	40%	0%	0%	0%	0%	100%
Percentage Implemented to Date	0%	0%	5%	30%	60%	100%	100%	100%	100%	100%	
Users Installed	0	0	64	320	384	511	0	0	0	0	1,278
Project Professional Services											
Percentage Implemented		25%	28%	13%	15%	20%	0%	0%	0%	0%	100%
Travel											
Percentage of Travel	5%	10%	10%	25%	25%	25%	0%	0%	0%	0%	100%
Project Materials											
Percentage Implemented		25%	4%	19%	23%	30%	0%	0%	0%	0%	100%
Recurring Program Materials											
Percentage Implemented			25%	29%	48%	70%	100%	100%	100%	100%	

NOTES:
Court Personnel directly reflects rollout schedule of 5% (pilot) / 25% / 30% / 40%.
Project Materials costs are slightly front loaded, assuming that materials must be acquired before implementation.
Professional Service costs are slightly more front loaded than materials over the implementation period.
Recurring Program Material costs are a function of the Project Material implementation schedule.

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

AOC Personnel Cost Analysis
Commercial CMS

		Phase										
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support				
Position	**FTE Cost**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**TOTAL**
State Project Manager	93,816	93,816	93,816	93,816	46,908	46,908	46,908	9,382	9,382	9,382	9,382	553,514
SME	64,740	129,480	517,920	517,920	64,740	64,740	64,740	32,370	32,370	32,370	32,370	1,553,760
Programmer Analyst	87,096	174,192	696,768	696,768	87,096	87,096	87,096	-	-	-	-	1,916,112
AOC DBA	87,096	-	174,192	174,192	43,548	43,548	43,548	8,710	8,710	8,710	8,710	600,962
Quality Analyst	87,096	21,774	696,768	696,768	87,096	87,096	87,096	43,548	43,548	43,548	43,548	1,937,886
Infrastructure Technician	87,096	-	174,192	174,192	-	-	-	-	-	-	-	435,480
Training Staff	58,656	-	117,312	117,312	-	-	-	-	-	-	-	293,280
Communication Staff	64,740	-	64,740	64,740	-	-	-	-	-	-	-	194,220
Application Analyst	87,096	-	43,548	43,548	-	-	-	-	-	-	-	174,192
Solution Architect (EA)	87,096	-	43,548	43,548	-	-	-	-	-	-	-	174,192
Security Analyst	87,096	-	-	43,548	21,774	21,774	21,774	-	-	-	-	195,966
Help Desk Staff	58,656	-	-	-	-	-	-	-	-	-	-	58,656
Total		419,262	2,622,804	2,666,352	351,162	351,162	351,162	94,009	94,009	94,009	94,009	7,137,941

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

AOC Personnel FTE Plan
Commercial CMS

	Phase									
	Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support			
Position	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
State Project Manager	1	1	1	0.5	0.5	0.5	0.1	0.1	0.1	0.1
SME	2	8	8	1	1	1	0.5	0.5	0.5	0.5
Programmer Analyst	2	8	8	1	1	1	0	0	0	0
AOC DBA	0	2	2	0.5	0.5	0.5	0.1	0.1	0.1	0.1
Quality Analyst	0.25	8	8	1	1	1	0.5	0.5	0.5	0.5
Infrastructure Technician	0	2	2	0	0	0	0	0	0	0
Training Staff	0	2	2	0	0	0	0	0	0	0
Communication Staff	0	1	1	0	0	0	0	0	0	0
Application Analyst	0	0.5	0.5	0	0	0	0	0	0	0
Solution Architect (EA)	0	0.5	0.5	0	0	0	0	0	0	0
Security Analyst	0	0	0.5	0.25	0.25	0.25	0	0	0	0
Help Desk Staff	0	0	0	0	0	0	0	0	0	0
Total	5.25	33	33.5	4.25	4.25	4.25	1.2	1.2	1.2	1.2
New Staff	5.25	28	1	0	0	0	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

AOC Personnel FTE Plan Detail
Commercial CMS

			Phase									
			Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support			
Position	Tasks		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Acquisition		1									
	Configuration and Validation			1	1							
Project Manager	Implementation					0.5	0.5	0.5				
	Ongoing Support								0.1	0.1	0.1	0.1
		TOTAL	1	1	1	0.5	0.5	0.5	0.1	0.1	0.1	0.1
SME	Acquisition		2									
	Configuration and Validation			8	2							
	Testing				3							
	Pilot Implementation				3							
	Statewide Rollout					1	1	1				
	Ongoing Support								0.5	0.5	0.5	0.5
		TOTAL	2	8	8	1	1	1	0.5	0.5	0.5	0.5
Programmer Analyst	Acquisition		2									
	Configuration and Validation			2	1							
	Data Conversion			6	4							
	Testing				2							
	Implementation Support				1	1	1	1				
	Statewide Rollout											
	Ongoing Support								0	0	0	0
		TOTAL	2	8	8	1	1	1	0	0	0	0
DBA	Configuration and Validation			0.5	0.5							
	Data Conversion			1	1							
	Testing			0.5	0.5							
	Implementation Support					0.25	0.25	0.25				
	Statewide Rollout					0.25	0.25	0.25				
	Ongoing Support								0.1	0.1	0.1	0.1
		TOTAL	0	2	2	0.5	0.5	0.5	0.1	0.1	0.1	0.1

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

AOC Personnel FTE Plan Detail
Commercial CMS

			Phase									
			Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support			
Position	Tasks		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Quality Analyst	Acquisition		0.25									
	Configuration and Validation			1	1							
	Data Conversion			1	0.5							
	Testing			6	5.5							
	Pilot Implementation				1	1	1	1				
	Ongoing Support								0.5	0.5	0.5	0.5
		TOTAL	0.25	8	8	1	1	1	0.5	0.5	0.5	0.5
Infrastructure Technician												
	Infrastructure Implementation			1.5	1.5							
	Testing			0.5	0.5							
	Statewide Rollout											
	Ongoing Support								0	0	0	0
		TOTAL	0	2	2	0	0	0	0	0	0	0
Training Staff	Develop Training Materials			1	1							
	Application Training			1	0.5							
	Pilot Implementation				0.5							
	Statewide Rollout Training											
		TOTAL	0	2	2	0	0	0	0	0	0	0
Communication Staff	Configuration and Validation			1	0.2							
	Implementation Support				0.6							
	Pilot Implementation				0.2							
	Statewide Rollout Training											
		TOTAL	0	1	1	0	0	0	0	0	0	0
Application Analyst	Configuration and Validation			0.5	0.5							
		TOTAL	0	0.5	0.5	0	0	0	0	0	0	0
EA - Solution Architect	Configuration and Validation			0.5	0.5							
		TOTAL	0	0.5	0.5	0	0	0	0	0	0	0
Security Analyst	Pilot Implementation				0.5							
	Support Implementation					0.25	0.25	0.25				
		TOTAL	0	0	0.5	0.25	0.25	0.25	0	0	0	0
Help Desk Staff	Help Desk Support				0				0	0	0	0
		TOTAL	0	0	0	0	0	0	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan
Commercial CMS

		Phase										
	Rate	Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support				
Position		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Provider Project Manager	$ 125	$ -	$ 675,000	$ 675,000	$ 337,500	$ 337,500	$ 337,500	$ -	$ -	$ -	$ -	$ 2,362,500
SME	$ 100	$ -	$ 1,080,000	$ 1,080,000	$ 540,000	$ 540,000	$ 540,000	$ -	$ -	$ -	$ -	$ 3,780,000
Programmer Analyst	$ 100	$ -	$ 1,080,000	$ 540,000	$ 135,000	$ 135,000	$ 270,000	$ -	$ -	$ -	$ -	$ 2,160,000
AOC DBA	$ 125	$ -	$ 337,500	$ 337,500	$ 135,000	$ 135,000	$ 135,000	$ -	$ -	$ -	$ -	$ 1,080,000
Quality Analyst	$ 75	$ -	$ 202,500	$ 202,500	$ 101,250	$ 101,250	$ 101,250	$ -	$ -	$ -	$ -	$ 708,750
Infrastructure Technician	$ 100	$ -	$ 270,000	$ 270,000	$ 81,000	$ 81,000	$ 81,000	$ -	$ -	$ -	$ -	$ 783,000
Training Staff	$ 75	$ -	$ 202,500	$ 202,500	$ 202,500	$ 202,500	$ 202,500	$ -	$ -	$ -	$ -	$ 1,012,500
Communication Staff	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Application Analyst	$ 100	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Solution Architect (EA)	$ 125	$ -	$ 168,750	$ 168,750	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 337,500
Security Analyst	$ 100	$ -	$ 135,000	$ 135,000	$ 54,000	$ 54,000	$ 54,000	$ -	$ -	$ -	$ -	$ 432,000
Help Desk Staff	$ 50	$ -	$ -	$ 67,500	$ 135,000	$ 135,000	$ 135,000	$ -	$ -	$ -	$ -	$ 472,500
Total		$ -	$ 4,151,250	$ 3,678,750	$ 1,721,250	$ 1,721,250	$ 1,856,250	$ -	$ -	$ -	$ -	$ 13,128,750

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan
Commercial CMS

	Phase									
	Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support			
Position	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
State Project Manager	0	3	3	1.5	1.5	1.5	0	0	0	0
SME	0	6	6	3	3	3	0	0	0	0
Programmer Analyst	0	6	3	0.75	0.75	1.5	0	0	0	0
AOC DBA	0	1.5	1.5	0.6	0.6	0.6	0	0	0	0
Quality Analyst	0	1.5	1.5	0.75	0.75	0.75	0	0	0	0
Infrastructure Technician	0	1.5	1.5	0.45	0.45	0.45	0	0	0	0
Training Staff	0	1.5	1.5	1.5	1.5	1.5	0	0	0	0
Communication Staff	0	0	0	0	0	0	0	0	0	0
Application Analyst	0	0	0	0	0	0	0	0	0	0
Solution Architect (EA)	0	0.75	0.75	0	0	0	0	0	0	0
Security Analyst	0	0.75	0.75	0.3	0.3	0.3	0	0	0	0
Help Desk Staff	0	0	0.75	1.5	1.5	1.5	0	0	0	0
Total	0	22.5	20.25	10.35	10.35	11.1	0	0	0	0
New Staff	0	23	-3	0	0	1	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan Detail
Commercial CMS

			Phase									
			Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support			
Position	Tasks		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Acquisition											
	Configuration and Validation			3	3							
Project Manager	Implementation					1.5	1.5	1.5				
	Ongoing Support											
		TOTAL	0	3	3	1.5	1.5	1.5	0	0	0	0
SME	Acquisition											
	Configuration and Validation			6	3							
	Testing				1.5							
	Pilot Implementation				1.5							
	Statewide Rollout					3	3	3				
	Ongoing Support											
		TOTAL	0	6	6	3	3	3	0	0	0	0
Programmer Analyst	Acquisition											
	Configuration and Validation			3	0.75							
	Data Conversion			3	0.75							
	Testing				0.75							
	Implementation Support				0.75	0.375	0.375	0.75				
	Statewide Rollout					0.375	0.375	0.75				
	Ongoing Support											
		TOTAL	0	6	3	0.75	0.75	1.5	0	0	0	0
DBA	Configuration and Validation			0.3	0.3							
	Data Conversion			0.9	0.9	0.3	0.3	0.3				
	Testing			0.3	0.3							
	Implementation Support											
	Statewide Rollout					0.3	0.3	0.3				
	Ongoing Support											
		TOTAL	0	1.5	1.5	0.6	0.6	0.6	0	0	0	0
Quality Analyst	Configuration and Validation											
	Data Conversion			0.6	0.3							
	Testing			0.9	0.9							
	Pilot Implementation				0.3	0.75	0.75	0.75				
	Ongoing Support											
		TOTAL	0	1.5	1.5	0.75	0.75	0.75	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Solution Provider Personnel FTE Plan Detail
Commercial CMS

			Phase									
			Acquisition	Config & Assessment		Court by Court Implementation			Ongoing Support			
Position	Tasks		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Infrastructure Technicia	Infrastructure Design			0.9								
	Infrastructure Implementation			0.3	1.2							
	Testing			0.3	0.3	0.15	0.15	0.15				
	Statewide Rollout					0.3	0.3	0.3				
	Ongoing Support											
		TOTAL	0	1.5	1.5	0.45	0.45	0.45	0	0	0	0
Training Staff	Develop Training Materials			0.75	0.3							
	Application Training			0.75	0.3							
	Pilot Implementation				0.9							
	Statewide Rollout Training					1.5	1.5	1.5				
		TOTAL	0	1.5	1.5	1.5	1.5	1.5	0	0	0	0
Communication Staff	Configuration and Validation											
	Implementation Support											
	Pilot Implementation											
	Statewide Rollout Training											
		TOTAL	0	0	0	0	0	0	0	0	0	0
Application Analyst	Configuration and Validation			0	0							
		TOTAL	0	0	0	0	0	0	0	0	0	0
EA - Solution Architect	Configuration and Validation			0.75	0.75							
		TOTAL	0	0.75	0.75	0	0	0	0	0	0	0
Security Analyst	Pilot Implementation			0.75	0.75							
	Support Implementation					0.3	0.3	0.3				
		TOTAL	0	0.75	0.75	0.3	0.3	0.3	0	0	0	0
Help Desk Staff	Help Desk Support				0.75	1.5	1.5	1.5				
		TOTAL	0	0	0.75	1.5	1.5	1.5	0	0	0	0

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Technology Infrastructure Configuration Estimate

Commercial CMS

Line	Item	Technical Description	Unit Price	Quantity / Host Site	Quantity	Extended	Notes	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
1	**HARDWARE**						Estimated No. of Host Sites =	8	1	2	2	2	1					
2	HP ProLiant ML350	Server – Application	$ 7,041.44	2	16	$ 112,663.04	Dev, Quality, Test, Train, Prod Servers	$ -	$ 14,083	$ 28,166	$ 28,166	$ 28,166	$ 14,083	$ -	$ -	$ -	$ -	$ 112,663
3	HP ProLiant ML350	Server – Database	$ 6,091.44	2	16	$ 97,463.04	Dev, Quality, Test, Train, Prod Servers		12,183	24,366	24,366	24,366	12,183	-	-	-	-	$ 97,463
4	HP ProLiant ML350	Server – Web	$ 5,959.44	2	16	$ 95,351.04	Web Server		11,919	23,838	23,838	23,838	11,919	-	-	-	-	$ 95,351
5	Work Stations	Support Work Station	$ 1,298.40	2	16	$ 20,774.40			2,597	5,194	5,194	5,194	2,597	-	-	-	-	$ 20,774
6	Dell Power Vault MD1220	Storage Array	$ 13,536.32	2	16	$ 216,581.12	Disk Storage (12TB)		27,073	54,145	54,145	54,145	27,073	-	-	-	-	$ 216,581
7	Digital Printer	Production Printer	$ 35,000.00	0	1.6	$ 56,000.00	Production Printer		7,000	14,000	14,000	14,000	7,000	-	-	-	-	$ 56,000
8	Color LaserJet Enterprise CM4540 Laser MFP, Copy/Print/Scan HP CC419A		$ 4,405.00	1	8	$ 35,240.00	Color Laser Printers		4,405	8,810	8,810	8,810	4,405	-	-	-	-	$ 35,240
9	Power Vault Tape Drive		$ 2,023.00	2	16	$ 32,368.00	Tape Backup System		4,046	8,092	8,092	8,092	4,046	-	-	-	-	$ 32,368
10	APC Symmetra 16KVA 11200 Watt Power Array 208V UPS		$ 4,300.00	2	16	$ 68,800.00	Uninterruptable Power Supply		8,600	17,200	17,200	17,200	8,600	-	-	-	-	$ 68,800
11	Laser Fiche Enterprise - Electronic Document Management (LFS40)		$ 21,000.00	-	0	$ -	Records Management System		-	-	-	-	-	-	-	-	-	$ -
12	**HARDWARE TOTAL**					$ 735,240.64		$ -	$ 91,905.08	$ 183,810.16	$ 183,810.16	$ 183,810.16	$ 91,905.08	$ -	$ -	$ -	$ -	$ 735,240.64
13	**SOFTWARE**																	$ -
14	MS SQL Server (X Proc)		$ 4,570.75	4	32	$ 146,264.00	Relational Database		18,283	36,566	36,566	36,566	18,283	-	-	-	-	$ 146,264
15	MS Visual Studio Pro		$ 341.85	4	32	$ 10,939.20	Development Environments		1,367	2,735	2,735	2,735	1,367	-	-	-	-	$ 10,939
16	MS Windows Server		$ -	2	16	$ -	Included in Server Costs above		-	-	-	-	-	-	-	-	-	$ -
17	MS Server Client		$ 18.88	138	1104	$ 20,843.52			2,605	5,211	5,211	5,211	2,605	-	-	-	-	$ 20,844
18	MS OFFICE		$ 550.00	16	128	$ 70,400.00	Support Correspondence Management		8,800	17,600	17,600	17,600	8,800	-	-	-	-	$ 70,400
19	**SOFTWARE TOTAL**					$ 248,446.72		$ -	$ 31,055.84	$ 62,111.68	$ 62,111.68	$ 62,111.68	$ 31,055.84	$ -	$ -	$ -	$ -	$ 248,446.72
20	**OTHER**																	$ -
21	Cabling		$ 10,000.00	0.20	1.6	$ 16,000.00			2,000	4,000	4,000	4,000	2,000	-	-	-	-	$ 16,000
22																		$ -
23																		$ -
24	**OTHER TOTAL**					$ 16,000.00		$ -	$ 2,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ 2,000.00	$ -	$ -	$ -	$ -	$ 16,000.00
25																		$ -
26																		$ -
27	**GRAND TOTAL**					$ 999,687.36		$ -	$ 124,961	$ 249,922	$ 249,922	$ 249,922	$ 124,961	$ -	$ -	$ -	$ -	$ 999,687
28																		
29																		
30																		

NOTE:

Hardware and software quantities are based on proposal from New Dawn to Spokane Municipal Court, 2011.

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Variables and Assumptions		
Commercial CMS		
Item	**Value**	**Unit**
Contract Analyst Designer	$100	Hour
Contract Programmer	$100	Hour
Contract Project Manager	$150	Hour
Contract Quality Analyst	$150	Hour
Salaries		
AOC Project Manager	$93,816	Position/Year
AOC General SME	$64,740	Position/Year
AOC Programmer/Analyst (Business Analyst)	$87,096	Position/Year
AOC DBA	$87,096	Position/Year
AOC Quality Analyst	$87,096	Position/Year
AOC Infrastructure Technician	$87,096	Position/Year
AOC Help Desk Staff	$58,656	Position/Year
Employee Benefits Percentage		
AOC Project Manager	25.15%	% of Annual Salary
AOC General SME	25.78%	% of Annual Salary
AOC Programmer/Analyst	25.08%	% of Annual Salary
AOC DBA	25.08%	% of Annual Salary
AOC Quality Analyst	25.08%	% of Annual Salary
AOC Infrastructure Technician	25.08%	% of Annual Salary
AOC Help Desk Staff	30.95%	% of Annual Salary
Onetime Ancillary Personnel Costs	$8,100	Each New Position
Annual Ancillary Personnel Costs	$2,500	$/Position/Year
Court Staff (Clerk/Admin.) Average Hourly Rate	$23	Hour
Judge Average Hourly Rate	$92	Hour
Litigant Hourly Rate	$18	Hour
Attorney Hourly Rate	$150	Hour
Justice Partner Hourly Rate	$75	Hour
Local IT Staff Hourly Rate	$42	Hour
Number of Judges Served	189	
Average Number of Staff to Support One Judge	5.8	Judge
Number of Staff Served	1096.2	
Total Users Served	1285.2	
General AOC Employee Benefits Percentage	25.78%	% of Annual Salary
Cost of Workstation	$2,000	Each
Cost of Developer Workstation	$2,000	Each
Personnel Charge	0.070%	Classified Salary
Personnel Charge	246	FTEs Per Year
Cost of Capital	3.25%	Industry % cost of capital
CMS Application Software Licensing	$3,000	$/Named User
CMS Application Software Maintenance	20.00%	Year
Judges' Salary	$148,832	$/Year
Judges' Salary and Benefits	$192,408	$/Year
County Clerk Line Staff	$48,146	$/Year
Courts Line Staff	$48,146	$/Year
Superior Court Operational Costs	$48,434	$/FTE/Year
County Clerk Operational Costs	$11,210	$/FTE/Year
Facility Requirements – Judge Superior Court	1970	Square Feet
Staff Space Needs	120	Square Feet
Average Cost Per Square Foot	$300	$/Square Foot
Non-High Cost Per Diem	$123	$/Day
High Cost Per Diem	$185	$/Day
Court Operational Costs Per FTE	$48,434	Superior Court Staff FTE
Clerk Operational Cost Per FTE	$11,210	Clerk Staff FTE
Cost of Server	$25,000	Each

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Stakeholder Financial Impact
Commercial CMS

Stakeholder Preparation Impact

			Phase									
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position		Hourly Rate	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	5,184	29,808	31,104	55,728	-	-	-	-	-	121,824
Justice Partners	$	75	-	9,600	55,200	57,600	103,200	-	-	-	-	-	225,600
Local IT	$	42	-	6,030	34,671	36,178	64,820	-	-	-	-	-	141,698
Staff	$	23	-	14,942	85,916	89,651	160,625	-	-	-	-	-	351,134
Judge	$	92	-	10,321	59,344	61,924	110,948	-	-	-	-	-	242,537
Trial Court Administrator / Lead	$	23	-	8,301	47,731	49,806	89,236	-	-	-	-	-	195,074
Presiding Judge	$	92	-	25,065	144,122	150,388	269,445	-	-	-	-	-	589,019
Clerk	$	23	-	6,272	36,063	37,631	67,423	-	-	-	-	-	147,389
Total			-	85,714	492,855	514,283	921,424	-	-	-	-	-	2,014,276

Stakeholder Implementation Impact

			Phase									
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position		Hourly Rate	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	-	1,728	9,936	10,368	18,576	-	-	-	-	40,608
Justice Partners	$	75	-	-	5,400	31,050	32,400	58,050	-	-	-	-	126,900
Local IT	$	42	-	-	12,729	73,194	76,376	136,841	-	-	-	-	299,141
Staff	$	23	-	-	8,559	49,216	51,356	92,012	-	-	-	-	201,143
Judge	$	92	-	-	5,898	33,911	35,385	63,399	-	-	-	-	138,593
Trial Court Administrator / Lead	$	23	-	-	4,796	27,578	28,777	51,559	-	-	-	-	112,710
Presiding Judge	$	92	-	-	6,635	38,150	39,809	71,324	-	-	-	-	155,917
Clerk	$	23	-	-	4,796	27,578	28,777	51,559	-	-	-	-	112,710
Total			-	-	50,541	290,613	303,248	543,319	-	-	-	-	1,187,721

Stakeholder Operations Impact

			Phase									
			Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position		Hourly Rate	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Litigants and Other	$	18	-	-	-	-	-	-	-	-	-	-	-
Justice Partners	$	75	-	-	-	-	-	-	-	-	-	-	-
Local IT	$	42	-	141,322	423,965	706,608	989,251	1,130,573	1,130,573	1,130,573	1,130,573	1,130,573	7,914,012
Staff	$	23	-	34,588	103,763	172,938	242,114	276,701	276,701	276,701	276,701	276,701	1,936,908
Judge	$	92	-	-	-	-	-	-	-	-	-	-	-
Trial Court Administrator / Lead	$	23	-	-	-	-	-	-	-	-	-	-	-
Presiding Judge	$	92	-	-	-	-	-	-	-	-	-	-	-
Clerk	$	23	-	-	-	-	-	-	-	-	-	-	-
Total			-	175,909	527,728	879,546	1,231,365	1,407,274	1,407,274	1,407,274	1,407,274	1,407,274	9,850,920

SC-CMS COST-BENEFIT ANALYSIS: LOCALLY HOSTED COMMERCIAL CMS

Stakeholder Hour Impact
Commercial CMS

Stakeholder Preparation Impact

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Hours Impact/ Installed Judge	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other	36	-	-	288	1,656	1,728	3,096	-	-	-	-
Justice Partners	16	-	-	128	736	768	1,376	-	-	-	-
Local IT	18	-	-	144	828	864	1,548	-	-	-	-
Staff	81	-	-	648	3,726	3,888	6,966	-	-	-	-
Judge	14	-	-	112	644	672	1,204	-	-	-	-
Trial Court Administrator/Lead	45	-	-	360	2,070	2,160	3,870	-	-	-	-
Presiding Judge	34	-	-	272	1,564	1,632	2,924	-	-	-	-
Clerk	34	-	-	272	1,564	1,632	2,924	-	-	-	-
Total		-	-	2,224	12,788	13,344	23,908	-	-	-	-

Stakeholder Implementation Impact

		Phase									
		Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position	Hours Impact/ Installed Judge	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other	12	-	-	96	552	576	1,032	-	-	-	-
Justice Partners	9	-	-	72	414	432	774	-	-	-	-
Local IT	38	-	-	304	1,748	1,824	3,268	-	-	-	-
Staff	46	-	-	371	2,134	2,227	3,990	-	-	-	-
Judge	8	-	-	64	368	384	688	-	-	-	-
Trial Court Administrator/Lead	26	-	-	208	1,196	1,248	2,236	-	-	-	-
Presiding Judge	9	-	-	72	414	432	774	-	-	-	-
Clerk	26	-	-	208	1,196	1,248	2,236	-	-	-	-
Total		-	-	1,395	8,022	8,371	14,998	-	-	-	-

Stakeholder Operations Impact

		Phase									
	Hours Impact/ Host Site / Year	Acquisition	Config & Validation		Statewide Rollout			Ongoing Support			
Position		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Litigants and Other		-	-	-	-	-	-	-	-	-	-
Justice Partners		-	-	-	-	-	-	-	-	-	-
Local IT	3,375	-	3,375	10,125	16,875	23,625	27,000	27,000	27,000	27,000	27,000
Staff	1,500	-	1,500	4,500	7,500	10,500	12,000	12,000	12,000	12,000	12,000
Judge		-	-	-	-	-	-	-	-	-	-
Trial Court Administrator/Lead		-	-	-	-	-	-	-	-	-	-
Presiding Judge		-	-	-	-	-	-	-	-	-	-
Clerk		-	-	-	-	-	-	-	-	-	-
Total		-	4,875	14,625	24,375	34,125	39,000	39,000	39,000	39,000	39,000
Judges Installed/Year		0	0	8	46	48	86	0	0	0	0

Appendix H – Benefits of SC-CMS

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
1	Business Plan	Reduced likelihood of key staff leaving due to uncertainty.	Organization Management	Organizational Change Management Phase 1
2	Business Plan	Customers are engaged in the planning and execution of changes and have an active role in the success of changes.	Customer Relations	Capability Improvement Phase 1
3	Business Plan	Changes are predictable and accepted by the customer communities.	Customer Relations	Capability Improvement Phase 1
4	Business Plan	ISD has better understanding of customer needs.	Customer Relations	Capability Improvement Phase 1
5	Business Plan	Improved alignment of IT products and services with business processes goals, and objectives.	IT Management	Capability Improvement Phase 2
6	Business Plan	Increased reuse of IT services and components.	IT Management	Capability Improvement Phase 2
7	Business Plan	Better alignment of major business capabilities with the technology products and services that support those capabilities.	IT Management	Capability Improvement Phase 2
8	Business Plan	ISD's image is improved with major customer groups.	Customer Relations	Capability Improvement Phase 2
9	Business Plan	Customer concerns, needs, and directions are better understood.	Customer Relations	Capability Improvement Phase 2
10	Business Plan	Improved product and service quality.	IT Management	Capability Improvement Phase 2

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
11	Business Plan	ISD products and services are better aligned with major customer groups.	IT Management	Capability Improvement Phase 2
12	Business Plan	Increased value provided to major customer groups.	IT Management	Capability Improvement Phase 2
13	Business Plan	Increased vendor service quality.	IT Management	Capability Improvement Phase 3
14	Business Plan	Reduced overall development costs and more predictable cost models for development projects.	IT Management	Capability Improvement Phase 3
15	Business Plan	Increased responsiveness to changing business needs.	IT Management	Capability Improvement Phase 3
16	Business Plan	Higher quality applications with fewer defects and more consistent user experience.	IT Management	Capability Improvement Phase 3
17	Business Plan	More secure applications.	IT Management	Capability Improvement Phase 3
18	Business Plan	ISD services are mapped to business capabilities.	IT Management	Capability Improvement Phase 4
19	Business Plan	Visibility into costs will support improved cost management and help lower total cost of ownership (TCO).	IT Management	Capability Improvement Phase 4
20	Business Plan	Improved customer satisfaction rates with IT services and support.	Customer Relations	Capability Improvement Phase 4

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
21	Business Plan	Communicates IT services to the customer community.	Customer Relations	Capability Improvement Phase 4
22	Business Plan	Increased efficiency in incident and problem response through defined, multi-tier process.	IT Management	Capability Improvement Phase 4
23	Business Plan	ISD can set customer expectations and give them a better understanding of where money is going.	Customer Relations	Capability Improvement Phase 4
24	Business Plan	Provides additional business capabilities to customers.	IT Management	Capability Improvement Phase 5
25	Business Plan	Streamlined data domain ownership.	IT Management	Master Data Management
26	Business Plan	Increased productivity by minimizing time spent on fixing data quality issues.	IT Management	Master Data Management
27	Business Plan	Improved customer experience.	IT Management	Master Data Management
28	Business Plan	Improved business process monitoring.	IT Management	Master Data Management
29	Business Plan	Significant reduction in manual processes and time spent on processing duplicate data.	Eliminate Redundant Data Entry	Master Data Management
30	Business Plan	Reduced TCO due to simplified environment.	IT Management	Migrate Web Sites
31	Business Plan	Provides data access to multiple customer groups that do not interact with traditional JIS systems.	Data Distribution	Migrate Web Sites
32	Business Plan	Vendor-provided enhancements provide additional functionality without ISD effort.	IT Management	JIS Application Refresh
33	Business Plan	Over time, TCO is reduced.	IT Management	JIS Application Refresh

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
34	Business Plan	Greater buy-in as team member expectations are managed.	Organization Management	Organizational Change Management Phase 1
35	Business Plan	Well designed organization structure where no one is "forgotten."	Organization Management	Organizational Change Management Phase 1
36	Business Plan	Well defined organizational change strategy.	Organization Management	Organizational Change Management Phase 1
37	Business Plan	Reduced likelihood of ISD productivity impact through uncertainty.	Organization Management	Organizational Change Management Phase 1
38	Business Plan	Greater buy-in as customer expectations are managed.	Customer Relations	Organizational Change Management Phase 1
39	Business Plan	Communications to end users, customer representatives, and other stakeholders are consistent and correct.	Customer Relations	Capability Improvement Phase 1
40	Business Plan	Increased agility for the IT organization.	IT Management	Capability Improvement Phase 2
41	Business Plan	Reduced redundancy of services, applications, and technologies.	IT Management	Capability Improvement Phase 2
42	Business Plan	Better understanding of demand for IT services.	Management	Capability Improvement Phase 2
43	Business Plan	Reduced duplication of effort through clearly defined hand-offs, responsibilities, and acceptance criteria.	Management	Capability Improvement Phase 2

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
44	Business Plan	Faster ISD response to customer needs.	Management	Capability Improvement Phase 2
45	Business Plan	Single points of contact provided for major customer groups.	Management	Capability Improvement Phase 2
46	Business Plan	Significant cost reductions by minimizing number of vendors.	Management	Capability Improvement Phase 3
47	Business Plan	More predictable schedules and improved progress reporting for software development projects.	Management	Capability Improvement Phase 3
48	Business Plan	Significant cost savings by incorporating information security standards in application design.	Management	Capability Improvement Phase 3
49	Business Plan	Greater compliance with internal policies.	Management	Capability Improvement Phase 3
50	Business Plan	Reduction in cycle times from requisition to fulfillment.	Management	Capability Improvement Phase 3
51	Business Plan	Improved management visibility into IT service management activities.	Management	Capability Improvement Phase 4
52	Business Plan	Single-source view of all services, including support.	Management	Capability Improvement Phase 4
53	Business Plan	Reduced TCO associated with assets by lowering support hours for incidents and problems.	Management	Capability Improvement Phase 4

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
54	Business Plan	Benchmarking costs to ensure competitiveness relative to peers.	Management	Capability Improvement Phase 4
55	Business Plan	Strengthened in-house development capability.	Management	Capability Improvement Phase 5
56	Business Plan	Improved data management strategy and delivery.	Management	Master Data Management
57	Business Plan	Improved data quality standards across applications.	Management	Master Data Management
58	Business Plan	Reduction in data duplication across applications through creation of “system of record.”	Management	Master Data Management
59	Business Plan	Improved operational efficiency through timely provisioning of master data.	Management	Master Data Management
60	Business Plan	Creation of single source for JIS data.	Management	Master Data Management
61	Business Plan	Increased reliability of reports through the creation of “single version of truth.”	Management	Master Data Management
62	Business Plan	Reduction in infrastructure complexity.	Management	Migrate Web Sites
63	Business Plan	Greater reliability and performance of Web sites.	Management	Migrate Web Sites
64	Business Plan	Common infrastructure, platform, and approach for integration and data synchronization with customer organizations.	Management	Migrate DXs
65	Business Plan	Reusable services for DX.	Management	Migrate DXs
66	Business Plan	Accurate inventory of existing DXs.	Management	Migrate DXs
67	Business Plan	Common DX format for all customers.	Management	Migrate DXs
68	Business Plan	Platform in place for development of individual exchanges.	Management	Migrate DXs
69	Business Plan	Ability for individual courts to build their own applications that can leverage JIS data.	Management	Migrate DXs
70	Business Plan	Reduced technical complexity.	Management	JIS Application Refresh

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
71	Business Plan	Easier to maintain the infrastructure.	Management	JIS Application Refresh
72	Business Plan	Additional functionality can be provided with custom applications.	Management	JIS Application Refresh
73	Business Plan	Provides additional business capabilities to customers.	Management	JIS Application Refresh
74	Business Plan	Smoother transition as new technologies and processes are implemented.	Management	Organizational Change Management Phase 2
75	Business Plan	Greater buy-in and less resistance to the implementation.	Management	Organizational Change Management Phase 2
76	Business Plan	Reduced impact on customer operations during transition.	Management	Organizational Change Management Phase 2
77	Business Plan	Greater user buy-in and participation typically results in solutions that better match needs.	Management	Organizational Change Management Phase 2
78	Decision Package	Courts lack the ability to direct the progress of cases through the court process based upon business rules that establish case events and deadlines; to monitor compliance with the business rules; and to enforce the business rules. Case events and deadlines represent requests for hearings to be held, the conduct of hearings before the court, activities that occur outside the direct purview of the court (i.e., mediation, settlement offers or efforts), exchange of information between parties, and filing of certain documents.	Case Flow Management	Decision Package

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
79	Decision Package	Courts lack the ability to create reports or view screen-based information to assist in managing individual cases and groups of cases at the caseload level by case type. Courts do not have the ability to generate reports, letters, forms, and other documents necessary to communicate approaching or missed deadlines (compliance and enforcement). Court business rules vary by type of case and sub-type of case.	Case Flow Management	Decision Package
80	Decision Package	Courts lack the ability to automatically select dates for hearings based on a set of rules. Courts lack the ability to produce reports or view screen based information that details all of the scheduled hearings and hearing outcomes for a particular case. Courts lack the ability to establish, print, and distribute case schedules for individual cases.	Case Flow Management	Decision Package
81	Decision Package	Courts lack the ability to schedule cases for hearings, coordinating case actors (judges, attorneys, litigants, interpreters, etc.) and physical resources (court rooms, AV equipment, etc.) based on a set of conditions that include case type, hearing type, required actors, and required physical resources. For example, a request for a motion hearing in a domestic case before Judge A (conditions) would result in the hearing being set on the next future date that Judge A is scheduled to hear domestic case motions).	Scheduling	Decision Package

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
82	Decision Package	Fair and effective administration of justice is enhanced by optimized business processes. The implementation of a useful and capable calendaring and case management system plays an especially important role in the administration of justice. The ability to more efficiently prepare, manage, and monitor calendars and cases will drive significant improvements in the utilization of court resources, thereby advancing the administration of justice. The end result will be increased productivity for courts and judges, speedier trials for litigants, and reduced workload for court employees.	Case Flow Management	Decision Package
83	Decision Package	Case management will provide improved accessibility because of the automation that will be brought to the current business processes. For example, the case management system could produce and e-mail or text court date notification to parties. This will result better accessibility of courts by the public, and ensuring that the critical communications are occurring to those who need them.	Data Access	Decision Package
84	Decision Package	The provision of a calendaring and case management system for superior courts will provide several benefits to court management. It will reduce waste and cost associated with managing case documents. High volume court rooms will be able to benefit from a higher level of case coordination, which will expand the case throughput capacity of the court to significantly reduce the staff time required for routine tasks. Electronic document work flow will be closely aligned with business processes and local practices. Management reports will be available to allow court management to track performance, identify opportunities for improvement, and execute corrective actions to achieve higher performance.	Case Flow Management	Decision Package

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
85	Decision Package	The calendaring and caseflow management system will provide the staff of the state's superior courts with the tools they require to accomplish their duties more efficiently and effectively. This system will provide automated calendaring and caseflow management to all superior courts in the state, replacing the labor-intensive process currently used in most jurisdictions. Providing this capability will allow the courts will reduce bottlenecks that exist under the current constraints.	Operations	Decision Package
86	ESC Interviews	Electronic tools for judges and court commissioners must be simple, easy to use, and quick.	Productivity	The Quest for the Easy Button
87	ESC Interviews	More education and training about existing and emerging technologies would help judges and court staff obtain better information more efficiently.	Productivity	The Quest for the Easy Button
88	ESC Interviews	Judicial officers need the ability to quickly and easily access images of domestic violence order and other key documents that were created or filed in any court in the state.	Data Access	The Quest for the Easy Button
89	ESC Interviews	Judicial officers want the ability to electronically create domestic violence orders, judgment and sentence documents, and other orders and to transmit those orders electronically and in real time to justice partners.	Data Distribution	The Quest for the Easy Button
90	ESC Interviews	Judicial officers want summary views of key data, including custody status, warrant history, current protection orders, DOL status, time in process, and number of continuances.	Data Access	The Quest for the Easy Button
91	ESC Interviews	Most judicial officers want the ability to create confidential notes that are attached to individual cases in the case management system.	Data Access	The Quest for the Easy Button
92	ESC Interviews	Judicial officers need a system that enables them to schedule or reschedule proceedings based on the availability of people and other resources.	Scheduling	The Quest for the Easy Button

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
93	ESC Interviews	Staff Savings: If you do and you reorganize who does what: • You can cope with the staff reductions force on the clerks (10 people in total) • Pierce has a staff (Clerk/Admin/Bailiff) to judge ratio of 3:1 • Others are 7:1 • Each administrative employee has average cost of $70K/year	Productivity	Interview - Kevin Stock
94	ESC Interviews	Customer service improvement/staff reduction • Provide certified copies online • Reduced counter time • Subscription based access $200/year	Data Access	Interview - Kevin Stock
95	ESC Interviews	New ability to more quickly manage cases to resolution • Assign to tracks • Master Calendar ability • Ability to assign at filing • Auto conflict identification and auto recusal based on Bar number • Time standard management • Provide filer with scheduled calendar for case to serve on respondent - saves service efforts	Case Flow Management	Interview - Kevin Stock
96	ESC Interviews	Provide a kiosk with for domestic violence applications	Public Self Service	Interview - Kevin Stock
97	ESC Interviews	The reduction in resources to local courts will be ongoing for at least a decade while the need for court services will likely grow. To continue to provide timely effective and individual justice to civil and criminal cases, the courts need automation tools that reduce (or eliminate) business processes while increasing the ability of the trial courts to resolve cases in the appropriate time frames and with appropriate outcomes.	Productivity	Interview - Marty Maxwell

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
98	ESC Interviews	Reduction in case cycle time through more coordinated scheduling.	Case Flow Management	Interview - Marty Maxwell
99	ESC Interviews	Reduction in nonproductive case events.	Case Flow Management	Interview - Marty Maxwell
100	ESC Interviews	Improvement in accuracy of budget proposals for court services through more accurate assessment of costs of providing court services.	Reporting	Interview - Marty Maxwell
101	ESC Interviews	Elimination of service redundancies by improving efficiency through enhanced information.	Productivity	Interview - Marty Maxwell
102	ESC Interviews	Redesign of inefficient processes to optimize judicial officers' time as well as court personnel time.	Case Flow Management	Interview - Marty Maxwell
103	ESC Interviews	Generic and custom performance measure reports to assist in motivating executive and legislative funding authorities to invest more dollars in the courts.	Reporting	Interview - Marty Maxwell
104	ESC Interviews	Timely case processing is one of the highest priorities to ensure the fair, effective, and economic resolution of disputes. We need targeted reporting that creates a "dashboard" to show judicial officers and administrative staff the case status as measured in different ways including pending cases, time to trial, bifurcated issues to be addressed, party management, etc. We need the ability to move calendars between judicial officers and dates, the ability to cap calendars as needed, and the ability to combine calendars as needed for judicial economy. Options must include the ability for court users to perform self-scheduling.	Case Flow Management	Interview - Marty Maxwell
105	ESC Interviews	Improvement in decision making concerning case events and activities.	Productivity	Interview - Marty Maxwell
106	ESC Interviews	Judicial officers and court personnel want improved reporting of credible performance measures.	Reporting	Interview - Marty Maxwell

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
107	ESC Interviews	Improvement in the satisfaction of court users and court personnel.	Customer Relations	Interview - Marty Maxwell
108	ESC Interviews	Flexibility in service delivery design to reduce delay and costs in case processing as well as increased responsiveness to outside changes such as legislation or in funding levels.	Case Flow Management	Interview - Marty Maxwell
109	ESC Interviews	Work place harmony and professional satisfaction through better communication and collaboration, resulting in less personnel and professional turnover.	Organization Management	Interview - Marty Maxwell
110	ESC Interviews	Justification for and transparency in resource allocation by AOC.	Organization Management	Interview - Marty Maxwell
111	ESC Interviews	Eliminate redundant data entry.	Eliminate Redundant Data Entry	Interview - Delilah George
112	ESC Interviews	Perform date calculations.	Productivity	Interview - Delilah George
113	ESC Interviews	Produce notices.	Data Access	Interview - Delilah George
114	ESC Interviews	Manage master and individual calendar-based judge assignment.	Case Flow Management	Interview - Delilah George
115	ESC Interviews	Produce usable reports.	Reporting	Interview - Delilah George
116	ESC Interviews	Help them manage to time standards.	Case Flow Management	Interview - Delilah George
117	ESC Interviews	Enable / support budget and use of judicial resources.	Case Flow Management	Interview - Delilah George
118	ESC Interviews	All budgets are being reduced – we need tools to help us do our jobs better. Move cases through the system.	Case Flow Management	Interview - Delilah George
119	ESC Interviews	Close cases more timely.	Case Flow Management	Interview - Delilah George
120	ESC Interviews	Provide trial date certainty.	Case Flow Management	Interview - Delilah George

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
121	ESC Interviews	Enable case scheduling at the time of filing.	Productivity	Interview - Delilah George
122	ESC Interviews	Reduce variability and confusion in the court.	Standardization	Interview - Judge McKeenan
123	ESC Interviews	Better adherence to trial date certainty.	Case Flow Management	Interview - Judge McKeenan
124	ESC Interviews	Reduce attorney conflict through better scheduling.	Scheduling	Interview - Judge McKeenan
125	ESC Interviews	Reduce the number of times criminals are called to court for an event that is subsequently rescheduled.	Scheduling	Interview - Judge McKeenan
126	ESC Interviews	Faster case resolution.	Case Flow Management	Interview - Judge McKeenan
127	ESC Interviews	Reduce staff time/ lawyer time/ defendant time in court.	Scheduling	Interview - Judge McKeenan
128	ESC Interviews	Judicial officers want access to all JIS and AOC applications using a single sign-on, preferably using a biometric identifier.	IT Management	The Quest for the Easy Button
129	ISD	Judgment and Sentence pleadings - more specific codes for entering the pleading would send automatic notifications to multiple agencies. An example of this would be auto-notification to DOL's Suspension unit for Taking a Motor Vehicle Without Permission convictions.	Productivity	
130	ISD	Protection Orders – entry of these pleadings could send automatic notification to DOL's Firearm Unit. Could also automatically notify parties when an Order Terminating or Modifying is done	Productivity	
131	ISD	Summary Judgments – entry of these pleadings would automatically trigger the issuance of the judgment number.	Productivity	

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
132	ISD	Mental Health Commitment Orders – more specific codes when entering the pleadings could automatically send the notification to DOL or the state/county auditors	Productivity	
133	ISD	RALJ Appeals – when these are filed the system could automatically generate the notice that is sent to the party with the deadlines for filing their brief etc.	Productivity	
134	ISD	Guardianships – depending on the pleading being filed, the notifications sent for review hearings etc. could be automatically sent out.	Productivity	
135	ISD	Trial settings – these hearing codes could automatically trigger the trial notices that are sent out to the parties and in criminal case filings maybe even calculate the number of days from arraignment to trial.	Productivity	
136	ISD	Juvenile Remands – the order could auto-trigger the transfer into the adult criminal case.	Productivity	
137	ISD	Arbitrations – when initiated automatically, notify the court administrator, and when the court administrator makes entry of either settlement or not, auto-notify the clerk.	Productivity	
138	ISD	Notice of Appeal – automatically transmit to COA	Productivity	
139	ISD	Criminal conviction notifications – one example is the automatic notification of suspension of license based on the result code entered on the charge screen	Productivity	
140	ISD	Orders of Dismissal – auto populate the basic screen based on the order and judge codes used when entering the pleading.	Productivity	
141	ISD	Orders Vacating – entry of the proper docket code would automatically remove the information needed and notify WSP	Productivity	

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
142	ISD	Change of Venue – based on the pleading entered, auto-populate the basic screen etc. and send electronically to the other county – there would have to be an agreement for vouchers regarding the filing fee that is required to be sent with the authenticated/blue-backed pleadings.	Productivity	
143	ISD	Decree of Dissolution – entry of the final pleadings would automatically send off the vital statistics form.	Productivity	
144	ISD	Order of Commitment – entry of the pleadings (90 day/180 day) would automatically send the information to FBI/NICS etc.	Productivity	
145	ISD	The elimination of a manual process at each court. Potential of bulk mailing rates could apply. Similar to the billing process already in place.	Productivity	
146	ISD	Reduction of manual work steps at the local courts.	Productivity	
147	ISD	Reduce the work load for the local courts and free up time.	Productivity	
148	ISD	Audit/review of data sent to DOL Firearms division	Productivity	
149	Peer	Accelerate case disposition, reduce errors and cost by creating ability to receive 95% of initial case filings and amendments electronically (system-to-system), via the Internet or via self-service kiosks.	Case Flow Management	CA AOC CBA
150	Peer	Reduce cost and improve quality of calendaring and scheduling process by implementing online calendars.	Data Access	CA AOC CBA
151	Peer	Reduce cost and improve quality of service counter/research window by making case information available online that enables the courts to service 70% of case inquiries via self-service channel.	Productivity	CA AOC CBA

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
152	Peer	Reduce cost and improve quality of background check process by providing self-service capability for DOJ and the Department of Homeland Security that enables courts to service 90% of these requests via the self-service channel.	Data Distribution	CA AOC CBA
153	Peer	Improve timeliness, reduce cost, and improve justice coordination by establishing electronic interfaces to State agencies and justice partners.	Data Distribution	CA AOC CBA
154	Peer	Increase timeliness and reduce cost by implementing capability to send standard notices to frequent court users, which enables courts to transmit 30% of notices electronically.	Data Distribution	CA AOC CBA
155	Peer	Improve quality of court process by serving minute orders immediately.	Productivity	CA AOC CBA
156	Peer	Reduce number of hearings by unifying family cases.	Case Flow Management	CA AOC CBA
157	Peer	Improve quality of court experience for family court users by coordinating trips to court.	Scheduling	CA AOC CBA
158	Peer	Reduce average case duration for self-represented family cases by providing information on recent case activity.	Public Self Service	CA AOC CBA
159	Peer	Reduce case backlogs by improving the efficiency of assigned judges through the use of a common application across all jurisdictions and case types.	Case Flow Management	CA AOC CBA
160	Peer	Reduce disaster recovery risks by providing electronic case files and a single, verifiable recovery capability.	IT Management	CA AOC CBA
161	Peer	Reduce cost and improve service levels by providing enhanced information to support operational and policy decisions.	Reporting	CA AOC CBA
162	Peer	Provide opportunity to implement shared services in the future by providing a single system capability that can be used at all courts.	Productivity	CA AOC CBA
163	Peer	Streamline case preparation and reduce the number of conflicting orders by providing a state-wide repository of case information.	Case Flow Management	CA AOC CBA

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
164	Peer	Reduce cost and improve service quality and improve public safety by deploying a streamlined warrant issuance and recall capability.	Data Distribution	CA AOC CBA
165	Peer	Achieve full compliance with criminal protective order reporting requirements.	Productivity	CA AOC CBA
166	Peer	Reduce storage space for exhibits by implementing the ability to track when exhibits can be dispositioned.	Case Flow Management	CA AOC CBA
167	Peer	Improve ability to respond to external requests for statistical information by providing state-wide repository of case information.	Data Access	CA AOC CBA
168	Peer	Improve service quality and reduce cost by implementing self-service payment capability that enables courts to receive 75% of payments via the self-service channels such as the Internet or kiosks.		CA AOC CBA
169	Peer	Reduce the cost of system development, integration, deployment, and maintenance by deploying a single case management application for all courts.		CA AOC CBA
170	Peer	Improve funding for cities, counties, and the state by decreasing the amount of collections outstanding.		CA AOC CBA
171	Peer	Reduce cost and improve the quality of internal court processes by eliminating paper and automating the work process.		CA AOC CBA
172	Peer	Improve compliance with deadlines for out-of-home placement cases by automating communications between the courts and Department of Social Services (DSS).		CA AOC CBA
173	Peer	Reduce cost and noncompliance risk by implementing federally mandated interfaces with the Department of Child Support Services (DCSS).		CA AOC CBA
174	Peer	Improve financial controls for trust funds by implementing the capability to accurately track trust fund balances at the case level and to reconcile these balances to the financial statements.		CA AOC CBA

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
175	Peer	Reduce cost by eliminating manual case files in lieu of electronic files.		CA AOC CBA
176	Peer	Improve accuracy of revenue distribution by implementing a flexible system that can be rapidly adapted to changing revenue distribution rules.		CA AOC CBA
177	SCMFS RFP	Courts lack the ability to direct the progress of cases through the court process based upon business rules that establish case events and deadlines, monitor compliance with the business rules, and enforce the business rules. Case events and deadlines represent requests for hearings to be held, the conduct of hearings before the court, activities that occur outside the direct purview of the court (i.e., mediation, settlement offers or efforts), exchange of information between parties, and the filing of certain documents. Further, courts lack the ability to create reports or view screen-based information to assist in managing individual cases and groups of cases at the caseload level by case type. Courts do not have the ability to generate reports, letters, forms, and other documents necessary to communicate approaching or missed deadlines (compliance and enforcement). Court business rules vary by type of case and sub-type of case.	Case Flow Management	Superior Courts Case Management System Request Summary

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
178	SCMFS RFP	Courts lack the ability to schedule cases for hearings, coordinating case actors (judges, attorneys, litigants, interpreters, etc.) and physical resources (court rooms, AV equipment, etc.) based on a set of conditions that include case type, hearing type, required actors, and required physical resources. For example, a request for a motion hearing in a domestic case before Judge A (conditions) would result in the hearing being set on the next future date that Judge A is scheduled to hear domestic case motions. Courts lack the ability to automatically select dates for hearings based on a set of rules. Courts lack the ability to produce reports or view screen-based information that details all of the scheduled hearings and hearing outcomes for a particular case. Courts lack the ability to establish, print, and distribute case schedules for individual cases.	Scheduling	Superior Courts Case Management System Request Summary
179	SCMFS RFP	Provision of a caseflow management and calendaring system at all superior courts in Washington State will increase the efficiency and effectiveness of these courts by automating many business processes that are currently accomplished manually.	Case Flow Management	Superior Courts Case Management System Request Summary
180	Strategic Plan	Maintain employee retention rates.	Organization Management	Develop Organizational Change Strategy
181	Strategic Plan	Maintain customer satisfaction rates.	Customer Relations	Develop Organizational Change Strategy
182	Strategic Plan	Reduce impact on employee morale.	Organization Management	Implement New Organization Structure

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
183	Strategic Plan	Lower lost productivity.	Productivity	Implement New Organization Structure
184	Strategic Plan	Increased customer satisfaction with ISD services.	Customer Relations	Implement Change Management and Communications
185	Strategic Plan	Increased customer adoption of new and modified products and services.	Organization Management	Implement Change Management and Communications
186	Strategic Plan	Reduction in number of applications and application platforms.	IT Management	Implement EA Management
187	Strategic Plan	Adoption rate of standards and best practices.	IT Management	Implement EA Management
188	Strategic Plan	Compliance to reference architectures.	IT Management	Implement EA Management
189	Strategic Plan	Reduction in TCO of solutions across the enterprise.	IT Management	Implement EA Management
190	Strategic Plan	Improved customer satisfaction rates.	Customer Relations	Implement Solution Management
191	Strategic Plan	Lower TCO for managed solutions.	IT Management	Implement Solution Management
192	Strategic Plan	Reduced total number of products and services.	IT Management	Implement Solution Management
193	Strategic Plan	Improved customer satisfaction rates.	Customer Relations	Implement Relationship Management
194	Strategic Plan	Increased usage of ISD applications and services.	IT Management	Implement Relationship Management

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
195	Strategic Plan	Reduced number of emergency releases.	IT Management	Implement IT Service Management
196	Strategic Plan	Reduced number of total incidents due to releases.	IT Management	Implement IT Service Management
197	Strategic Plan	Completed and documented procedures for receiving, categorizing, responding, escalating, and closing incidents and problems.	IT Management	Implement IT Service Management - Incident, Problem, Service Catalog
198	Strategic Plan	Lower TCO for applications/products.	IT Management	Implement Financial management Reporting
199	Strategic Plan	Increased customer satisfaction rates.	Customer Relations	Establish Custom Development Capabilities
200	Strategic Plan	Business functionalities addressed.	IT Management	Establish Custom Development Capabilities
201	Strategic Plan	Measure compliance with data governance policies, processes, and standards.	IT Management	Develop Data Governance Model
202	Strategic Plan	Measure data quality metrics, including accuracy, completeness, validity, integrity, and consistency.	IT Management	Implement Data Quality Program
203	Strategic Plan	Reduction in duplication of data across applications.	IT Management	Develop Unified Data Model
204	Strategic Plan	Accuracy of reports generated through data warehouse.	Reporting	Optimize Data Warehouse
205	Strategic Plan	Number of exchanges migrated.	IT Management	Migrate Exchanges Including JIS Link
206	Strategic Plan	Increases in customer satisfaction rates.	Customer Relations	Migrate Exchanges Including JIS Link
207	Strategic Plan	Increases in data quality.	IT Management	Migrate Exchanges Including JIS Link

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
208	Strategic Plan	All identified functional areas addressed with appropriate approaches.	Organization Management	Conduct Feasibility Study and Transition Planning
209	Strategic Plan	Business functions provided.	IT Management	Purchase, Configure, and Deploy COTS Applications
210	Strategic Plan	Increases in customer satisfaction rates.	Customer Relations	Purchase, Configure, and Deploy COTS Applications
211	Strategic Plan	Business functions provided.	IT Management	Design, Develop, and Deploy Custom Applications
212	Strategic Plan	Increases in customer satisfaction rates.	Customer Relations	Design, Develop, and Deploy Custom Applications
213	Strategic Plan	Reduced negative impact on morale.	Organization Management	Change Management in Support of JIS
214	Strategic Plan	Lower resistance to change/greater buy-in.	Customer Relations	Change Management in Support of JIS
215	Strategic Plan	Improvement in project performance.	IT Management	Implement EA Management
216	Strategic Plan	Reduction in defects, incidents, problems.	IT Management	Implement Solution Management
217	Strategic Plan	Reduction in number of application platforms.	IT Management	Mature Application Development Capability
218	Strategic Plan	Improvement in budget to actual for schedules and costs.	IT Management	Mature Application Development Capability

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
219	Strategic Plan	Reduction in time to execute for projects.	IT Management	Mature Application Development Capability
220	Strategic Plan	Reduced cost of security.	IT Management	Establish Enterprise Security
221	Strategic Plan	Reduced number of security incidents.	IT Management	Establish Enterprise Security
222	Strategic Plan	Compliance with security policies and processes in all phases of SDLC	IT Management	Establish Enterprise Security
223	Strategic Plan	Reduced number of noncompliance incidents.	IT Management	Establish Enterprise Security
224	Strategic Plan	Improvement in customer satisfaction.	IT Management	Implement IT Service Management - Incident, Problem, Service Catalog
225	Strategic Plan	Reduction in incident and problem resolution time.	IT Management	Implement IT Service Management - Incident, Problem, Service Catalog
226	Strategic Plan	Reduction in redundant services and processes.	IT Management	Implement IT Service Management - Incident, Problem, Service Catalog
227	Strategic Plan	Improved consistency in customer support interactions.	IT Management	Implement IT Service Management - Incident, Problem, Service Catalog
228	Strategic Plan	Reduction in time to closure for incidents and problems.	IT Management	Implement IT Service Management - Incident, Problem, Service Catalog

BENEFITS OF SC-CMS

ID	Source	Description	Category	Reference
229	Strategic Plan	Reduction in cost of IT services.	IT Management	Implement Financial management Reporting
230	Strategic Plan	TCO for MDM tool.	IT Management	Implement MDM Tool
231	Strategic Plan	Reduction in duplication of master data objects in various applications.	IT Management	Implement MDM Tool
232	Strategic Plan	SLAs for data warehouse reports' availability.	IT Management	Optimize Data Warehouse
233	Strategic Plan	All exchanges identified and prioritized.	IT Management	Develop DX Migration Strategy
234	Strategic Plan	Platform in place for development of individual exchanges.	IT Management	Develop File-Based Exchanges
235	Strategic Plan	Coverage of allocated requirements to file-based exchange.	IT Management	Develop File-Based Exchanges
236	Strategic Plan	Platform in place for development of individual exchanges.	IT Management	Develop Transactional Transfers
237	Strategic Plan	Coverage of allocated requirements to file-based exchange.	IT Management	Develop Transactional Transfers
238	Strategic Plan	All site applications identified and prioritized.	IT Management	Develop Migration Strategy
239	Strategic Plan	Number of sites converted in a time period.	IT Management	Redirect Web Application Data Source
240	Strategic Plan	Lower implementation times.	IT Management	Change Management in Support of JIS

Appendix I – SC-CMS Tangible Benefits

A benefit can be tangible (measurable) or intangible (provides value, but is not measurable).

The Department of Information Services (DIS) feasibility guidelines categorize the potential tangible benefits that may result from an information technology investment. The table below describes the five tangible benefit categories.

Benefit Category	Definition
Revenue	Additional revenue that the state may receive as an outcome of the proposed changes
Reimbursement	Additional reimbursement to the state from an external source as a result of the change
Cost Reduction	Reduction in costs other than the program operation costs, usually benefiting a third-party stakeholder
Other	Other potential tangible benefits
Cost Avoidance	Costs that will be incurred by the program if the change is not made

The overall goal of a new solution is to allow the organization to do its work more efficiently and effectively. In operation, this may translate into increasing revenues, reducing costs, or providing other benefits that allow the courts and county clerks to fulfill their chartered responsibilities while using fewer resources or providing more value to the organization and its customers. This section provides calculations that serve to quantify the benefits associated with improved operations resulting from a new CMS.

The subsections below are organized into the following four categories of benefits to the courts resulting from a new court CMS environment:

- Improved Calendar and Schedule Data
- Customer Self-Service
- Automated Document and Report Generation and Distribution
- Improved Data Entry

Each category includes detailed benefits provided in a table format. A description of the format used is provided below.

#-X: Benefit Name	
Description	Briefly describes the benefit and any issues the benefit may address.
Type	Classifies the benefit under one of the following categories: ☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☐ Cost Avoidance
Assumptions	Lists any assumptions that have been made to arrive at the figures presented in the computation.
Computation	Shows the calculation(s) made to arrive at the total benefit.
Benefit	Shows the dollar value of the benefit. Where appropriate, the dollar value is broken into value to the court/county clerk and value to external parties.

The table below provides sum totals of the tangible benefits according to the 10-year cost analysis. Each benefit is described further in the following subsections.

		10-Year Cost Analysis	
ID	**Description**	**Commercial CMS**	**LINX Transfer CMS**
1-A	Reduce Number of Proceedings Rescheduled Due to Court Congestion	$ 6,334,169	$ 6,334,169
1-B	Reduce Number of Proceedings Rescheduled for Non-Congestion Reasons	11,401,281	11,401,281
1-C	Reduce Time Spent Searching for Open Calendar Dates	1,814,487	1,814,487
2-A	Provide Customer Self-Service Tools for Case Data and Calendar Searches	10,328,175	10,328,175
2-B	Provide Self-Service Protection Order Kiosks	1,557,112	1,557,112
3-A	Automate Production of Mass Mailings and Outsource Mailings to Centralized/Regionalized Print Facilities	8,031,043	8,031,043
3-B	Automate Distribution of Judgment and Sentence Pleadings	754,425	754,425
3-C	Automate Generation and Distribution of Certain Orders	1,416,843	1,416,843
4-A	Reduce Redundant Data Entry	1,701,830	1,701,830
	Annual Benefit to Court/County Clerk and Public	$43,339,365	$43,339,365

1. Benefits of Improved Calendar and Schedule Data

The initial scope of this project focused on the acquisition of a solution that would improve the calendaring and scheduling of court events and resources, as well as improve the case flow management capabilities of the superior courts. This first subsection focuses on quantifying the benefits of improving the calendar-based capabilities available to the superior courts. The tangible benefits associated with this category are as follows:

- *Reduce Number of Proceedings Rescheduled Due to Court Congestion* – Quantifies the amount of work that could be saved by improving the court's ability to forecast the likely number of cases that will be heard in a given court session.
- *Reduce Number of Proceedings Rescheduled for Non-Congestion Reasons* – Quantifies the amount of work that could be saved by improving the conflict-tracking capabilities available to the county clerks and courts.
- Reduce Time Spent Searching for Open Calendar Dates

Detailed descriptions and calculations for these benefits are provided below.

1-A: Reduce Number of Proceedings Rescheduled Due to Court Congestion	
Description	One of the reasons why proceedings are rescheduled is that court sessions are overbooked in an effort to fill the time allotted to the session. Overbooking is done on the assumption that a percentage of cases will reach a plea agreement or settlement, or be otherwise continued. This practice results in situations where litigants and attorneys come to court and do not have their cases heard. It also requires county clerks to do

<table>
<tr><th colspan="2">1-A: Reduce Number of Proceedings Rescheduled Due to Court Congestion</th></tr>
<tr><td></td><td>more work to prepare for and support an event that is scheduled but does not take place.

The number of cases set for a given session is based on estimates developed by the county clerk, who relies primarily on experience. With better, more up-to-date calendar information, these estimates could be refined, helping to avoid the costs associated with bringing people to the court and not hearing their cases.</td></tr>
<tr><td>Type</td><td>☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☒ Cost Avoidance</td></tr>
<tr><td>Assumptions</td><td>

233,345 proceedings were continued, cancelled, or stricken statewide in 2010.
10% of these proceedings were rescheduled due to court congestion.
Accurate statistics and forecasting could reduce this number by 50%.
50% of litigants have attorney representation.
It takes 20 minutes of county clerk time to perform the tasks necessary to reschedule a case.
The median wage for a worker in Washington is $18.[1]
County clerk time is estimated at $23 per hour.

Estimated cost of congestion-related rescheduling:
<table>
<tr><th>Item</th><th>Cost</th><th>Computation</th></tr>
<tr><td>Attorney Time</td><td>$75</td><td>1 Hour * $150/Hour * 50% Represented</td></tr>
<tr><td>Litigant Time</td><td>$27</td><td>1 Hour * $18/Hour * 1.5 Litigants Per Case</td></tr>
<tr><td>County Clerk Time</td><td>$7.67</td><td>20 Minutes * $23/Hour</td></tr>
<tr><td>Total</td><td>$109.67</td><td>Cost Per Rescheduled Proceeding</td></tr>
</table>
Judicial officer and district attorney time is not included, as it is assumed that judicial officers and district attorneys do not have unproductive time in a fully booked or overbooked court session.
</td></tr>
<tr><td>Computation</td><td>10% of 233,345 = 23,335 proceedings * 50% of proceedings = 11,668 proceedings avoided annually
11,668 proceedings per year * $109.67 per proceeding = $1,279,630 per year</td></tr>
<tr><td>Benefit</td><td>$875,100 in attorney time
$315,036 in litigant time
$89,494 in county clerk staff time
$1,279,630 per year</td></tr>
</table>

[1] *March 2010 Occupational Employment and Wage Estimates*, Washington State Employment Security Department, March 2010. http://www.workforceexplorer.com/admin/uploadedPublications/10543_OES_DataBook_6-2010.pdf

<table>
<tr><th colspan="4">1-B: Reduce Number of Proceedings Rescheduled for Non-Congestion Reasons</th></tr>
<tr><td>Description</td><td colspan="3">Of those cases that are continued, canceled, or stricken for reasons other than court congestion, the majority are assumed to be settlements, unavoidable procedural issues, or unavoidable conflicts. However, a moderate percentage of these conflicts could be avoided with better scheduling data.

The costs associated with conflicts in which participants arrive at court but do not have their case heard include the cost of the litigant(s) and attorney(s)' time, and the staff time associated with preparing a case for court and rescheduling it for a later date. This benefit measure outlines the monetary savings of eliminating as many conflicts as possible by using improved scheduling and conflict-checking data.</td></tr>
<tr><td>Type</td><td colspan="3">☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☒ Cost Avoidance</td></tr>
<tr><td>Assumptions</td><td colspan="3">• 233,345 proceedings were continued, cancelled, or stricken statewide in 2010.
• 10% of these proceedings were rescheduled due to court congestion.
• 10% of the remaining proceedings were rescheduled due to avoidable conflicts, meaning that 9% of total proceedings were rescheduled due to avoidable conflicts.
• It takes 20 minutes of county clerk time to perform the tasks necessary to reschedule a case.
• 50% of litigants have attorney representation.

Estimated cost of non-congestion-related rescheduling:
<table>
<tr><th>Item</th><th>Cost</th><th>Computation</th></tr>
<tr><td>Attorney Time</td><td>$75</td><td>1 Hour * $150/Hour * 50% Represented</td></tr>
<tr><td>Litigant Time</td><td>$27</td><td>1 Hour * $18/Hour * 1.5 Litigants Per Case</td></tr>
<tr><td>County Clerk Time</td><td>$7.67</td><td>20 Minutes * $23/Hour</td></tr>
<tr><td>Total</td><td>$109.67</td><td>Cost Per Rescheduled Proceeding</td></tr>
</table></td></tr>
<tr><td>Computation</td><td colspan="3">233,345 proceedings * 90% * 10% = 21,002 proceedings per year
21,002 proceedings per year * $109.67 per proceeding = $2,303,289 per year</td></tr>
<tr><td>Benefit</td><td colspan="3">$1,575,150 in attorney time
$567,054 in litigant time
$161,085 in county clerk staff time
$2,303,289 per year</td></tr>
</table>

<table>
<tr><th colspan="2">1-C: Reduce Time Spent Searching for Open Calendar Dates</th></tr>
<tr><td>Description</td><td>The lack of comprehensive calendar views for courtrooms, judicial officers, or other case participants results in a cumbersome scheduling process in which county clerks and court staff must search individual court calendars and participant schedules in order to avoid scheduling conflicts. By providing</td></tr>
</table>

1-C: Reduce Time Spent Searching for Open Calendar Dates	
	comprehensive calendar information to the user as well as automating certain calendar functions according to business rules, the time spent working to avoid conflicts can be reduced.
Type	☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☒ Cost Avoidance
Assumptions	• There are 255 judicial officers (judicial officers and commissioners) in the superior courts. • 15 minutes of superior court administration time spent scheduling per day, per judicial officer can be saved with an improved calendaring capability.
Computation	255 judicial officers * 0.25 hours per judicial officer * $23 per hour * 250 days per year = $366,563
Benefit	$366,563 per year

2. Benefits of Customer Self-Service

One of the most powerful benefits of modern business technology is how it empowers the customer to perform many of his or her own work tasks. Industries such as banking and travel have benefitted tremendously from giving their customers the ability to serve themselves. By enabling the customer to search and retrieve data or even perform certain data entry tasks, the courts can provide expanded assistance to the people they serve as well as reduce the labor necessary to perform certain business processes. For many customers, self-service is a preferred alternative, as it is convenient for them and allows access to services outside of normal business hours. The tangible benefits associated with this category are as follows:

- *Provide Customer Self-Service Tools for Case Data and Calendar Searches* – Quantifies the savings in staff and customer time that may be achieved by placing simple case data and calendar inquiry capabilities online.
- *Provide Self-Service Protection Order Kiosks* – Quantifies the savings in staff and customer time that may be achieved by placing kiosks in courthouses and in certain community locations that allow a person to electronically fill out a petition for a protection order.
- *Provide Customer Access to Electronic Documents* – Quantifies the savings in staff and customer time that may be achieved by providing online access to documents for viewing and printing.
- *Leverage Existing Electronic Filing Systems* – Quantifies the savings in staff and customer time that may be achieved by improving case management integration with existing electronic filing systems.

Detailed descriptions and calculations for these benefits are provided below.

2-A: Provide Customer Self-Service Tools for Case Data and Calendar Searches	
Description	Some of the duties that take up staff time in the courts are service tasks that could be performed by the customer if public data included in the CMS were made available for public search using online tools. This primarily includes tasks involving simple inquiries into case data. Such inquiries are generally related to calendar information, and resolving them currently requires county clerks to spend time interacting with customers on the telephone.
Type	☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☒ Cost Avoidance

2-A: Provide Customer Self-Service Tools for Case Data and Calendar Searches	
Assumptions	• County clerk effort for telephone and counter support can be reduced by 30 minutes (average) per day, per court. • 45 minutes of customer time (transportation and wait time) is spent per transaction. • The median wage for a worker in Washington is $18. • 15 customer transactions per day per court can be eliminated by implementing improved self-service tools.
Computation	250 days annually * 0.5 hours per day * 39 courts * $23 per hour = $112,125 0.75 hours of customer time per transaction * 39 courts * $18 per hour * 15 transactions per day * 250 days annually = $1,974,375
Benefit	$112,125 in county clerk personnel time $1,974,375 in customer time $2,086,500 per year

2-B: Provide Self-Service Protection Order Kiosks	
Description	The process for filling out a petition for a protection order can be time consuming for both the petitioner and county clerk staff. In many counties, the petitioner must travel to the county courthouse during normal business hours to fill out the petition. Placing self-service kiosks in the courthouse and in locations in the communities served by the courts can save time for both the county clerk and the petitioner.
Type	☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☒ Cost Avoidance
Assumptions	• 75% of petitions for restraining, protection, anti-harassment, and sexual assault orders will be filled out at a computer using template-based forms. • A protection order petition filled out using template-based forms saves 30 minutes of county clerk time. • 10% of petitions will be filled out at non-courthouse locations. • Using a kiosk at a non-courthouse location will save the petitioner 0.75 hours of travel time. • 32,640 temporary orders occur per year.
Computation	32,640 temporary orders per year * 75% = 24,480 orders filled out using template-based forms 24,480 orders * 0.5 hours per order * $23 per hour = $281,520 per year 24,480 orders * 10% filled out at non-courthouse locations * 0.75 hours travel time * $18 per hour = $33,048 per year
Benefit	$281,520 in county clerk time $33,048 in customer/public time $314,568 per year

3. Benefits of Automated Document and Report Generation and Distribution

Some of the tasks required of court and county clerk personnel require information to be retrieved from one or more systems, packaged into a consumable format, and distributed to

agencies or individuals. The benefits in this subsection measure the gains that may be realized by automating the document and report generation functions currently performed by court and county clerk personnel. The tangible benefits associated with this category are as follows:

- *Automate Production of Mass Mailings and Outsource Mailings to Centralized/Regionalized Print Facilities* – Quantifies the benefit of outsourcing the generation and distribution of high-volume mailings (e.g., notices).
- *Automate Production of Daily, Weekly, Monthly, Etc., Reports, and Transmit Data Electronically* – Quantifies the benefit of improving the capability to generate and distribute standard and ad hoc reports to other agencies.
- *Automate Distribution of Judgment and Sentence Pleadings* – Quantifies the benefit of automating the preparation and distribution of judgment and sentence pleadings.
- *Automate Generation and Distribution of Certain Orders* – Quantifies the benefit of automating the processes necessary to generate and distribute protection, no-contact, and anti-harassment orders to various partner agencies.

Detailed descriptions and calculations for these benefits are provided below.

<table>
<tr><th colspan="5">3-A: Automate Production of Mass Mailings and Outsource Mailings to Centralized/Regionalized Print Facilities</th></tr>
<tr><td>Description</td><td colspan="4">This benefit measures the efficiencies that could be achieved by sending notices and statutory notifications to case participants from a central production facility. These items are currently prepared and mailed manually. Using the data available in an improved CMS, mailings could be prepared automatically using automated correspondence technologies. These technologies package database information into a consumable format and send the data to a production printing center for printing and mailing.</td></tr>
<tr><td>Type</td><td colspan="4">☐ Revenue ☐ Reimbursement ☒ Cost Reduction ☐ Cost Avoidance</td></tr>
<tr><td>Assumptions</td><td colspan="4">• Courts and county clerks generate mailings at a rate of approximately three mailings per case file.
• Court staff spend 7 minutes preparing, publishing, and mailing each piece of correspondence.
• This processing time could be reduced to 2 minutes (a 5-minute reduction) by employing a central production and mailing facility for this responsibility.
• Centralized document preparation services will cost $0.10 per mailing.</td></tr>
<tr><td rowspan="5">Computation[2]</td><td colspan="4">298,955 cases filed in 2010 * 3 mailings per case = 896,865 mailings</td></tr>
<tr><td>Time/Mailing</td><td>Hours</td><td>Rate</td><td>Cost</td></tr>
<tr><td>7 Minutes (0.117)</td><td>104,933</td><td>$23</td><td>$2,413,464</td></tr>
<tr><td>5 Minutes (0.083)</td><td>74,440</td><td>$23</td><td>$1,712,120</td></tr>
<tr><td>2 Minutes (0.033)</td><td>29,596</td><td>$23</td><td>$680,721</td></tr>
</table>

[2] Computations are subject to slight rounding variances.

3-A: Automate Production of Mass Mailings and Outsource Mailings to Centralized/Regionalized Print Facilities	
	Production cost = 896,865 *.10 = $89,687 896,865 mailings * 0.083 hours per mailing = 74,440 hours * $23 per hour = $1,712,120 subtract $89,687 production cost = $1,622,433
Benefit	$1,622,433 per year

3-B: Automate Distribution of Judgment and Sentence Pleadings	
Description	For those criminal cases that end in a finding of guilt, judgment and sentence pleadings must be generated and distributed to several different agencies. By increasing the automation of the generation and distribution of these pleadings, the amount of time needed to process this information can be reduced.
Type	☐ Revenue ☐ Reimbursement ☒ Cost Reduction ☐ Cost Avoidance
Assumptions	• 38,979 criminal cases were resolved in 2010. • 15 minutes of county clerk time is spent per pleading. • 68% of criminal cases end in a guilty finding, according to data warehouse statistics. • Increased automation could reduce the effort to generate and distribute pleadings by 50%.
Computation[3]	38,979 criminal cases * 68% guilty rate = 26,506 guilty findings 26,506 guilty findings * 0.25 hours per finding * $23 per hour = $152,409
Benefit	$152,409 per year

3-C: Automate Generation and Distribution of Certain Orders	
Description	This benefit measures efficiencies that may be gained by automating the distribution of protection, no-contact, and anti-harassment orders. These orders, once signed by a judicial officer, must be distributed to various agencies. This includes orders that are denied, terminated, or modified. Distribution of these orders is currently carried out manually. Automation of the generation and distribution of these orders to partner agencies has the potential for significant savings in terms of effort spent.
Type	☐ Revenue ☐ Reimbursement ☒ Cost Reduction ☐ Cost Avoidance
Assumptions	• 25 minutes of county clerk time is spent per order. • 59,261 orders are issued per year, according to data warehouse statistics. • Automation can reduce the effort needed to perform this task by 50%.
Computation	0.42 hours per order * $23 per hour * 59,261 orders * 50% reduction = $286,231
Benefit	$286,231 per year

[3] Computations are subject to slight rounding variances.

4. Benefits of Improved Data Entry

Data entry represents a significant portion of the work performed by users of the AOC's information systems. Given the number of cases that pass through the courts each year and the corresponding amount of data entry associated with those cases, any increase in efficiency in this area has the potential for significant impact. While previous benefits have addressed improvements in data entry—most notably pushing data entry tasks out to customers—this category focuses on the benefit of improving data entry within the court. The tangible benefit associated with this category is as follows:

Reduce Redundant Data Entry – Quantifies the benefit of reducing the amount of redundant data entry performed by county clerk staff, both within the case management environment and among multiple case management applications.

A detailed description and calculations for this benefit are provided below.

4-A: Reduce Redundant Data Entry	
Description	The use of fragmented legacy systems that do not share information has created an environment in which case data may have to be entered more than once by different staff members or by a single individual. For example, a county clerk may have to enter case information into the proceedings system and then enter much of the same data into SCOMIS. Such situations occur at several points in the existing case work flow, at every court level. Once data is converted from the legacy JIS to the core CMS, county clerks will be able to enter information that can be easily accessed for other processes in the court case work flow. This will save county clerk case processing time and ensure the more efficient storage of case data. The implementation of the CMS will streamline the identified court work flow areas that currently involve the most points of duplicate data entry and collection, significantly reducing current processing time. A post-implementation analysis will be conducted on the same work flow areas to determine the number of duplicate data entry points that have been eliminated.
Type	☐ Revenue ☐ Reimbursement ☐ Cost Reduction ☒ Cost Avoidance
Assumptions	• 10% of entries are redundant and can be eliminated. • Each case requires approximately 30 minutes of data entry for the life of the case.
Computation	298,955 cases filed in 2010 * 0.5 hours per case * 10% redundancy = 14,948 hours 14,948 hours * $23 per hour = $343,804
Benefit	$343,804 per year

5. Total Tangible Benefits

The table below provides sum totals of the tangible benefits described in the previous subsections.

ID	Description	Court/ County Clerk Benefit	Public Benefit	Total Annual Benefit
1-A	Reduce Number of Proceedings Rescheduled Due to Court Congestion	$ 89,494	$1,190,136	$1,279,630
1-B	Reduce Number of Proceedings Rescheduled for Non-Congestion Reasons	161,085	2,142,204	2,303,289
1-C	Reduce Time Spent Searching for Open Calendar Dates	366,563	0	366,563
2-A	Provide Customer Self-Service Tools for Case Data and Calendar Searches	112,125	1,974,375	2,086,500
2-B	Provide Self-Service Protection Order Kiosks	281,520	33,048	314,568
3-A	Automate Production of Mass Mailings and Outsource Mailings to Centralized/ Regionalized Print Facilities	1,622,433	0	1,622,433
3-B	Automate Distribution of Judgment and Sentence Pleadings	152,409	0	152,409
3-C	Automate Generation and Distribution of Certain Orders	286,231	0	286,231
4-A	Reduce Redundant Data Entry	343,804	0	343,804
	Annual Benefit to Court/County Clerk and Public	$3,415,664	$5,339,763	$8,755,427

Appendix J – Commercial CMS Acquisition Risk Scorecard

COMMERCIAL CMS ACQUISITION RISK SCORECARD

Project	SC-CMS Implementation	**Assessment Date:**	3/2/2011
Agency	Washington AOC	**Assessed by:**	MTG
Stage	Planning	**Overall Assessment**	Yellow

Average Rating Legend
High – High Risk Area – Mitigation Plans Needed
Medium – Medium Risk – Needs Watching
Low – Low Risk

Risk Category	#Low	#Medium	#High	Summary of High Risks
Process Standards	**46**	**19**	**16**	
Business Mission and Goals	**1**	**2**	**2**	Project Fit to Customer Organization.
Customer/User	**1**	**3**	**1**	Customer Acceptance
Decision Drivers	**2**	**2**		
Development Environment	**5**		**1**	Tools Availability (EA)
Development Process	**6**	**2**	**1**	Early Identification of Defects
Organization Management	**2**	**3**	**2**	Resource Conflict, Customer Conflict
Product Content	**3**	**1**	**3**	Requirements Stability, Implementation Difficulty, System Dependencies
Project Management	**12**	**3**	**1**	Project Management Planning
Project Parameters	**4**	**2**	**3**	Project Size, Budget and Resource Size, Development Schedule
Project Team	**6**	**1**	**2**	Team Member Availability, Experience With Process
Technology	**4**			
Product Standards	**4**	**3**	**2**	
Deployment	**3**	**2**	**2**	Customer Service Impact, Data Migration Requirements
Maintenance	**1**	**1**		

Each of the above summary processes is assessed in more detail on the following pages.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
Process Standards				
Business Mission and Goals				
1.	Project Fit to Customer Organization	The project enables and supports superior court business operations and helps the organization achieve its outcomes and business objectives.	High	In the context of the Washington State nonunified court system, significant localization among superior courts may require substantial customization.
2.	Project Fit to Provider Organization	The provider's services are a central line of business and the solution provider has sufficient experience, staffing, and capabilities to support the state's needs.	Medium	AOC has little experience working with a solution provider. It has developed and maintained its own business applications.
3.	Customer Perception	Customer perceptions regarding the provider are positive.	High	Customers have serious concerns about AOC's ability to implement large-scale projects based upon previous failed efforts, which included a greater scope and more complexity than the current effort.
4.	Work Flow	The project supports and enables business operational work flow.	Medium	New work flow processes will be introduced.
5.	Goals Conflict	The project goals are consistent with and compliment business operational goals and strategies in a reasonable and demonstrable way.	Low	The project goals are consistent with business strategy and objectives.
Customer/User				
6.	User Involvement	The project reasonably involves end-user managers and SMEs in an appropriate manner.	Medium	The project currently involves judge, administrator, and clerk in planning, requirements development, and oversight roles. The AOC is taking early steps to increase this level of involvement.
7.	User Experience	The users that will be configuring and operating the systems, services, and processes have adequate experience and skills.	Medium	User experience implementing court systems is limited.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
8.	User Acceptance	Users understand the systems, services, and processes. Procedures are in place to enable the users to review and accept appropriate deliverables.	High	The technology solution has not yet been identified. The users do not have an understanding of the solution and how it would be applied at this point. Because of the high level of localization of court operations, customer acceptance is a significant risk.
9.	User Training Needs	The project provides appropriate training to support configuration and operation of the systems, services, and processes.	Medium	There are significant training requirements for implementing a statewide application in 32 judicial districts. AOC recognizes this and is being responsive in its planning.
10.	User Justification	User justification for the project is reasonably sound and has been shared and substantiated by user groups participating in the project.	Low	There is high demand from court users for a modern system. The business case for this application is to be documented in the feasibility study.
Decision Drivers				
11.	Political Influences	Project built upon solid business improvement initiatives. Project plans are reasonable and accommodate political realities and business needs and cycles.	Low	These plans are being developed through early business process analysis efforts.
12.	Convenient Date	The implementation date is reasonable, and established by an appropriate planning process.	Medium	There is a high demand by courts for implementation as soon as possible.
13.	Attractive Technology	The project is using proven and stable technology that the state has experience implementing.	Low	Projected technology is consistent with AOC current technology environment and direction. Sound methods are being employed for selection of technology.
14.	Short-Term Solution	The project is implemented in an incremental approach where business operations are enabled with each increment.	Medium	Current plans anticipate an incremental, court based rollout. The largest courts may require additional staging.
Development Environment				
15.	Physical Facilities	Physical facilities for systems and support staff are planned, reasonable, and appropriate.	Low	The AOC is making initial plans to address this in the migration plans.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
16.	Hardware Platform	The hardware is appropriate, stable, and has sufficient capacity to support planned implementations.	Low	Projected technology is consistent with AOC current technology environment and direction. Sound methods are being employed for selection of technology.
17.	Tools Availability	Appropriate technical tools are available to support personnel that are implementing, supporting, and maintaining the systems, services, and processes.	High	EA services are not in place. No plans are in effect to implement the AOC EA architecture.
18.	Vendor Support	The vendor support is reasonable for the size and complexity of this project.	Low	Support will be a contractual requirement. The market includes experienced providers who have addressed development, implementation, and support of CMS statewide.
19.	Contract Fit	The contract is reasonable and fair, and the reporting requirements are appropriate.	Low	AOC and the solution provider are expected to execute a reasonable contract.
20.	Disaster Recovery	Disaster recovery services are part of the project plan. Business continuity planning addresses all systems, services, and processes.	Low	AOC has disaster recovery and business continuity procedures and plans in place.
Development Process				
21.	Alternatives Analysis	A reasonable alternative analysis has been completed.	Low	Feasibility study process includes examination of alternatives.
22.	Commitment Process	Project commitments are reasonably stable. Changes to commitments in scope, content, and schedule are reviewed and approved by all involved.	Medium	JISC reviews scope. There has been significant change in scope. There is potential for additional scope changes.
23.	Quality Assurance Approach	Quality assurance is a planned part of the process. Quality assurance is built into the process. Quality control validates project deliverables and work products.	Low	AOC plans to conduct testing throughout the configuration and implementation process.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
24.	Development Documentation	Appropriate documentation to support the configuration and operations of the systems, services, and processes exists or is planned and serves the needs of the state's staff.	Low	AOC expects the solution provider to provide appropriate documentation.
25.	Use of Defined Engineering Process	The project follows a structured process for engineering systems, services, and work flow. Processes are repeatable, stable, and adaptable.	Low	AOC expects the solution provider to provide a methodology for engineering systems and business processes.
26.	Early Identification of Defects	The project has implemented procedures to identify defects and deficiencies early in the process so that the project can correct problems without causing disruption.	High	Because of the complex environment and the high level of localization, deficiencies will likely be high, resulting in many change requests.
27.	Defect Tracking	A defect tracking system is in place and used, and reliably tracks all product defects and deficiencies.	Low	This is likely to be the case, given the approach taken by the AOC.
28.	Change Control for Work Products	The project follows a change control process that effectively tracks all change orders. Change orders are reasonable.	Low	This is likely to be the case, given the approach taken by the AOC.
29.	Lessons Learned	The project tracks and assesses lessons learned at appropriate intervals. The project uses lessons learned to improve its processes and productivity.	Medium	Lessons learned from previous projects are considered. There are significant changes to be made, requiring implementation and experience.
Organization Management				
30.	Organizational Stability	The organization in which the project operates is reasonably organizationally stable with minimal staff turnover.	Medium	The AOC ISD organization has changed significantly in the last 2 years. The environment is stabilizing and optimizing.
31.	Organization Roles and Responsibility	Organizational roles and responsibilities are well defined within and external to the project.	Medium	Significant change has occurred. The environment is stabilizing and optimizing.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
32.	Policies and Standards	Organizational polices and standards are documented, understood, and followed by project team members and other participants.	Medium	Significant change has occurred. The environment is stabilizing and optimizing, a result of implementing a 6-year transformation plan.
33.	Management Support	The management line of authority for which the project reports (including matrix reporting lines) supports and enables the project to succeed.	Low	The management line of authority is actively involved, provides support for the project, and is engaged in regular project meetings.
34.	Executive Involvement	The executive responsible for the project is reasonably engaged and supportive, effectively manages escalated items, and enables project success.	Low	The state court administrator and the executive team are actively engaged. Funding is committed.
35.	Resource Conflict	Organizational resources are reasonably available to the project sufficient to complete tasks and maintain the project schedule.	High	AOC staff are assigned to many active projects and initiatives. AOC staff also have primary functional responsibilities. The project is at risk because staff will have competing demands for their time that may interfere with project work.
36.	Customer Conflict	The objectives and outcomes are consistent among customers, stakeholders, and the project team.	High	The level of cooperation among judges, court administrators, clerks, and justice partners varies from county to county. There are some differences in agenda among the statewide associations representing these entities. Within those associations, there are major differences as well.
Product Content				
37.	Requirements Stability	The requirements are reasonably stable. Change requests are within expected tolerances.	High	The interpretation of requirements between groups has been an issue. Some key processes have many different implementations between courts.
38.	Requirements Complete and Clear	Requirements are comprehensive, complete, clear, and have been examined among the project stakeholder groups (SMART).	Medium	Requirements are reasonably complete. Some ancillary requirements are weak. The requirements have not been thoroughly vetted by a well-organized group of representatives of all users.
39.	Testability	The project requirements can be tested and validated (SMART).	Low	System will need to be tested from a business functional approach.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
40.	Design Difficulty	The design of the system, services, and processes is well defined and understood.	Low	Leading solution providers have architected their systems to be flexible to meet multiple court configuration needs.
41.	Implementation Difficulty	The implementation of systems, services, and processes is well defined and not overly complex.	High	Implementation in the court environment will be complex due to the differences among the stakeholders and the local court rule variations among the courts. Some courts may have no or little IT support to assist them with implementation activities.
42.	System Dependencies	External systems dependencies are well defined and have been validated. No external dependency will cause project delays.	High	AOC has several active projects and initiatives that potentially can impact this project. Implementation and integration of AOC EA is not defined or planned. The creation of INDS is in the planning phase but is not funded.
43.	Overall Product Quality	The product quality is high, conforms to industry norms, contains good workmanship, is internally coherent, and is consistent with other work products.	Medium	Commercial systems are proven. The experience and quality in the market place is uneven. The depth of talent in the market has been impacted by labor constraints.
Project Management				
44.	Definition of Project	The project is well planned with reasonable outcomes, and should lead to achieving project objectives and outcomes.	Low	Precise scope and objectives are being refined. This is likely to be resolved, given the approach taken by the AOC.
45.	Project Objectives	Project objectives are well formed, measurable, reasonable, and achievable (SMART).	Low	Project objective are defined in the project charter.
46.	Leadership	Project leadership, within the project and above the project is supportive, engaged, and helpful.	Low	AOC leadership is actively engaged in the project.
47.	Project Management Approach	The project management approach, operations, procedures, and controls follow best practices and are used consistently. Project practices conform to PMBOK standards.	Low	The AOC project management office will employ PMBOK processes.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
48.	Project Management Communication	The project team follows a structured plan to communicate project progress, issues, status, and information to management, stakeholders, and affected users.	Medium	Communication with stakeholders has continued to be improved. A communication plan is being developed as part of the project management plan and will be followed.
49.	Project Manager Experience	The project manager has experience completing projects of similar size and complexity in an enterprise government environment.	Low	The current project manager has experience with large systems implementations.
50.	Project Manager Attitude	The project manager has a positive attitude and works well with management, project staff, and project leadership in the project, resolving issues as they arise.	Low	The project manager is a professional project manager who is providing planning, organization, controls, and leadership to the project.
51.	Project Management Authority	The project manager has appropriate authority to make project decisions, to make assignments to project and functional staff, and to make project expenditures.	Low	The project manager has reasonable authority and communicates well with AOC leadership.
52.	Support of Project Manager	The project manager receives positive support from management, the executive sponsor, and stakeholders.	Low	AOC leadership provides a high level of support to the project manager.
53.	Project Management Planning	Project management planning includes the project planning components suggested by PMBOK.	High	Integration of ancillary AOC projects has not been accomplished. There are many possible dependencies and conflicts for resources.
54.	Project Closure	Appropriate project completion activities, including contract closure, post implementation reviews, and lessons learned, are planned.	Low	AOC has standard project closure processes.
55.	Work Breakdown Structure	A well-formed work breakdown structure exists and is followed. Project activities result in addressing all goals and outcomes.	Medium	A work breakdown structure needs to be developed once AOC selects a solution provider. This is likely to be the case, given the approach taken by the AOC and the experience of providers in the market.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
56.	Communication Planning	The project follows a structured communication plan that shares information with management and stakeholders. Stakeholders and management know the project status, issues, and plans.	Medium	AOC is working to strengthen its communication processes. A communication plan is being developed and will be followed.
57.	Risk Management Process	The project has a risk management process. The project assesses risk on a regular, ongoing basis. Risk mitigation plans are developed for high-risk items.	Low	The project will follow the PMBOK risk management process to identify and mitigate risk.
58.	Procurement Planning	The project has a procurement plan that enables the project to acquire products and services necessary to achieve its outcomes.	Low	AOC procurement has a well-defined acquisition process. Staff and standards are also clearly defined. They will follow Washington procurement guidelines.
59.	Issue Management	A well-structured issue management process is in place. The project tracks issues and escalates them when necessary.	Low	AOC tracks issues as part of its project management process.
Project Parameters				
60.	Project Size	The project size is manageable within the capability of the project manager and the agency.	High	Project is greater than $20 million and involves implementing the SC-CMS in 32 judicial districts.
61.	Hardware Constraints	Hardware constraints are reasonable for the enterprise environment.	Low	The technology infrastructure will be developed within the existing AOC support group. Hardware constraints are understood.
62.	Reusable Components	The information systems architecture is built using reusable hardware and software components.	Low	The application will be developed using modern application architectural principles that promote the use of repeatable software.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
63.	Supplied Components	The system components are available and are reasonably stable.	Low	Several software vendors offer court applications that are proven in other state court environments. The vendor applications provide the required functionality to meet business operational needs.
64.	Budget and Resource Size	The project has sufficient budget and personnel resources to accomplish its tasks and achieve its outcomes.	High	AOC has identified funds for this application. State and local governments in Washington are in a fiscal crisis. Local courts' ability to implement will be impacted. Budget funding has been identified and reserved. AOC is actively working with the JISC to gain legislative support.
65.	Budget Constraints	Budgeted funds are available for appropriate project-related expenditures.	Medium	Budget funds are limited and constrained by current economic conditions.
66.	Cost Controls	Appropriate and reasonable cost controls are in place to ensure proper accounting and control of all project-related expenditures.	Low	AOC has standard financial management systems and controls in place to manage project costs.
67.	Delivery Commitments	Project commitments to stakeholders are well documented and reasonably stable.	Medium	AOC has many competing projects that are being prioritized.
68.	Development Schedule	The project development schedule is well defined, contains a critical path, and is reasonably achievable.	High	This needs to be baselined once a solution provider has been defined. It will likely be a complex implementation schedule requiring multiple concurrent implementations, if required to be deployed in all judicial districts.
Project Team				
69.	Team Member Availability	Project team members are available and stable. Functional project team members are allowed to complete project activities given competing responsibilities.	High	AOC has many competing projects. This impacts the ability of team members to contribute in-depth analysis.
70.	Mix of Team Skills	The project team has a reasonable mix of skills appropriate to perform the tasks necessary to achieve project objectives. Specialty skills can be easily obtained.	Medium	AOC has a reasonable mix of team skills. Team members assigned to the current project represent this diversity of skills, which benefits the project. At the time of implementation, there may not be sufficient staff availability to support multiple court implementations.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
71.	Application Experience	The project team has reasonable experience and skills with the technology.	Low	The selected vendor is likely to be able to provide experienced staff. AOC has been able to assign experienced staff.
72.	Experience With Project Hardware and Software	The project team has reasonable experience with the project hardware and software. In-depth support is available to the project team.	Low	The selected vendor is likely to be able to provide experienced staff. AOC has experienced infrastructure staff
73.	Experience With Process	The project team has experience with the configuration and operation of the systems, processes, and services. Knowledge transfer is planned.	High	AOC has not implemented a third-party application. The team currently lacks the needed experience.
74.	Training of Team	A training plan exists to ensure that project staff acquires the necessary skills to conduct the assigned tasks.	Low	AOC plans to provide project staff with appropriate training to ensure that they have the skills to accomplish assigned tasks.
75.	Team Spirit and Attitude	The project team understands the project objectives and works cooperatively and productively.	Low	AOC staff understand the need to modernize the systems and applications they support.
76.	Team Productivity	The project team maintains reasonable productivity to accomplish tasks, maintains the project schedule, and resolves issues and risks that may occur.	Low	AOC staff and the project team are productive. Competing project assignments exist.
77.	Expertise With Application Area (Domain)	The project has expertise or has access to expertise to support the systems, services, and processes associated with the program.	Low	AOC has staff who understand the superior court environment. AOC is bringing SMEs to supplement this knowledge.
Technology				
78.	Technology Match to Project	The technology matches the project and the operational environment that must be supported.	Low	AOC is familiar with the proposed technology.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
79.	Technology Experience of Project Team	The project team has adequate experience, knowledge, skills, and abilities to configure, implement, and support the systems, services, and processes.	Low	AOC has reasonable experience with the technology. The solution provider will provide experience with the application and its underlying technology.
80.	Availability of Technology Expertise	Expertise is available to support the design, configuration, implementation, and ongoing support and maintenance of the system, services, and processes. Escalation support is available.	Low	AOC has staff available to support the infrastructure. The solution provider will provide experienced staff for configuring and supporting the application.
81.	Maturity of Technology	The technology is reasonably mature, and the organization has experience using the system, services, and process.	Low	The proposed technology has been implemented in other states and jurisdictions.

NBR	Standard	Expectations	Rating	Findings
Product Standards				
Deployment				
82.	Hardware Resources for Deliverables	Hardware resources are reasonable for the size, complexity, and diversity of the state programs that will participate.	Low	The planned infrastructure is reasonable.
83.	Response or Other Performance Factors	System response time and performance are reasonable and within business tolerance limits. Performance is measured and reported.	Low	The solution provider will collaborate with AOC to ensure that system performance is adequate.
84.	Customer Service Impact	The impact to customer operations is reasonable.	High	There is the potential for significant impacts to operations during implementation.
85.	Data Migration Required	Data migration and conversion are planned, configured, and validated.	High	There are complex data migration requirements.

COMMERCIAL CMS ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Rating	Findings
86.	Pilot Approach	The project uses a pilot approach to validate configuration, identify potential issues, and provide experience using the systems, services, and processes.	Low	A pilot implementation is planned.
87.	Contingency/ Back-Out Strategy	The deployment has a clear plan and path for returning to prior systems and business operations.	Medium	Implementation will result in commitment to new process. Back-out is possible but may disrupt court operations.
88.	External Hardware or Software Interfaces	External interfaces are defined and reasonable for the complexity of the systems being implemented.	Medium	This issue is not well understood at this time. This may be the case, given the approach taken by the AOC.
Maintenance				
89.	Design Complexity	The design of the systems, services, and processes is understandable, documented, and can be reasonably assimilated by state technical staff.	Medium	There are likely to be complex EA data-sharing requirements on top of a sophisticated commercial application.
90.	Support Personnel	Support staff are available in a multi-tiered structure to accommodate problems that may arise. Support personnel can handle problems in a reasonable timeframe.	Low	The solution provider will provide the support.

Appendix K – LINX Acquisition Risk Scorecard

WASHINGTON STATE ADMINISTRATIVE OFFICE OF THE COURTS
SUPERIOR COURT MANAGEMENT FEASIBILITY STUDY

LINX ACQUISITION RISK SCORECARD

Project	SC-CMS Implementation	**Assessment Date:**	3/2/2011
Agency	Washington AOC	**Assessed by:**	MTG
Stage	Planning	**Overall Assessment**	Yellow

Average Rating Legend
High – High Risk Area – Mitigation Plans Needed
Medium – Medium Risk – Needs Watching
Low – Low Risk

Risk Category	#Low	#Medium	#High	Summary of High Risks
Process Standards	**36**	**21**	**24**	
Business Mission and Goals	**1**	**1**	**3**	Project Fit to Customer Organization.
Customer/User	**1**	**3**	**1**	Customer Acceptance
Decision Drivers	**1**	**2**		
Development Environment	**3**		**3**	Tools Availability (EA)
Development Process	**5**	**2**	**2**	Early Identification of Defects
Organization Management	**2**	**2**	**3**	Resource Conflict, Customer Conflict
Product Content	**1**	**2**	**4**	Requirements Stability, Implementation Difficulty, System Dependencies
Project Management	**8**	**5**	**3**	Project Management Planning
Project Parameters	**4**	**2**	**3**	Project Size, Budget and Resource Size, Development Schedule
Project Team	**6**	**1**	**2**	Team Member Availability, Experience With Process
Technology	**3**	**1**		
Product Standards	**3**	**3**	**3**	
Deployment	**3**	**2**	**2**	Customer Service Impact, Data Migration Requirements
Maintenance		**1**	**1**	Support Organization Needed.

Each of the above summary processes is assessed in more detail on the following pages.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
Process Standards				
Business Mission and Goals				
1.	Project Fit to Customer Organization	The project enables and supports superior court business operations and helps the organization achieve its outcomes and business objectives.	High	In the context of the Washington State nonunified court system, significant localization among superior courts may require substantial customization.
2.	Project Fit to Provider Organization	The provider's services are a central line of business, and the solution provider has sufficient experience, staffing, and capabilities to support the state's needs.	High	While Pierce County has strong technical architecture and design experience, it does not have experience supporting or implementing systems operating in a multi-court environment. Pierce County is not chartered to do software development.
3.	Customer Perception	Customer perceptions regarding the provider are positive.	High	Customers have serious concerns about AOC's ability to implement large-scale projects based upon previous failed efforts, which included a greater scope and more complexity than the current effort.
4.	Work Flow	The project supports and enables business operational work flow.	Medium	New work flow processes will be introduced.
5.	Goals Conflict	The project goals are consistent with and compliment business operational goals and strategies in a reasonable and demonstrable way.	Low	The project goals are consistent with business strategy and objectives.
Customer/User				
6.	User Involvement	The project reasonably involves end-user managers and SMEs in an appropriate manner.	Medium	The project currently involves judge, administrator, and county clerk in planning, requirements development, and oversight roles. The AOC is taking early steps to increase this level of involvement.
7.	User Experience	The users that will be configuring and operating the systems, services, and processes have adequate experience and skills.	Medium	User experience implementing court systems is limited.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
8.	User Acceptance	Users understand the systems, services, and processes. Procedures are in place to enable the users to review and accept appropriate deliverables.	High	The technology solution has not yet been identified. The users do not have an understanding of the solution and how it would be applied at this point. Because of the high level of localization of court operations, customer acceptance is a significant risk.
9.	User Training Needs	The project provides appropriate training to support configuration and operation of the systems, services, and processes.	Medium	There are significant training requirements for implementing a statewide application in 32 judicial districts. AOC recognizes this and is being responsive in its planning.
10.	User Justification	User justification for the project is reasonably sound and has been shared and substantiated by user groups participating in the project.	Low	There is high demand from court users for a modern system. The business case for this application is to be documented in the feasibility study.
Decision Drivers				
11.	Political Influences	Project built upon solid business improvement initiatives. Project plans are reasonable and accommodate political realities and business needs and cycles.	High	The Pierce County approach injects another governance structure into the management of a statewide SC-CMS system. (i.e., Pierce County IT governance) Pierce County interests may not always align well with the JISC and AOC interests.
12.	Convenient Date	The implementation date is reasonable, and established by an appropriate planning process.	Medium	There is a high demand by courts for implementation as soon as possible.
13.	Attractive Technology	The project is using proven and stable technology that the state has experience implementing.	Low	Projected technology is consistent with AOC current technology environment and direction. Sound methods are being employed for selection of technology.
14.	Short-Term Solution	The project is implemented in an incremental approach where business operations are enabled with each increment.	Medium	Current plans anticipate an incremental, court based rollout. The largest courts may require additional staging.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
Development Environment				
15.	Physical Facilities	Physical facilities for systems and support staff are planned, reasonable, and appropriate.	Low	The AOC is making initial plans to address this in the migration plans.
16.	Hardware Platform	The hardware is appropriate, stable, and has sufficient capacity to support planned implementations.	Low	Projected technology is consistent with AOC current technology environment and direction. Sound methods are being employed for selection of technology.
17.	Tools Availability	Appropriate technical tools are available to support personnel that are implementing, supporting, and maintaining the systems, services, and processes.	High	Information Networking Hub services are not in place. No concrete plans are in effect to implement the AOC Information Networking Hub architecture.
18.	Vendor Support	The vendor support is reasonable for the size and complexity of this project.	High	Pierce County and AOC will need to develop and operate a support organization capable of implementing and support an application that operates in 32 court districts, with differing configuration needs.
19.	Contract Fit	The contract is reasonable and fair, and the reporting requirements are appropriate.	High	AOC and Pierce county will need to form a contract or interagency agreement covering the configuration, implementation, support, and maintenance of the new system, Pierce County or AOC will establish contracts with third party vendors to provide support resources. This may be a complex contracting relationship.
20.	Disaster Recovery	Disaster recovery services are part of the project plan. Business continuity planning addresses all systems, services, and processes.	Low	AOC has disaster recovery and business continuity procedures and plans in place.
Development Process				
21.	Alternatives Analysis	A reasonable alternative analysis has been completed.	Low	Feasibility study process includes examination of alternatives.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
22.	Commitment Process	Project commitments are reasonably stable. Changes to commitments in scope, content, and schedule are reviewed and approved by all involved.	HIgh	JISC reviews scope. There has been significant change in scope. There is potential for additional scope changes. Project commitments will require a new relationship with Pierce County to define and manage scope and other commitments within the project.
23.	Quality Assurance Approach	Quality assurance is a planned part of the process. Quality assurance is built into the process. Quality control validates project deliverables and work products.	Low	AOC plans to conduct testing throughout the configuration and implementation process.
24.	Development Documentation	Appropriate documentation to support the configuration and operations of the systems, services, and processes exists or is planned and serves the needs of the state's staff.	Medium	AOC expects Pierce County to provide appropriate documentation. Pierce County current systems lack complete documentation.
25.	Use of Defined Engineering Process	The project follows a structured process for engineering systems, services, and work flow. Processes are repeatable, stable, and adaptable.	Low	AOC expects the Pierce County to provide a methodology for engineering systems and business processes. Pierce County has experience developing systems in the planned architecture.
26.	Early Identification of Defects	The project has implemented procedures to identify defects and deficiencies early in the process so that the project can correct problems without causing disruption.	High	Because of the complex environment and the high level of localization, deficiencies will likely be high, resulting in many change requests.
27.	Defect Tracking	A defect tracking system is in place and used, and reliably tracks all product defects and deficiencies.	Low	This is likely to be the case, given the approach taken by the AOC.
28.	Change Control for Work Products	The project follows a change control process that effectively tracks all change orders. Change orders are reasonable.	Low	This is likely to be the case, given the approach taken by the AOC.
29.	Lessons Learned	The project tracks and assesses lessons learned at appropriate intervals. The project uses lessons learned to improve its processes and productivity.	Medium	Lessons learned from previous projects are considered. There are significant changes to be made, requiring implementation and experience.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
Organization Management				
30.	Organizational Stability	The organization in which the project operates is reasonably organizationally stable with minimal staff turnover.	Medium	The AOC ISD organization has changed significantly in the last 2 years. The environment is stabilizing and optimizing. Pierce County ISD appears stable. However, this project will require development of a new organization to configure, implement, and support the application.
31.	Organization Roles and Responsibility	Organizational roles and responsibilities are well defined within and external to the project.	High	Significant change has occurred. Several organizations will be brought together to participate in developing, testing, implementing and supporting an "open source" application. Roles and responsibilities will need to be worked out between Pierce County, AOC, other open source practitioners, and contracted firms.
32.	Policies and Standards	Organizational polices and standards are documented, understood, and followed by project team members and other participants.	Medium	Significant change has occurred. The environment is stabilizing and optimizing, a result of implementing a 6-year transformation plan.
33.	Management Support	The management line of authority for which the project reports (including matrix reporting lines) supports and enables the project to succeed.	Low	The management line of authority is actively involved, provides support for the project, and is engaged in regular project meetings. Pierce County currently supports the approach.
34.	Executive Involvement	The executive responsible for the project is reasonably engaged and supportive, effectively manages escalated items, and enables project success.	Low	The state court administrator and the executive team are actively engaged. Funding is committed. Pierce County leadership is also actively engaged.
35.	Resource Conflict	Organizational resources are reasonably available to the project sufficient to complete tasks and maintain the project schedule.	High	AOC staff are assigned to many active projects and initiatives. AOC staff also have primary functional responsibilities. The project is at risk because staff will have competing demands for their time that may interfere with project work.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
36.	Customer Conflict	The objectives and outcomes are consistent among customers, stakeholders, and the project team.	High	The level of cooperation among judges, court administrators, clerks, and justice partners varies from county to county. There are some differences in agenda among the statewide associations representing these entities. Within those associations, there are major differences as well.
Product Content				
37.	Requirements Stability	The requirements are reasonably stable. Change requests are within expected tolerances.	High	The interpretation of requirements between groups has been an issue. Some key processes have many different implementations between courts.
38.	Requirements Complete and Clear	Requirements are comprehensive, complete, clear, and have been examined among the project stakeholder groups (SMART).	Medium	Requirements are reasonably complete. Some ancillary requirements are weak. The requirements have not been thoroughly vetted by a well-organized group of representatives of all users.
39.	Testability	The project requirements can be tested and validated (SMART).	Low	System will need to be tested from a business functional approach.
40.	Design Difficulty	The design of the system, services, and processes is well defined and understood.	High	Pierce County understands its application. However, LIINX would be redesigned to: • Use combined entity information sources. • Operate as a court-only application. • Support multiple configurations. • Support all superior court functional requirements.
41.	Implementation Difficulty	The implementation of systems, services, and processes is well defined and not overly complex.	High	Implementation in the court environment will be complex due to the differences among the stakeholders and the local court rule variations among the courts. Some courts may have no or little IT support to assist them with implementation activities.
42.	System Dependencies	External systems dependencies are well defined and have been validated. No external dependency will cause project delays.	High	AOC has several active projects and initiatives that potentially can impact this project. Implementation and integration of AOC architecture is not defined or planned. The creation of INDS is in the planning phase but is not funded.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
43.	Overall Product Quality	The product quality is high, conforms to industry norms, contains good workmanship, is internally coherent, and is consistent with other work products.	Medium	The Pierce County system is operational and of high quality. However, documentation is lacking.
Project Management				
44.	Definition of Project	The project is well planned with reasonable outcomes, and should lead to achieving project objectives and outcomes.	Low	Precise scope and objectives are being refined. This is likely to be resolved, given the approach taken by the AOC.
45.	Project Objectives	Project objectives are well formed, measurable, reasonable, and achievable (SMART).	Low	Project objective are defined in the project charter.
46.	Leadership	Project leadership, within the project and above the project, is supportive, engaged, and helpful.	Medium	AOC and Pierce County leadership are actively engaged In the project. However, a unified governance structure has not been developed to provide consistent leadership to the project. Pierce County and the JISC may have differing agendas.
47.	Project Management Approach	The project management approach, operations, procedures, and controls follow best practices and are used consistently. Project practices conform to PMBOK standards.	Low	The AOC project management office will employ PMBOK processes. Pierce County is assumed to use standard project management practices.
48.	Project Management Communication	The project team follows a structured plan to communicate project progress, issues, status, and information to management, stakeholders, and affected users.	Medium	Communication with stakeholders has continued to be improved. A communication plan is being developed as part of the project management plan and will be followed.
49.	Project Manager Experience	The project manager has experience completing projects of similar size and complexity in an enterprise government environment.	High	While Pierce County has implemented quality systems to meet its county needs, it has little or no experience managing the development and implementation of systems in a multi-court, statewide environment.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
50.	Project Manager Attitude	The project manager has a positive attitude and works well with management, project staff, and project leadership in the project, resolving issues as they arise.	Medium	The AOC project manager is a professional project manager who is providing planning, organization, controls, and leadership to the project. A Pierce County project manager has not been identified.
51.	Project Management Authority	The project manager has appropriate authority to make project decisions, to make assignments to project and functional staff, and to make project expenditures.	Low	The AOC project manager has reasonable authority. Pierce County leadership will support its project manager.
52.	Support of Project Manager	The project manager receives positive support from management, the executive sponsor, and stakeholders.	Low	Pierce County leadership provides a high level of support to the project manager.
53.	Project Management Planning	Project management planning includes the project planning components suggested by PMBOK.	High	Integration of ancillary AOC projects has not been accomplished. There are many possible dependencies and conflicts for resources.
54.	Project Closure	Appropriate project completion activities, including contract closure, post implementation reviews, and lessons learned, are planned.	Low	Pierce County has standard project closure processes.
55.	Work Breakdown Structure	A well-formed work breakdown structure exists and is followed. Project activities result in addressing all goals and outcomes.	High	The work breakdown structure provided by Pierce County provides for application delivery to Pierce County and a pilot location. Rollout and support beyond that are less defined.
56.	Communication Planning	The project follows a structured communication plan that shares information with management and stakeholders. Stakeholders and management know the project status, issues, and plans.	Medium	AOC is working to strengthen its communication processes. A communication plan is being developed and will be followed.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
57.	Risk Management Process	The project has a risk management process. The project assesses risk on a regular, ongoing basis. Risk mitigation plans are developed for high-risk items.	Medium	Pierce County has key personnel that represent single points of failure. Pierce County has not shown how it will address such risks.
58.	Procurement Planning	The project has a procurement plan that enables the project to acquire products and services necessary to achieve its outcomes.	Low	Pierce County and AOC procurement have a well-defined acquisition process. Staff and standards are also clearly defined. They will follow Washington procurement guidelines.
59.	Issue Management	A well-structured issue management process is in place. The project tracks issues and escalates them when necessary.	Low	Pierce County and AOC track issues as part of their project management process.
Project Parameters				
60.	Project Size	The project size is manageable within the capability of the project manager and the agency.	High	Project is greater than $20 million and involves implementing the SC-CMS in 32 judicial districts.
61.	Hardware Constraints	Hardware constraints are reasonable for the enterprise environment.	Low	The technology infrastructure will be developed within the existing AOC support group. Hardware constraints are understood.
62.	Reusable Components	The information systems architecture is built using reusable hardware and software components.	Low	The application will be developed using modern application architectural principles that promote the use of repeatable software.
63.	Supplied Components	The system components are available and are reasonably stable.	Low	Several software vendors offer court applications that are proven in other state court environments. The vendor applications provide the required functionality to meet business operational needs.
64.	Budget and Resource Size	The project has sufficient budget and personnel resources to accomplish its tasks and achieve its outcomes.	High	AOC has identified funds for this application. State and local governments in Washington are in a fiscal crisis. Local courts' ability to implement will be impacted. Budget funding has been identified and reserved. AOC is actively working with the JISC to gain legislative support.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
65.	Budget Constraints	Budgeted funds are available for appropriate project-related expenditures.	Medium	Budget funds are limited and constrained by current economic conditions.
66.	Cost Controls	Appropriate and reasonable cost controls are in place to ensure proper accounting and control of all project-related expenditures.	Low	AOC has standard financial management systems and controls in place to manage project costs.
67.	Delivery Commitments	Project commitments to stakeholders are well documented and reasonably stable.	Medium	AOC has many competing projects that are being prioritized.
68.	Development Schedule	The project development schedule is well defined, contains a critical path, and is reasonably achievable.	High	It will likely be a complex implementation schedule requiring multiple concurrent implementations, if required to be deployed in all judicial districts.
Project Team				
69.	Team Member Availability	Project team members are available and stable. Functional project team members are allowed to complete project activities given competing responsibilities.	High	AOC has many competing projects. This impacts the ability of team members to contribute in-depth analysis. Pierce County has other competing priorities.
70.	Mix of Team Skills	The project team has a reasonable mix of skills appropriate to perform the tasks necessary to achieve project objectives. Specialty skills can be easily obtained.	Medium	AOC and Pierce County have a reasonable mix of team skills. Team members assigned to the current project represent this diversity of skills, which benefits the project. At the time of implementation, there may not be sufficient staff availability to support multiple court implementations.
71.	Application Experience	The project team has reasonable experience and skills with the technology.	Low	Pierce County is likely to be able to provide experienced staff. AOC has been able to assign experienced staff.
72.	Experience With Project Hardware and Software	The project team has reasonable experience with the project hardware and software. In-depth support is available to the project team.	Low	AOC has experienced infrastructure staff
73.	Experience With Process	The project team has experience with the configuration and operation of the systems, processes, and services. Knowledge transfer is planned.	High	AOC has not implemented a third-party application. The team currently lacks the needed experience.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Risk Rating	Findings
74.	Training of Team	A training plan exists to ensure that project staff acquires the necessary skills to conduct the assigned tasks.	Low	AOC plans to provide project staff with appropriate training to ensure that they have the skills to accomplish assigned tasks.
75.	Team Spirit and Attitude	The project team understands the project objectives and works cooperatively and productively.	Low	AOC staff understand the need to modernize the systems and applications they support.
76.	Team Productivity	The project team maintains reasonable productivity to accomplish tasks, maintains the project schedule, and resolves issues and risks that may occur.	Low	AOC staff and the project team are productive. Competing project assignments exist.
77.	Expertise With Application Area (Domain)	The project has expertise or has access to expertise to support the systems, services, and processes associated with the program.	Low	AOC has staff who understand the superior court environment. AOC is bringing SMEs to supplement this knowledge.
Technology				
78.	Technology Match to Project	The technology matches the project and the operational environment that must be supported.	Low	AOC is familiar with the proposed technology.
79.	Technology Experience of Project Team	The project team has adequate experience, knowledge, skills, and abilities to configure, implement, and support the systems, services, and processes.	Low	AOC has reasonable experience with the technology. Pierce County will provide experience with the application and its underlying technology.
80.	Availability of Technology Expertise	Expertise is available to support the design, configuration, implementation, and ongoing support and maintenance of the system, services, and processes. Escalation support is available.	Medium	AOC has staff available to support the infrastructure. Pierce County or a contractor will provide experienced staff for configuring and supporting the application. Application support plans have to be developed.
81.	Maturity of Technology	The technology is reasonably mature, and the organization has experience using the system, services, and process.	Low	The proposed technology has been implemented in other states and jurisdictions.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Rating	Findings
Product Standards				
Deployment				
82.	Hardware Resources for Deliverables	Hardware resources are reasonable for the size, complexity, and diversity of the state programs that will participate.	Low	The planned infrastructure is reasonable.
83.	Response or Other Performance Factors	System response time and performance are reasonable and within business tolerance limits. Performance is measured and reported.	Low	Pierce County will collaborate with AOC to ensure that system performance is adequate.
84.	Customer Service Impact	The impact to customer operations is reasonable.	High	There is the potential for significant impacts to operations during implementation.
85.	Data Migration Required	Data migration and conversion are planned, configured, and validated.	High	There are complex data migration requirements.
86.	Pilot Approach	The project uses a pilot approach to validate configuration, identify potential issues, and provide experience using the systems, services, and processes.	Low	A pilot implementation is planned.
87.	Contingency/ Back-Out Strategy	The deployment has a clear plan and path for returning to prior systems and business operations.	Medium	Implementation will result in commitment to new process. Back-out is possible but may disrupt court operations.
88.	External Hardware or Software Interfaces	External interfaces are defined and reasonable for the complexity of the systems being implemented.	Medium	This issue is not well understood at this time. This may be the case, given the approach taken by the AOC.

LINX ACQUISITION RISK SCORECARD

NBR	Standard	Expectations	Rating	Findings
Maintenance				
89.	Design Complexity	The design of the systems, services, and processes is understandable, documented, and can be reasonably assimilated by state technical staff.	Medium	There are likely to be complex architecture data-sharing requirements on top of a sophisticated commercial application.
90.	Support Personnel	Support staff are available in a multi-tiered structure to accommodate problems that may arise. Support personnel can handle problems in a reasonable timeframe.	High	The support organization is not defined.

Appendix L – Locally Hosted Commercial CMS Risk Scorecard

WASHINGTON STATE ADMINISTRATIVE OFFICE OF THE COURTS
SUPERIOR COURT MANAGEMENT FEASIBILITY STUDY

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

Project	SC-CMS Implementation	**Assessment Date:**	8/19/2011
Agency	Washington State AOC	**Assessed by:**	MTG
Stage	Planning	**Overall Assessment**	Yellow

Average Rating Legend
High – High Risk Area – Mitigation Plans Needed
Medium – Medium Risk – Needs Watching
Low – Low Risk

Risk Category	#Low	#Medium	#High	Summary of High Risks
Process Standards	**20**	**34**	**27**	
Business Mission and Goals	**1**	**2**	**2**	Project Fit to Customer Organization, Customer Perception
Customer/User	**1**	**2**	**2**	Customer Acceptance, User Training Needs
Decision Drivers	**1**	**2**	**1**	Political Influences
Development Environment	**2**	**1**	**3**	Physical Facilities, Tools Availability (EA), Disaster Recovery
Development Process	**3**	**4**	**2**	Commitment Process, Early Identification of Defects
Organization Management		**1**	**6**	Organizational Stability, Organization Roles and Responsibility, Management Support, Executive Involvement, Resource Conflict, Customer Conflict
Product Content	**2**	**2**	**3**	Requirements Stability, Implementation Difficulty, System Dependencies
Project Management	**3**	**11**	**2**	Definition of Project, Project Management Planning
Project Parameters	**2**	**4**	**3**	Project Size, Budget and Resource Size, Development Schedule

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

Project Team	3	3	3	Team Member Availability, Experience With Process, Training of Team
Technology	2	2		
Product Standards	3	4	2	
Deployment	2	3	2	Customer Service Impact, Data Migration Requirements
Maintenance	1	1		

Each of the above summary processes is assessed in more detail on the following pages.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
Process Standards				
Business Mission and Goals				
1.	Project Fit to Customer Organization	The project enables and supports superior court business operations and helps the organization achieve its outcomes and business objectives.	High	In the context of the Washington State nonunified court system, significant localization among superior courts may require substantial customization.
2.	Project Fit to Provider Organization	The provider's services are a central line of business and the solution provider has sufficient experience, staffing, and capabilities to support the state's needs.	Medium	AOC has little experience working with a solution provider. It has developed and maintained its own business applications.
3.	Customer Perception	Customer perceptions regarding the provider are positive.	High	Customers have serious concerns about AOC's ability to implement large-scale projects based upon previous failed efforts, which included a greater scope and more complexity than the current effort.
4.	Work Flow	The project supports and enables business operational work flow.	Medium	New work flow processes will be introduced.
5.	Goals Conflict	The project goals are consistent with and compliment business operational goals and strategies in a reasonable and demonstrable way.	Low	The project goals are consistent with business strategy and objectives.
Customer/User				
6.	User Involvement	The project reasonably involves end-user managers and SMEs in an appropriate manner.	Medium	The project currently involves judge, administrator, and clerk in planning, requirements development, and oversight roles. The AOC is taking early steps to increase this level of involvement.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
7.	User Experience	The users that will be configuring and operating the systems, services, and processes have adequate experience and skills.	Medium	User experience implementing court systems is limited.
8.	User Acceptance	Users understand the systems, services, and processes. Procedures are in place to enable the users to review and accept appropriate deliverables.	High	The technology solution has not yet been identified. The users do not have an understanding of the solution and how it would be applied at this point. Because of the high level of localization of court operations, customer acceptance is a significant risk.
9.	User Training Needs	The project provides appropriate training to support configuration and operation of the systems, services, and processes.	High	There are significant training requirements for implementing a statewide application in 32 judicial districts. AOC recognizes this and is being responsive in its planning.
10.	User Justification	User justification for the project is reasonably sound and has been shared and substantiated by user groups participating in the project.	Low	There is high demand from court users for a modern system. The business case for this application is to be documented in the feasibility study.
Decision Drivers				
11.	Political Influences	Project built upon solid business improvement initiatives. Project plans are reasonable and accommodate political realities and business needs and cycles.	High	Statewide plans are being developed early. However, court-by-court adoption will depend on local plans. Little local planning has been completed. These plans may or may not be made and executed, depending on the local political climate.
12.	Convenient Date	The implementation date is reasonable, and established by an appropriate planning process.	Medium	There is a high demand by courts for implementation as soon as possible.
13.	Attractive Technology	The project is using proven and stable technology that the state has experience implementing.	Low	Projected technology is consistent with AOC current technology environment and direction. Sound methods are being employed for selection of technology.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
14.	Short-Term Solution	The project is implemented in an incremental approach where business operations are enabled with each increment.	Medium	Current plans anticipate an incremental, court based rollout. The largest courts may require additional staging.
Development Environment				
15.	Physical Facilities	Physical facilities for systems and support staff are planned, reasonable, and appropriate.	High	The AOC is making initial plans to address this in the migration plans. Local court plans are not clear or do not exist.
16.	Hardware Platform	The hardware is appropriate, stable, and has sufficient capacity to support planned implementations.	Low	Projected technology is consistent with AOC current technology environment and direction. Sound methods are being employed for selection of technology.
17.	Tools Availability	Appropriate technical tools are available to support personnel that are implementing, supporting, and maintaining the systems, services, and processes.	High	EA services are not in place. No plans are in effect to implement the AOC EA architecture.
18.	Vendor Support	The vendor support is reasonable for the size and complexity of this project.	Low	Support will be a contractual requirement. The market includes experienced providers who have addressed development, implementation, and support of CMS statewide.
19.	Contract Fit	The contract is reasonable and fair, and the reporting requirements are appropriate.	Medium	The staging is such that a master contract solution provider could go through all of the effort involved with acquisition, configuration, and assessment and yet not be selected for implementation by one of the courts. In that event, resources would be wasted.
20.	Disaster Recovery	Disaster recovery services are part of the project plan. Business continuity planning addresses all systems, services, and processes.	High	No disaster recovery and business continuity procedures and plans are in place.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
Development Process				
21.	Alternatives Analysis	A reasonable alternative analysis has been completed.	Low	Feasibility study process includes examination of alternatives.
22.	Commitment Process	Project commitments are reasonably stable. Changes to commitments in scope, content, and schedule are reviewed and approved by all involved.	High	JISC reviews scope. There has been significant change in scope. There is potential for additional scope changes. Due to the capabilities of the applications and new relationships to be formed directly between solution providers and courts, JISC will have significantly less control over scope.
23.	Quality Assurance Approach	Quality assurance is a planned part of the process. Quality assurance is built into the process. Quality control validates project deliverables and work products.	Medium	AOC plans to conduct testing throughout the configuration. The next quality assurance checkpoint by the AOC would be the court DX certification.
24.	Development Documentation	Appropriate documentation to support the configuration and operations of the systems, services, and processes exists or is planned and serves the needs of the state's staff.	Low	AOC expects the solution provider to provide appropriate documentation.
25.	Use of Defined Engineering Process	The project follows a structured process for engineering systems, services, and work flow. Processes are repeatable, stable, and adaptable.	Low	AOC expects the solution provider to provide a methodology for engineering systems and business processes.
26.	Early Identification of Defects	The project has implemented procedures to identify defects and deficiencies early in the process so that the project can correct problems without causing disruption.	High	Because of the complex environment and the high level of localization, deficiencies will likely be high, resulting in many change requests.
27.	Defect Tracking	A defect tracking system is in place and used, and reliably tracks all product defects and deficiencies.	Medium	This depends on the local court practices. They may vary.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
28.	Change Control for Work Products	The project follows a change control process that effectively tracks all change orders. Change orders are reasonable.	Medium	This depends on the local court practices. The effectiveness of change order practices may vary from court to court.
29.	Lessons Learned	The project tracks and assesses lessons learned at appropriate intervals. The project uses lessons learned to improve its processes and productivity.	Medium	Lessons learned from previous projects are considered. There are significant changes to be made, requiring implementation and experience.
Organization Management				
30.	Organizational Stability	The organization in which the project operates is reasonably organizationally stable with minimal staff turnover.	High	The AOC ISD organization has changed significantly in the last 2 years. The environment is stabilizing and optimizing. The organizations required for hosting and implementation have yet to be identified or developed.
31.	Organization Roles and Responsibility	Organizational roles and responsibilities are well defined within and external to the project.	High	Significant change has occurred. The environment is stabilizing and optimizing. The organizational roles required for hosting and implementation have yet to be identified or defined.
32.	Policies and Standards	Organizational polices and standards are documented, understood, and followed by project team members and other participants.	Medium	Significant change has occurred. The environment is stabilizing and optimizing, a result of implementing a 6-year transformation plan.
33.	Management Support	The management line of authority for which the project reports (including matrix reporting lines) supports and enables the project to succeed.	High	The management line of authority for court-by-court implementation is unknown.
34.	Executive Involvement	The executive responsible for the project is reasonably engaged and supportive, effectively manages escalated items, and enables project success.	High	There will be over 30 executives involved in the court-by-court adoption. Funding is uncertain.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
35.	Resource Conflict	Organizational resources are reasonably available to the project sufficient to complete tasks and maintain the project schedule.	High	AOC staff are assigned to many active projects and initiatives. AOC staff also have primary functional responsibilities. The project is at risk because staff will have competing demands for their time that may interfere with project work. The staff availability in the local courts is unknown and likely to be uneven.
36.	Customer Conflict	The objectives and outcomes are consistent among customers, stakeholders, and the project team.	High	The level of cooperation among judges, court administrators, clerks, and justice partners varies from county to county. There are some differences in agenda among the statewide associations representing these entities. Within those associations, there are major differences as well.
Product Content				
37.	Requirements Stability	The requirements are reasonably stable. Change requests are within expected tolerances.	High	The interpretation of requirements between groups has been an issue. Some key processes have many different implementations between courts.
38.	Requirements Complete and Clear	Requirements are comprehensive, complete, clear, and have been examined among the project stakeholder groups (SMART).	Medium	Requirements are reasonably complete. Some ancillary requirements are weak. The requirements have not been thoroughly vetted by a well-organized group of representatives of all users.
39.	Testability	The project requirements can be tested and validated (SMART).	Low	System will need to be tested from a business functional approach.
40.	Design Difficulty	The design of the system, services, and processes is well defined and understood.	Low	Leading solution providers have architected their systems to be flexible to meet multiple court configuration needs.
41.	Implementation Difficulty	The implementation of systems, services, and processes is well defined and not overly complex.	High	Implementation in the court environment will be complex due to the differences among the stakeholders and the local court rule variations among the courts. Some courts may have no or little IT support to assist them with implementation activities.

LOCALLY HOSTED COMMERCIAL CMS RISK SCORECARD

No.	Standard	Expectations	Risk Rating	Findings
42.	System Dependencies	External systems dependencies are well defined and have been validated. No external dependency will cause project delays.	High	AOC has several active projects and initiatives that potentially can impact this project. Implementation and integration of AOC EA is not defined or planned. The creation of INDS is in the planning phase but is not funded.
43.	Overall Product Quality	The product quality is high, conforms to industry norms, contains good workmanship, is internally coherent, and is consistent with other work products.	Medium	Commercial systems are proven. The experience and quality in the market place is uneven. The depth of talent in the market has been impacted by labor constraints.
Project Management				
44.	Definition of Project	The project is well planned with reasonable outcomes, and should lead to achieving project objectives and outcomes.	High	Precise scope and objectives are being refined. The application offerings allow for expanding the scope without additional license costs. Scope decisions could be made by local courts, taking control away from the JISC.
45.	Project Objectives	Project objectives are well formed, measurable, reasonable, and achievable (SMART).	Low	Project objective are defined in the project charter.
46.	Leadership	Project leadership, within the project and above the project is supportive, engaged, and helpful.	Low	AOC leadership is actively engaged in the project.
47.	Project Management Approach	The project management approach, operations, procedures, and controls follow best practices and are used consistently. Project practices conform to PMBOK standards.	Medium	The AOC project management office will employ PMBOK processes. Court project management is assumed to be equivalent. However, this is uncertain.
48.	Project Management Communication	The project team follows a structured plan to communicate project progress, issues, status, and information to management, stakeholders, and affected users.	Medium	Communication with stakeholders has continued to be improved. A communication plan is being developed as part of the project management plan and will be followed.

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No.	Standard	Expectations	Risk Rating	Findings
49.	Project Manager Experience	The project manager has experience completing projects of similar size and complexity in an enterprise government environment.	Medium	The current project manager has experience with large systems implementations. Court project management is assumed to be equivalent. However, this is uncertain.
50.	Project Manager Attitude	The project manager has a positive attitude and works well with management, project staff, and project leadership in the project, resolving issues as they arise.	Medium	The project manager is a professional project manager who is providing planning, organization, controls, and leadership to the project. Court project management is assumed to be equivalent. However, this is uncertain.
51.	Project Management Authority	The project manager has appropriate authority to make project decisions, to make assignments to project and functional staff, and to make project expenditures.	Medium	The project manager has reasonable authority and communicates well with AOC leadership. Court project management is assumed to be equivalent. However, this is uncertain.
52.	Support of Project Manager	The project manager receives positive support from management, the executive sponsor, and stakeholders.	Medium	AOC leadership provides a high level of support to the project manager. Court project management is assumed to be equivalent. However, this is uncertain.
53.	Project Management Planning	Project management planning includes the project planning components suggested by PMBOK.	High	Integration of ancillary AOC projects has not been accomplished. There are many possible dependencies and conflicts for resources.
54.	Project Closure	Appropriate project completion activities, including contract closure, post implementation reviews, and lessons learned, are planned.	Medium	AOC has standard project closure processes. Court project management is assumed to be equivalent. However, this is uncertain.
55.	Work Breakdown Structure	A well-formed work breakdown structure exists and is followed. Project activities result in addressing all goals and outcomes.	Medium	A work breakdown structure needs to be developed once AOC selects a solution provider. This is likely to be the case, given the approach taken by the AOC and the experience of providers in the market.

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No.	Standard	Expectations	Risk Rating	Findings
56.	Communication Planning	The project follows a structured communication plan that shares information with management and stakeholders. Stakeholders and management know the project status, issues, and plans.	Medium	AOC is working to strengthen its communication processes. A communication plan is being developed and will be followed.
57.	Risk Management Process	The project has a risk management process. The project assesses risk on a regular, ongoing basis. Risk mitigation plans are developed for high-risk items.	Medium	The project will follow the PMBOK risk management process to identify and mitigate risk. Court project management is assumed to be equivalent. However, this is uncertain.
58.	Procurement Planning	The project has a procurement plan that enables the project to acquire products and services necessary to achieve its outcomes.	Low	AOC procurement has a well-defined acquisition process. Staff and standards are also clearly defined. They will follow Washington procurement guidelines.
59.	Issue Management	A well-structured issue management process is in place. The project tracks issues and escalates them when necessary.	Medium	AOC tracks issues as part of its project management process. Court project management is assumed to be equivalent. However, this is uncertain.
Project Parameters				
60.	Project Size	The project size is manageable within the capability of the project manager and the agency.	High	Project is greater than $20 million and involves implementing the SC-CMS in 32 judicial districts.
61.	Hardware Constraints	Hardware constraints are reasonable for the enterprise environment.	Medium	The court-by-court technology infrastructure is uncertain.
62.	Reusable Components	The information systems architecture is built using reusable hardware and software components.	Low	The application will be developed using modern application architectural principles that promote the use of repeatable software.

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No.	Standard	Expectations	Risk Rating	Findings
63.	Supplied Components	The system components are available and are reasonably stable.	Low	Several software vendors offer court applications that are proven in other state court environments. The vendor applications provide the required functionality to meet business operational needs.
64.	Budget and Resource Size	The project has sufficient budget and personnel resources to accomplish its tasks and achieve its outcomes.	High	AOC has identified funds for this application. State and local governments in Washington are in a fiscal crisis. Local courts' ability to implement will be impacted. Budget funding has been identified and reserved. AOC is actively working with the JISC to gain legislative support.
65.	Budget Constraints	Budgeted funds are available for appropriate project-related expenditures.	Medium	Budget funds are limited and constrained by current economic conditions.
66.	Cost Controls	Appropriate and reasonable cost controls are in place to ensure proper accounting and control of all project-related expenditures.	Medium	AOC has standard financial management systems and controls in place to manage project costs. Court controls are assumed to be equivalent. However, this is uncertain.
67.	Delivery Commitments	Project commitments to stakeholders are well documented and reasonably stable.	Medium	AOC has many competing projects that are being prioritized. This is anticipated to be similar for the courts.
68.	Development Schedule	The project development schedule is well defined, contains a critical path, and is reasonably achievable.	High	This needs to be baselined once a solution provider has been defined. It will likely be a complex implementation schedule requiring multiple concurrent implementations, if required to be deployed in all judicial districts.
Project Team				
69.	Team Member Availability	Project team members are available and stable. Functional project team members are allowed to complete project activities given competing responsibilities.	High	AOC has many competing projects. This impacts the ability of team members to contribute in-depth analysis. This is anticipated to be similar for the courts.

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No.	Standard	Expectations	Risk Rating	Findings
70.	Mix of Team Skills	The project team has a reasonable mix of skills appropriate to perform the tasks necessary to achieve project objectives. Specialty skills can be easily obtained.	Medium	AOC has a reasonable mix of team skills. Team members assigned to the current project represent this diversity of skills, which benefits the project. The courts may or may not have sufficient staff availability to support their court implementations.
71.	Application Experience	The project team has reasonable experience and skills with the technology.	Medium	The selected vendor is likely to be able to provide experienced staff. The courts may or may not have sufficient staff.
72.	Experience With Project Hardware and Software	The project team has reasonable experience with the project hardware and software. In-depth support is available to the project team.	Low	The selected vendor is likely to be able to provide experienced staff. AOC has experienced infrastructure staff
73.	Experience With Process	The project team has experience with the configuration and operation of the systems, processes, and services. Knowledge transfer is planned.	High	The courts do not have experience implementing these commercial applications.
74.	Training of Team	A training plan exists to ensure that project staff acquires the necessary skills to conduct the assigned tasks.	High	No plans exist for the courts.
75.	Team Spirit and Attitude	The project team understands the project objectives and works cooperatively and productively.	Low	Local courts would likely be enthusiastic about the new application and local self-determination and control.
76.	Team Productivity	The project team maintains reasonable productivity to accomplish tasks, maintains the project schedule, and resolves issues and risks that may occur.	Low	AOC staff and the project team are productive. Competing project assignments exist. Local court teams have not been created but should be similarly productive.

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No.	Standard	Expectations	Risk Rating	Findings
77.	Expertise With Application Area (Domain)	The project has expertise or has access to expertise to support the systems, services, and processes associated with the program.	Medium	This expertise is likely to be uneven in the courts.
Technology				
78.	Technology Match to Project	The technology matches the project and the operational environment that must be supported.	Low	Based on market experience and support for the court community, this is likely to be a reasonable match.
79.	Technology Experience of Project Team	The project team has adequate experience, knowledge, skills, and abilities to configure, implement, and support the systems, services, and processes.	Medium	It is assumed that the courts will be able to put together experienced project teams. However, this is uncertain. The solution provider will provide experience with the application and its underlying technology.
80.	Availability of Technology Expertise	Expertise is available to support the design, configuration, implementation, and ongoing support and maintenance of the system, services, and processes. Escalation support is available.	Medium	It is assumed that the courts will be able to support the infrastructure. However, this is uncertain. The solution provider will provide experienced staff for configuring and supporting the application.
81.	Maturity of Technology	The technology is reasonably mature, and the organization has experience using the system, services, and process.	Low	The proposed technology has been implemented in other states and jurisdictions.

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No.	Standard	Expectations	Rating	Findings
Product Standards				
Deployment				
82.	Hardware Resources for Deliverables	Hardware resources are reasonable for the size, complexity, and diversity of the state programs that will participate.	Low	The planned infrastructure is reasonable.
83.	Response or Other Performance Factors	System response time and performance are reasonable and within business tolerance limits. Performance is measured and reported.	Low	The solution provider will collaborate with courts to ensure that system performance is adequate.
84.	Customer Service Impact	The impact to customer operations is reasonable.	High	There is the potential for significant impacts to operations during implementation.
85.	Data Migration Required	Data migration and conversion are planned, configured, and validated.	High	There are complex data migration requirements.
86.	Pilot Approach	The project uses a pilot approach to validate configuration, identify potential issues, and provide experience using the systems, services, and processes.	Medium	It is unknown what the courts will do. Negative consequences will be limited to one court.
87.	Contingency/ Back-Out Strategy	The deployment has a clear plan and path for returning to prior systems and business operations.	Medium	Implementation will result in commitment to new process. Back-out is possible but may disrupt court operations.
88.	External Hardware or Software Interfaces	External interfaces are defined and reasonable for the complexity of the systems being implemented.	Medium	This issue is not well understood at this time. This may be the case, given the approach taken by the AOC.

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No.	Standard	Expectations	Rating	Findings
Maintenance				
89.	Design Complexity	The design of the systems, services, and processes is understandable, documented, and can be reasonably assimilated by state technical staff.	Medium	There are likely to be complex EA data-sharing requirements on top of a sophisticated commercial application.
90.	Support Personnel	Support staff are available in a multi-tiered structure to accommodate problems that may arise. Support personnel can handle problems in a reasonable timeframe.	Low	The solution provider will provide the support.

Appendix M – Locally Hosted Commercial CMS Project Work Plan and Schedule

LOCALLY HOSTED COMMERCIAL CMS
PROJECT WORK PLAN AND SCHEDULE

ID	Task Name
1	Project Start
2	PHASE I – SYSTEM ACQUISITION
3	Develop Master Contracting RFP
4	RFP Published
5	Evaluation
6	Contracting
7	Master Contract(s) Established
8	PHASE II – CONFIGURATION AND ASSESSMENT
9	Planning and Design (Collective)
10	Certification Program Development
11	Planning and Design (Individual Vendors)
12	Configuration and Customization (Vendors in Parallel)
13	Data Conversion Design and Testing (Vendors in Parallel)
14	Systems Testing (Vendors in Parallel)
15	Assessment Testing (Vendors in Parallel)
16	System(s) Certification
17	PHASE III – LOCAL IMPLEMENTATION PREPARATION
18	Communicate to the Court Community
19	Arrange for Deployment and Hosting Services
20	Procure CMS Application from Master Contract
21	Train the Court and Court Community
22	Conduct Readiness Assessment
23	Redesign Court Business Processes
24	Redesign Court Community Business Processes
25	Revise Court and Court Community IT Budgets
26	Plan Local Court Configuration
27	Plan Local Court Data Configuration
28	Plan Correspondence, Forms, and Reports
29	Plan and Design Data Conversion
30	Redesign Application Portfolio
31	Design Interoperability
32	Design Local Technical Infrastructure
33	Compile Local Implementation Plans
34	Acquire Computing Infrastructure
35	PHASE IV – COURT-BY-COURT IMPLEMENTATION
36	PHASE V – COURT DX CERTIFICATION
37	Certify/Troubleshoot DX