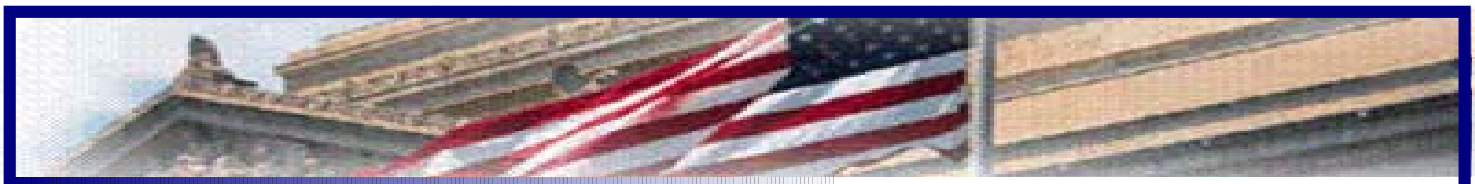

MANAGEMENT CONSULTING
FOR
STATE AND LOCAL
GOVERNMENTS

QUALITY ASSURANCE (QA)

PROJECT OVERSIGHT

INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

PROJECT MANAGEMENT

RISK REDUCTION

TECHNOLOGY ALIGNMENT

Quality Assurance Spotlight Report

for the

State of Washington

Administrative Office of the Courts (AOC)

SC-CMS Project

Vendor Preparation Activities

November 30, 2012

Prepared by
Bluecrane, Inc.

bluecrane ®

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1. EXECUTIVE SUMMARY

1.1 Introduction

This "QA Spotlight Report" is an update to the *bluecrane* "QA Spotlight Report" that we provided at the end of October. The purpose of this QA Spotlight Report is to identify and assess SC-CMS Project activities that should be performed ***prior to arrival of the SC-CMS vendor***. Vendor preparation activities ensure that:

- Processes are in place for successful management of the vendor.
- The vendor has the information necessary to begin work on various aspects of the project.
- The project team and subject matter experts (SMEs) are prepared to participate in the vendor requirements validation and design sessions.

1.2 Assessment Results

The key observations and conclusions of this report are:

- The staffing risk raised in the October report related to lack of business analysts with deep court business process knowledge has been closed and changed from "Risk Being Addressed" to "No Identified Risk". Business analysts with the requisite knowledge have been added to the project. (The risk noted in October was associated with the area of "AOC interfaces to internal applications".)
- *bluecrane* completed its assessment of facilities preparation and has noted the lack of adequate office space as "No Identified Risk" given the planned approach to utilize vendor facilities.
- The SC-CMS Project team continues to make progress on the numerous activities underway at AOC to prepare for the SC-CMS vendor.
- Of the thirty-five (35) areas of activity related to preparation for vendor arrival that *bluecrane* has assessed, thirty-three (33) are assessed as "No Identified Risk" and the remaining two (2) are assessed as "Risk Being Addressed."

The result of this spotlight assessment has been documented in *bluecrane's* November month-end QA report to AOC.

1.3 Dashboard Summary of Assessment

Area	QA Assessment of:			Comments
	Planning	Execution	Results	
Infrastructure and Data Preparation				
AOC Preparation				
AOC Infrastructure	No Identified Risk	No Identified Risk	Not Started	**Observation:** No risk identified.
AOC Interfaces to internal applications	No Identified Risk	No Identified Risk	Not Started	**Observation:** No risk identified.
AOC Interfaces to outside agencies	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
AOC Applications	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
AOC Data preparation	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Information Technology Standards	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Courts Preparation				
Pilot Identification	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
County rolling wave implementation	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Local court Infrastructure	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Local court Interfaces	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Local court applications	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Local court data preparation	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Local court business processes	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.

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Area	QA Assessment of:			Comments
	Planning	Execution	Results	
Integrated Management				
Project Management				
Project Management Processes	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Project Governance	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Project Communication	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Contract and Deliverable Management				
Pre-defined Acceptance Criteria	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Deliverable Review and Approval Process	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Defect Tracking Process	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Tracking Tools				
Project Tracking	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Requirements Tracking	Risk Being Addressed	Not Started	Not Started	**Observation:** Delay in utilization of selected requirements management tool is being addressed.
Deliverable Tracking	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Defect Tracking	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
Test Script Tracking	Risk Being Addressed	Not Started	Not Started	**Observation:** Delay in utilization of selected requirements management tool is being addressed.
Project Library	No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.

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Area	QA Assessment of:			Comments
	Planning	Execution	Results	
Requirements, System Functionality and Business Processes Preparation				
Baseline Business Process Cohesion	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Business Process Documentation	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
UAT Test Scripts	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Reporting, Forms, and Correspondence	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Security Functionality	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
User Interface Standards	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Facilities Preparation				
Office Space	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Meeting rooms	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Testing Rooms	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
Training Rooms	**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.

2. Assessment Methodology

2.1 Stage of Delivery

As with the monthly QA report, for each area of the assessment, we assess activities in the following three stages of delivery:

- **Planning (P) –** is the project doing an acceptable level of planning?
- **Executing (E) –** assuming adequate planning has been done, is the project performing tasks in alignment with the plans the project has established?
- **Results (R) –** are the expected results being realized? (A project that does a good job of planning and executing those plans, but does not realize the results expected by stakeholders, is a less than successful project. Ultimately, results are what the project is all about!)

2.2 Risk Assessment Ratings

For each area of assessment, we classify our observations, identified risks, and identified issues into one of the following five groups rated at a macro-level using the scale shown in the table below.

Assessed Status	Meaning
Extreme Risk	**Extreme Risk:** a risk that project management must address or the entire project is at risk of failure; these risks are “show-stoppers”
Risk	**Risk:** a risk that is significant enough to merit management attention but not one that is deemed a “show-stopper”

Assessed Status	Meaning
Risk Being Addressed	**Risk Being Addressed:** a risk item in this category is one that was formerly red or yellow, but in our opinion, is now being addressed adequately and should be reviewed at the next assessment with an expectation that this item becomes green at that time
No Identified Risk	**No Risk:** "All Systems Go" for this item
Not Started/ Not Assessed	**Not Started:** this particular item has not started yet or is not yet assessed
Completed or Not Applicable	**Completed/Not Applicable:** this particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes

3. Detailed Risk Assessment

Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Infrastructure and Data Preparation						
AOC Preparation						
AOC Infrastructure			No Identified Risk	No Identified Risk	Not Started	**Observation:** No risk identified.
	Prepare infrastructure including network, servers, desktop workstations, and printers at AOC	COTS-Prep Infrastructure				**Status** Planning, analysis, and implementation activities continue. AOC is working with Consolidated Technology Services (CTS) to increase network capacity to eight court sites. AOC has determined that Service Level Agreements (SLAs) are adequate. Requirements are being reviewed to confirm design of interfaces. Some infrastructure preparation activities are on hold until vendor requirements are known.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
AOC Interfaces to internal applications			No Identified Risk	No Identified Risk	Not Started	**Observation:** No risk identified.
	Add or modify AOC application interfaces to support SC-CMS. Prepare documentation to provide to vendor for each interface.	COTS-Prep Application Inter-Networking Hub (INH)				**Status** **COTS-Prep:** Planning and analysis activities are continuing. Currently documenting existing systems that will potentially interface with SC-CMS and identifying data items that may need transformation due to format or content changes. Some activities are on hold until vendor system interface requirements are known.
						INH: The INH Project is continuing with design and implementation activities. SC-CMS requirements for INH services have been finalized and agreed upon by both projects. Approaches are being developed for data items identified by COTS-Prep that will require transformation. Examples are 1) the case type field which may likely have a different format or may have additional case types and 2) name field which is one field in JIS but may be three separate fields in SC-CMS.
AOC Interfaces to outside agencies			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Add or modify AOC interfaces to external agencies to support SC-CMS. Prepare documentation to provide to vendor for each interface.	INH				**Status** Planning and analysis activities are continuing. Some interfaces to outside agencies will not change because they are linked to JIS. Some interfaces will be provided by INH. AOC IT Operations maintains a list of integrations with outside agencies.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
AOC Applications			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Modify AOC applications as necessary to support SC-CMS	COTS-Prep Application				**Status** The COTS-Prep Application project is Identifying known and potential impacts to applications and associated data repositories as noted above in status of AOC Interfaces. What-if scenarios are being analyzed – isolate JCS, develop a new JABS, modify existing JABS, JIS and SCOMIS.
AOC Data preparation			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Initiate data preparation for incorrect data, invalid data, and missing data	Data Quality Coordinator				**Status** The Data Quality Coordinator is coordinating preparation of data in AOC and local court applications. One of the activities is the development of a data profiling report which will identify anomalies in data stored in JIS. These efforts will be coordinated with the data transformation activities identified for the interface and application areas above.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Information Technology Standards			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Document architecture and software development standards with which the vendor must comply	SC-CMS Architect				**Status** AOC has defined system architecture and application standards in the SC-CMS RFP. The system architecture will be defined in detail by the vendor after the vendor contract has been awarded.
Courts Preparation						
Pilot Identification			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Identification of Pilot Courts	Business Liaison				**Status** A solicitation will be conducted to identify courts that are interested in participating as one of the two courts that will pilot the SC-CMS application prior to beginning the full rollout of the courts. A court readiness survey will be utilized to evaluate the suitability of candidate courts.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
County rolling wave implementation			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Coordination of preparation activities and responsible parties in courts for the rolling wave implementation	Organizational Change Management (OCM)				**Status** The Organizational Change Management (OCM) team is responsible for coordinating both OCM and technical readiness activities at the courts. OCM activities focus on helping users of the new system understand and accept the changes and impacts to their work. Technical readiness activities focus on making modifications to the local court infrastructure, applications, and interfaces that are necessary to implement SC-CMS. A readiness tool was sent to courts in January, 2012 to help courts plan for the upcoming implementation. The OCM team is preparing a follow-on readiness survey to courts that will be used to assess the scope of work required to implement SC-CMS in each county.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Local court Infrastructure			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Prepare infrastructure of network, servers, desktop, and printers prior to vendor arrival	Courts OCM (coordinate)				**Status** The OCM team is preparing a follow-on readiness survey to courts that will be used to assess the scope of work required to implement SC-CMS in each county.
Local court Interfaces			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Add or modify court and/or county interfaces to support SC-CMS. Prepare documentation to provide to vendor for each interface.	Courts OCM (coordinate)				**Status** The OCM team is preparing a follow-on readiness survey to courts that will be used to assess the scope of work required to implement SC-CMS in each county.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Local court applications			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Modify court and county applications to support SC-CMS	Courts OCM (coordinate) CBO				**Status** The OCM team is coordinating efforts at AOC to establish a single point of contact at AOC and a one or two points of contact at each of the counties that would focus communications, requests, and activities that involve court personnel so that courts do not receive similar or conflicting requests for information or participation from separate areas in AOC. The CBO in collaboration with the OCM team and the SC-CMS Architect will assist with the coordination of soliciting and collecting information from the courts regarding local court applications to get a complete picture of the court's systems and IT environment. This information will potentially be used to determine the court's characteristics for the purposes of configuring the SC-CMS system for the court.
Local court data preparation			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Initiate data preparation in court and/or county applications for incorrect data, invalid data, and missing data	Courts OCM (coordinate)				**Status** The OCM team is preparing a follow-on readiness survey to courts that will be used to assess the scope of work required to implement SC-CMS in each county.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Local court business processes			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Modification of court business processes required to implement SC-CMS and for desired process improvements	Courts CBO (coordinate)				**Status** The Court User Work Group (CUWG) is being formed and the first meeting has been targeted for January. The CBO will review with the CUWG the As-Is business processes to ensure a baseline understanding of the current processes. The As-Is will be used as the baseline information to then develop the To-Be business processes. The To-Be business processes will include the requirements describing the desired features and functions. The To-Be business processes will be used as the basis for a gap analysis once the SC-CMS vendor is engaged.
Integrated Management						
Project Management						
Project Management Processes			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Develop the approach for merging AOC project management processes with vendor project management processes	SC-CMS Project Office				**Status** The current set of project management plans will be updated to include vendor participation after the SC-CMS vendor contract has been awarded.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Project Governance			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Develop the approach for project, system functionality, and technical decision-making in conjunction with vendor	SC-CMS Project Office CBO				**Status** **Project Office:** The current Governance Plan will be updated to identify vendor participation after the SC-CMS vendor contract has been awarded. **CBO:** The CUWG Charter identifies a consensus model for making system functionality decisions during the vendor requirements validation and design sessions. If multiple simultaneous vendor sessions are required the CUWG will modify the decision model to accommodate multiple CUWG groups.
Project Communication			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Implement regular, routine meetings and status reports providing integrated updates of vendor and state activities and milestones	SC-CMS Project Office				**Status** The current Communication Management Plan will be updated to identify vendor participation after the SC-CMS vendor contract has been awarded.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Contract and Deliverable Management						
Pre-defined Acceptance Criteria			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Prepare outlines and initial drafts of deliverable expectation documents	SC-CMS Project Team				**Status** The SC-CMS project team will prepare deliverable outlines for each vendor deliverable. The outlines will describe the requirements that each deliverable must meet to be approved.
Deliverable Review and Approval Process			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Define and document roles and processes to review and accept vendor deliverables including software and documents	SC-CMS Project Office				**Status** The Deliverable Management Plan under development will describe the process of how members of the SC-CMS project team, the CBO, the CUWG, SC-CMS sponsors, AOC staff and management and other stakeholders will participate in review and approval of vendor deliverables. The Deliverable Management Plan will contain a RACI matrix showing the level of participation by SC-CMS stakeholders.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Defect Tracking Process			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified
	Develop approach for tracking defects for software and other deliverables and monitoring progress with specific metrics	SC-CMS Project Office				**Status** The Deliverable Management Plan will describe the process for recording, tracking, and managing deliverable defects.
Tracking Tools						
Project Tracking			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Implement tools for tracking schedule, budget, changes, risks, issues, resources, and decisions	SC-CMS Project Office				**Status** The tools that will be used to support project management processes for the SC-CMS project are being implemented. The same set of tools will be used when the vendor joins the project.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Requirements Tracking			Risk Being Addressed	Not Started	Not Started	**Observation:** In September a risk was identified that a delay in utilization of the selected requirements management tool might delay critical path tasks which may in turn delay the start of Phase 2.
	Implement a tool for tracking changes to requirements, status of requirements, and traceability of requirements	CBO				**Status** Rational Requirements Composer (RRC) has been selected as the tool for managing requirements, and AOC has purchased licenses for the tool. However, there is a desire that the SC-CMS project use the AOC enterprise requirements management processes, which have not been defined yet. A decision was made by the AOC CIO in October for the SC-CMS business analyst to configure RRC for use by the CBO and SC-CMS Project. The business analyst will attempt to use as much of the previously defined enterprise requirements management definitions as possible. Currently the RRC configuration work is underway and on schedule to be completed in December.
Deliverable Tracking			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Implement a tool for tracking of software, document, and service deliverables - receipt, review, approval, status, etc., to support the deliverable management process	SC-CMS Project Office				**Status** The Deliverable Management Plan under development will identify a tool to be used to track deliverables. The implementation of the deliverable tracking tool is planned for prior to vendor arrival.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Defect Tracking			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Implement a tool for tracking defects identified for software, documents, and service deliverables to support the deliverable management process	SC-CMS Project Office				**Status** The Deliverable Management Plan under development will identify a tool to be used to track defects. The implementation of the defect tracking tool is planned for prior to vendor arrival.
Test Script Tracking			Risk Being Addressed	Not Started	Not Started	**Observation:** In September a risk had been identified that a delay in utilization of the selected requirements management tool might delay critical path tasks which may in turn delay the start of Phase 2.
	Implement a tool to document, manage, and track User Acceptance Testing test scripts	SC-CMS Quality Assurance Lead				**Status** The Quality Assurance (QA) team will develop UAT test scripts to test that the RFP requirements have been met by the implementation of SC-CMS. The test scripts will be managed using the Rational Requirements Composer (RRC) tool which is currently being configured (see Requirements Management above).

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Project Library			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Implement a project library tool for management of project documents including those developed both by state and vendor resources	SC-CMS Project Office				**Status** Microsoft SharePoint has been selected as the tool to manage project documentation. The SC-CMS Project Office and Organizational Change Management teams are designing changes to the SC-CMS SharePoint site to incorporate structure for state and vendor deliverables.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Requirements, System Functionality and Business Processes Preparation						
Baseline Business Process Cohesion			**No Identified Risk**	**Not Started**	**Not Started**	**Observation:** No risk identified.
	Obtain agreement by subject matter experts (SMEs) on baseline requirements, system functionality, and business processes prior to vendor arrival	CBO Court User Workgroup (CUWG)				**Status** The members of the CUWG have been designated as the SMEs who will participate in the vendor requirements validation sessions and SC-CMS design sessions and have been given authority to make all decisions regarding requirements, system functionality, and business processes. CUWG meetings are planned starting in January. The CBO will review with the CUWG the As-Is business processes to ensure a baseline understanding of the current processes. The As-Is will be used as the baseline model for the development of the To-Be business processes.

Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
						The To-Be business processes will include the requirements describing the desired features and functions. The CBO will also elicit local processes that can be standardized to be included into the To-Be process baseline. The To-Be business processes will be used as the basis for a gap analysis once the SC-CMS vendor is engaged. The baselined To-Be processes may also be used by the courts to prepare for implementation by checking alignment and documenting differences from the baseline.

Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Business Process Documentation			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Develop baselined court business process documentation	CBO CUWG				**Status** As noted above in the Business Process Cohesion section, the CBO and the CUWG will review and validate the As-Is business processes and subsequently develop and baseline the To-Be business processes. The To-Be business processes will include the requirements describing the desired features and functions. The CBO will also elicit local processes that can be standardized to be included into the To-Be process baseline. The To-Be business processes will be used as the basis for a gap analysis once the SC-CMS vendor is engaged. The baselined To-Be processes may also be used by the courts to prepare for implementation by checking alignment and documenting differences from the baseline.

Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
UAT Test Scripts			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Develop User Acceptance Test (UAT) test scripts that will be given to vendor at the beginning of requirements validation to define vendor accountability criteria, enable agreement by SMEs on requirements and functionality	SC-CMS Quality Assurance Lead				**Status** As noted above, the QA team will develop UAT test scripts that will be used during UAT to validate that the requirements have been met.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Reporting, Forms, and Correspondence			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Define and document report layouts and identify a set of forms and correspondence layouts prior to vendor arrival	CBO, SC-CMS BAs, and CUWG				**Status** In October, the CBO and the SC-CMS Business Analysts began obtaining an inventory of reports that will be incorporated into the As-Is business model and will be reviewed as part of the development of the To-Be business model. Similarly, the CBO and the SC-CMS Business Analysts will obtain an inventory of forms or correspondence generated by the current systems that will be incorporated in the As-Is business models and will be reviewed as part of the development of the To-Be business models.
Security Functionality			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Define user roles and a security profile for each user role	CBO, SC-CMS BAs, and CUWG				**Status** User roles will be defined as part of the As-Is and To-Be process model development.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
User Interface Standards			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Develop look-and-feel and keyboarding requirements	CBO and CUWG				**Status** The RFP contains several keyboarding requirements that will be addressed during the design and configuration of SC-CMS. Because SC-CMS will be a Commercial Off-the-Shelf (COTS) implementation, there may be little or no ability to modify the user interface.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Facilities Preparation						
Office Space			No Identified Risk	Not Started	Not Started	**Observation:** The AOC office building lacks sufficient space to co-locate the project and vendor teams.
	Acquire adequate office space for state staff and vendor staff prior to vendor arrival					**Status** The vendor staff will be located in an off-site vendor building. This will require frequent travel of the project team, CUWG SMEs, business analysts, technical SMEs, and other AOC staff to the vendor site.
Meeting rooms			No Identified Risk	Not Started	Not Started	**Observation:** The AOC office building lacks adequate meeting rooms for vendor requirements validation sessions and subsequent SC-CMS design sessions.
	Ensure there are adequate meeting rooms for vendor requirements validation sessions and subsequent SC-CMS design sessions. There should be allowances for the possibility for multiple simultaneous vendor sessions.					**Status:** The vendor staff will be located in an off-site vendor building. This will require frequent travel of the project team, CUWG SMEs, business analysts, technical SMEs, and other AOC staff to the vendor site.

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Area	Activity	Responsible	QA Assessment of:			Comments
			Planning	Execution	Results	
Testing Rooms			No Identified Risk	Not Started	Not Started	**Observation:** The AOC office building lacks adequate space for UAT testing.
	Reserve adequate space for performing system and user acceptance testing					**Status** Testing rooms for UAT will be located in an off-site vendor building. This will require frequent travel of the project team, CUWG SMEs, business analysts, technical SMEs, and other AOC staff to the vendor site.
Training Rooms			No Identified Risk	Not Started	Not Started	**Observation:** No risk identified.
	Reserve adequate space for performing training					**Status:** The Training Plan will identify the location of SC-CMS training.