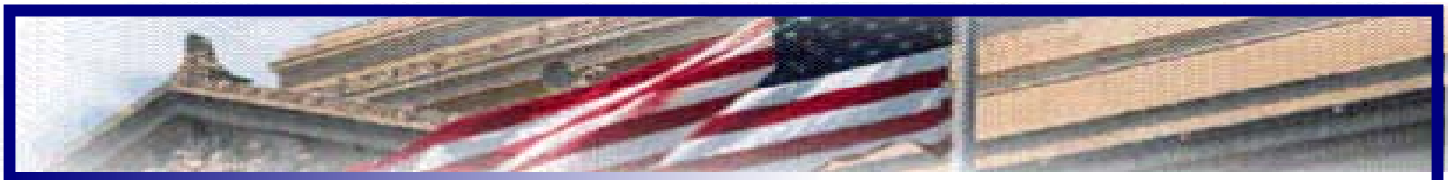

MANAGEMENT CONSULTING

FOR

STATE AND LOCAL GOVERNMENTS

QUALITY ASSURANCE (QA)

PROJECT OVERSIGHT

INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

PROJECT MANAGEMENT

RISK REDUCTION

TECHNOLOGY ALIGNMENT

Quality Assurance Assessment

for the

State of Washington

Administrative Office of the Courts (AOC)

SC-CMS Project

August 31, 2013

Prepared by

Bluecrane, Inc.

bluecrane ®

Corporate Headquarters
210 Avenue I, Suite E
Redondo Beach, CA 90277-5608
www.bluecranesolutions.com
310-792-6241

August 31, 2013

Honorable Mary Fairhurst, Justice
Washington Supreme Court

Ms. Callie Dietz
Administrator, Administrative Office of the Courts

Dear Justice Fairhurst and Ms. Dietz:

bluecrane has completed its Quality Assurance Assessment of the SC-CMS Project for the month of August 2013.

This document is structured as follows:

1. Executive Summary and Assessment Dashboard.
2. An explanation of our approach for those readers that have not seen one of our assessments previously.
3. A detailed report of our SC-CMS assessment as of August month-end. Each assessed item in the detailed report begins with a summary table for the reader's quick reference that provides an impact statement, recommendations, and status. The summary table is followed by a more detailed assessment across project planning, project execution, and achievement of expected results.

Please contact me with any questions or comments.

Sincerely,

Allen Mills

Table of Contents

Part 1: Executive Summary and Assessment Dashboard 1

Executive Summary 1

bluecrane QA Assessment Dashboard 2

Part 2: Review of *bluecrane* Approach 8

Part 3: *bluecrane* Detailed Assessment Report for August 2013 12

Part 1: Executive Summary and Assessment Dashboard

Executive Summary

This report provides the August 2013 quality assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the State of Washington Administrative Office of the Courts (AOC) Superior Court – Case Management System (SC-CMS) Project.

Our report is organized by assessments in the project areas of:

- Project Management and Sponsorship
- People
- Application
- Data
- Infrastructure

This month, we have identified governance and scope risks related to the purchase of Mentis aiSmartBench by Kitsap County because of the potential overlap between aiSmartBench and Odyssey SessionWorks Judges Edition. If counties or courts continue to implement custom developed or purchased systems that have overlapping functionality with SC-CMS, the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software.

bluecrane recommends that AOC develop a policy regarding support of county systems that have duplicative functionality with AOC systems that are in the process of being implemented. We also recommend that the project communicate Odyssey functionality to all counties so that new systems or enhancements to existing systems that duplicate the functionality of Odyssey are not implemented in the counties.

Another area of attention for the project is project staffing and enlistment of subject matter experts for the implementation effort. *bluecrane* concurs with the effort over the last several months by the project team and sponsors to re-evaluate the project staffing plan to identify any resource requirements to adequately support the SC-CMS implementation including the additional scope of financial management, document management, and e-filing.

It is important to Identify and gain commitment from subject matter experts well in advance of their participation timeframe because of the planning necessary to backfill positions and/or reschedule or reassign workload. Participation by the most knowledgeable staff during requirements validation, configuration, design, and user acceptance testing activities is critical to the success of the project.

bluecrane QA Assessment Dashboard

Area of Assessment	Urgency	June 2013	July 2013	August 2013	Summary Status/Recommendations
Project Management and Sponsorship					
Governance	**Urgent Consideration**	No Risk Identified	No Risk Identified	Risk	Kitsap County has purchased software, (Mentis aiSmartBench) that duplicates functionality provided by Odyssey (SessionWorks Judges Edition). Currently, AOC does not have a policy regarding the support of county ancillary systems that duplicate the functionality of AOC systems that are in the process of being implemented. If counties or courts continue to implement custom developed or purchased systems that have overlapping functionality with SC-CMS, the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software. Likewise, AOC will incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented. AOC should adopt a policy regarding the implementation of ancillary systems by counties that provide duplicative functionality of systems being implemented by AOC. Existing policies should be reviewed to see if modification of a current policy would provide the necessary guidance for counties. If an existing policy cannot be modified, then a new policy should be adopted to outline the AOC support guidelines for county systems.

Area of Assessment	Urgency	June 2013	July 2013	August 2013	Summary Status/Recommendations
Scope	Urgent Consideration	No Risk Identified	No Risk Identified	Risk	One of the Odyssey modules negotiated in the Tyler contract is SessionWorks Judge Edition which will provide Washington judges with quick access to case information and other court-related documents. However, Kitsap County has purchased a competing product called aiSmartBench from Mentis Technology and has requested that AOC provide an interface to this system. If counties or courts continue to implement custom developed or purchased systems that have overlapping functionality with SC-CMS, the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. AOC should communicate Odyssey functionality to all counties so that new systems or enhancements to existing systems that duplicate the functionality of Odyssey are not implemented in the counties.
Schedule	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The Tyler contract was executed on schedule in July. Planning meetings with Tyler began in August and will continue in September. The schedule will be baselined at the end of the planning sessions.
Budget	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Discussions are underway to determine the level of AOC support for local implementation costs.
Communication	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Although there are multiple approaches to communicating project status and organizational change management information, it would be advisable for the project to conduct periodic surveys to determine the effectiveness of the various forms of communication by gauging the knowledge of the project by internal and external stakeholders at all levels. Based on the results of surveys, approaches to project communications can be revised. Some approaches may be eliminated if they are found to be ineffective or supplemental communications may be necessary to augment the current forms of communications.

Area of Assessment	Urgency	June 2013	July 2013	August 2013	Summary Status/Recommendations
Staffing and Project Facilities	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The staffing plan is being re-evaluated to identify any additional resource requirements due to the increase in project scope through the addition of the Odyssey document management, financial management, and e-filing modules. This will impact not only AOC resources but also will require the involvement of court staff during all phases of implementation. Detailed requirements for these modules will have to be developed and vetted, design and configuration deliverables will have to be reviewed, and the modules will have to be tested. Identification and commitment of subject matter experts (SMEs) from AOC staff, court clerks, judges, and administrators should begin well before the requirements validation and system configuration session that will start soon now that contract negotiations are complete and last three to four months. Participation in the configuration, design, and user acceptance testing activities by business area representatives with substantial knowledge of their business processes will be critical to the success of the project. Often the staff with the best knowledge of business processes are also needed to keep the business processes running effectively, and the level of service provided by the business can be degraded if resources are pulled away to perform project work. It may be necessary to provide additional temporary resources to backfill staff utilized for project activities. It may also be necessary for the business to delay work, reduce the level of services, or fill the resource gap with overtime in order to provide the necessary project resources. Management will need to consider and evaluate the impact of resource constraints on operations and project activities, and the risk of implementing a system that does not meet the business needs of the organizations involved (due to overly constrained resources during configuration and implementation). Expectations should be set with management and staff in the business areas and with their customers about the potential impact to business operations by the reallocation of resources during the project timeframe.

Area of Assessment	Urgency	June 2013	July 2013	August 2013	Summary Status/Recommendations
Change Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	With the execution of the Tyler contract, the scope and budget have been baselined. All changes to scope or budget will be processed through the change management process.
Risk Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Consistent with the Risk Management Plan, the project is identifying and managing risks.
Issue Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Consistent with the Issue Management Plan, the project team is identifying and tracking issues.
Quality Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The project team has developed a Quality Management Plan.
People					
Stakeholder Engagement	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Stakeholder engagement and organizational change management activities are underway, including a survey of counties regarding interest in participating as “pilot sites.” Ten counties have expressed interest in being pilot sites. The pilot site responses will be scored and a two pilot sites will be selected in September.
Business Processes/ System Functionality	N/A	No Risk Identified	No Risk Identified	No Risk Identified	In 2012, the Court Business Office (CBO) began the analysis and validation of the existing court business processes and began developing As-Is process models. Approximately one hundred twenty (120) current state business process flows have been developed, and fifty (50) have been validated and approved by the CUWG. Thirty (30) current state process flows are being reviewed by the CUWG.

Area of Assessment	Urgency	June 2013	July 2013	August 2013	Summary Status/Recommendations
Vendor Procurement	N/A	No Risk Identified	No Risk Identified	Completed	The SC-CMS Project Steering Committee selected Tyler as the Apparently Successful Vendor (ASV) in February. Contract negotiations began in April, continued through May and June, and were completed in July. A recommendation for moving forward with the contract was approved at the July 19 JISC meeting. The contract was executed in July. Vendor activities will begin in September.
Contract Management / Deliverables Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The list and schedule of vendor deliverables are confirmed in the executed contract with Tyler. Management of the contract will begin with project startup in September.
Application					
Application Architecture	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The SC-CMS Architecture Plan has been updated to identify information known at this point. Update of the remaining areas will begin with the start of vendor activities in September.
Requirements Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The project's Business Analysts have loaded the SC-CMS requirements into the Rational Requirements Composer (RRC) requirements management tool that is being used to document requirements and for traceability. The Court Business Office and Court User Work Group will document Use Cases for the To-Be processes as needed.
Application Interfaces	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The INH and COTS-Prep Application projects are defining and preparing interfaces using the interface information currently available. Additional activities will be planned as further definition of SC-CMS interface requirements are made available with the start of vendor activities in September.

Data					
Data Preparation	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The Data Quality Coordinator will coordinate 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. The project has hired a System Support Technician who will help prepare and extract SCOMIS data for each superior court and county clerk office in the format that Tyler can import into Odyssey.

Part 2: Review of *bluecrane* Approach

We began our Quality Assurance engagement for the AOC SC-CMS Project by developing an understanding of the project at a macro level. We started by analyzing the following five "Project Areas":

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

It is not our practice to duplicate Project Management activities by following and analyzing each task and each deliverable that our clients are tracking in their project management software (such as Microsoft Project). Rather, we identify those groups of tasks and deliverables that are key "signposts" in the project. While there are numerous tasks that may slip a few days or even weeks, get rescheduled, and not have a major impact on the project, there are always a number of significant "task groups" and deliverables which should be tracked over time because any risk to those items – in terms of schedule, scope, or cost – have a potentially significant impact on project success.

We de-compose the five Project Areas listed above into the next lower level of our assessment taxonomy. We refer to this next lower level as the "area of assessment" level. The list of areas of assessment grows over the life of the project. The following list is provided as an example of typical areas of assessment:

- ***Project Management and Sponsorship***
    - Governance
    - Scope
    - Schedule
    - Budget
    - Communication
    - Staffing and Project Facilities
    - Change Management
    - Risk Management
    - Issue Management
    - Quality Management
- ***People***
    - Stakeholder Engagement

  - Business Processes/System Functionality
  - Vendor Procurement
  - Contract Management/Deliverables Management
  - Training and Training Facilities
  - Local Court Preparation
  - User Support
- ***Application***
  - Application Architecture
  - Requirements Management
  - Implementation
  - Application Interfaces
  - Application Infrastructure
  - Reporting
  - Testing
  - Tools
- ***Data***
  - Data Preparation
  - Data Conversion
  - Data Security
- ***Infrastructure***
  - Headquarters Infrastructure
  - Regional Infrastructure
  - Partner Infrastructure
  - Technical Help Desk

For each area of assessment within a Project Area, we document in our QA Dashboard our observations, any issues and/or risks that we have assessed, and our recommendations. For each area we assess activities in the following three stages of delivery:

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

Assessed status is rated at a macro-level using the scale shown in the table below.

Assessed Status	Meaning
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"
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 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

We recognize that simultaneously addressing all risk areas identified at any given time is a daunting task – and not advisable. Therefore, we prioritize risk items in our monthly reports as:

1. Very Urgent Consideration
2. Urgent Consideration
3. Serious Consideration

Given the current phase of the SC-CMS Project, these priorities translate to:

1. Very Urgent Consideration – Potential Impact to Configuration of the System
2. Urgent Consideration – Potential Impact to Project's Readiness for Implementation
3. Serious Consideration – Potential Impact to the Successful Management of the Project

Rating risks at the macro-level using the assessed status and urgency scales described above provides a method for creating a snapshot that project personnel and executive management can review quickly, getting an immediate sense of project risks. The macro-level ratings are further refined by describing in detail what the risk/issue is and what remedial actions are being taken/should be taken to address the risk/issue. The result is a framework for AOC SC-CMS management to evaluate project risks – in terms of business objectives and traditional project management tasks.

We summarize the *bluecrane* QA Dashboard in Part 1 of our monthly report for review with client executives and project management. Part 3 of our monthly report provides the detailed QA Dashboard with all of the elements described above.

Part 3: *bluecrane* Detailed Assessment Report for August 2013

bluecrane Quality Assurance Dashboard for the Washington AOC SC-CMS Project	
Project Area Summary	
Project Area	Highest Level of Assessed Risk
Project Management and Sponsorship	Risk
People	No Risk Identified
Application	No Risk Identified
Data	No Risk Identified
Infrastructure	No Risk Identified

		June 2013	July 2013	August 2013
Category:	Project Management and Sponsorship	No Risk Identified	No Risk Identified	Risk
Area of Assessment:	Governance			
Urgency:	Urgent Consideration			

Observation 1: Kitsap County has purchased software, (Mentis aiSmartBench) that duplicates functionality provided by Odyssey (SessionWorks Judges Edition). Currently, AOC does not have a policy regarding the support of county ancillary systems that duplicate the functionality of AOC systems that are in the process of being implemented.

Risk/Impact: If counties or courts continue to implement custom developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will increase, adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software. Likewise, AOC will incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented.

Recommendation: AOC should adopt a policy regarding the implementation of ancillary systems by counties that provide duplicative functionality of systems being implemented by AOC. Existing policies should be reviewed to see if modification of a current policy would provide the necessary guidance for counties. If an existing policy cannot be modified, then a new policy should be adopted to outline the AOC support guidelines for county systems.

Observation 2: The Project Charter and Steering Committee Charter are being revised in preparation for starting the next phase of the project. The revised Steering Committee Charter was approved by the Steering Committee in August and will be submitted to the JISC for approval in September.

		June 2013	July 2013	August 2013
Category:	Project Management and Sponsorship	No Risk Identified	No Risk Identified	Risk
Area of Assessment:	Scope			
Urgency:	Urgent Consideration			

Observation 1: The scope of the SC-CMS project is established in the SC-CMS RFP requirements and deliverables as established by the SC-CMS contract with Tyler Technologies. One of the Odyssey modules negotiated in the Tyler contract is SessionWorks Judge Edition which will provide Washington judges with quick access to case information and other court-related documents. However, Kitsap County has purchased a competing product called aiSmartBench from Mentis Technology and has requested that AOC provide an interface to this system. In August, a comparison performed by AOC between Odyssey SessionWorks Judge Edition and aiSmartBench found that SessionWorks not only provides all of the capabilities of aSmartBench but also offers additional features beyond what aiSmartBench provides.

Risk/Impact: Over time, some Washington counties have implemented various ancillary systems to supplement the lack of functionality in the legacy systems that SC-CMS will replace. Replacement of these ancillary systems with SC-CMS functionality is an important aspect of the SC-CMS implementation in order to realize cost savings and improved reliability inherent in an integrated system. If counties or courts continue to implement custom developed or purchased systems that have overlapping functionality with SC-CMS, the scope, complexity, and cost of SC-CMS will increase adding risk to the project. Counties and courts will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software. Likewise, AOC will incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented.

Recommendation: AOC should work with Kitsap and other counties to help them understand the capabilities of Odyssey SessionWorks and the functionality, integration, and cost advantages of using Odyssey components. The same approach should be used to communicate Odyssey functionality to all counties so that new systems or enhancements to existing systems that duplicate the functionality of Odyssey are not implemented in the counties.

Observation 2: Project scope was increased during contract negotiations with the inclusion of Odyssey document management, financial management, and e-filing modules in the SC-CMS implementation. AOC had planned for resources to implement and support the SC-CMS project based on the scope currently defined in the SC-CMS RFP. These additional modules will increase the resources required to complete the project successfully. The planning for resources to support the additional scope is underway.

		June 2013	July 2013	August 2013
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Schedule**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The Tyler contract was executed on schedule in July. Planning meetings with Tyler began in August and will continue in September. The schedule will be baselined at the end of the planning sessions.

		June 2013	July 2013	August 2013
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Budget**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: Discussions are underway to determine the level of AOC support for local implementation costs.

		June 2013	July 2013	August 2013
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Project Communications**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The project utilizes several approaches to communicate information to project stakeholders. Project status is communicated to AOC management, project team members, and other AOC stakeholders in multiple weekly meetings. Project Steering Committee Meetings are conducted weekly. Information is provided to representatives of the Judges, Clerks, and Administrators associations who pass information to the association members through their normal communication paths.

Status: The Communications Management Plan contains an approach for both internal and external communications activities. Internal communication activities include project status reports, performance reports, and project team meetings. External communications are used to inform stakeholders and end-users, in particular, of project activities that will affect them.

Recommendation: Although there are multiple approaches to communicating project status and organizational change management information, it would be advisable for the project to conduct periodic surveys to determine the effectiveness of the various forms of communication by gauging the knowledge of the project by internal and external stakeholders at all levels. Based on the results of surveys, approaches to project communications can be revised. Some approaches may be eliminated if they are found to be ineffective or supplemental communications may be necessary to augment the current forms of communications.

		June 2013	July 2013	August 2013
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Staffing and Project Facilities**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The staffing plan is being re-evaluated to identify any additional resource requirements due to the increase in project scope through the addition of the Odyssey document management, financial management, and e-filing modules. This will impact not only AOC resources but also will require the involvement of court staff during all phases of implementation. Detailed requirements for these modules will have to be developed and vetted, design and configuration deliverables will have to be reviewed, and the modules will have to be tested.

Identification and commitment of subject matter experts (SMEs) from AOC staff, court clerks, judges, and administrators should begin well before the requirements validation and system configuration session that will start soon now that contract negotiations are complete and will last three to four months. Participation in the configuration, design, and user acceptance testing activities by business area representatives with substantial knowledge of their business processes will be critical to the success of the project. Often the staff with the best knowledge of business processes are also needed to keep the business processes running effectively, and the level of service provided by the business can be degraded if resources are pulled away to perform project work. It may be necessary to provide additional temporary resources to backfill staff utilized for project activities. It may also be necessary for the business to delay work, reduce the level of services, or fill the resource gap with overtime in order to provide the necessary project resources. Management will need to consider and evaluate the impact of resource constraints on operations and project activities, and the risk of implementing a system that does not meet the business needs of the organizations involved(due to overly constrained resources during configuration and implementation). Expectations should be set with management and staff in the business areas and with their customers about the potential impact to business operations by the reallocation of resources during the project timeframe.

		June 2013	July 2013	August 2013
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Change Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: With the execution of the Tyler contract, the scope and budget have been baselined. All changes to scope or budget will be processed through the change management process.

		June 2013	July 2013	August 2013
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Risk Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: Consistent with the Risk Management Plan, the project is identifying and managing risks.

		June 2013	July 2013	August 2013
Category:	Project Management and Sponsorship	No Risk Identified	No Risk Identified	No Risk Identified
Area of Assessment:	Issue Management			
Urgency:	N/A			

Observation: Consistent with the Issue Management Plan, the project team is identifying and tracking issues.

		June 2013	July 2013	August 2013
Category:	Project Management and Sponsorship	No Risk Identified	No Risk Identified	No Risk Identified
Area of Assessment:	Quality Management			
Urgency:	N/A			

Observation: The project team has developed a Quality Management Plan.

		June 2013	July 2013	August 2013
Category:	People	No Risk Identified	No Risk Identified	No Risk Identified
Area of Assessment:	Stakeholder Engagement			
Urgency:	N/A			

Observation: Stakeholder engagement and organizational change management activities are underway, including a survey of counties regarding interest in participating as “pilot sites.” Ten counties have expressed interest in being pilot sites. The pilot site responses will be scored and a two pilot sites will be selected in September.

		June 2013	July 2013	August 2013
Category:	People	No Risk Identified	No Risk Identified	No Risk Identified
Area of Assessment:	Business Processes / System Functionality			
Urgency:	N/A			

Observation: In 2012, the Court Business Office (CBO) began the analysis and validation of the existing court business processes and began developing As-Is process models. Approximately one hundred twenty (120) current state business process flows have been developed, and fifty (50) have been validated and approved by the CUWG. Thirty (30) current state process flows are being reviewed by the CUWG.

		June 2013	July 2013	August 2013
Category:	People	No Risk Identified	No Risk Identified	Completed
Area of Assessment:	Vendor Procurement			
Urgency:	N/A			

Observation: The SC-CMS Project Steering Committee selected Tyler as the Apparently Successful Vendor (ASV) in February. Contract negotiations began in April, continued through May and June, and were completed in July. A recommendation for moving forward with the contract was approved at the July 19 JISC meeting. The contract was executed in July. Vendor activities will begin in September.

		June 2013	July 2013	August 2013
Category:	**People**			
Area of Assessment:	**Contract Management / Deliverables Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation/Risk: The list and schedule of vendor deliverables are confirmed in the executed contract with Tyler. Management of the contract will begin with project startup in September.

		June 2013	July 2013	August 2013
Category:	**Application**			
Area of Assessment:	**Application Architecture**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The SC-CMS Architecture Plan has been updated to identify information known at this point. Update of the remaining areas will begin with the start of vendor activities in September.

		June 2013	July 2013	August 2013
Category:	Application	No Risk Identified	No Risk Identified	No Risk Identified
Area of Assessment:	Requirements Management			
Urgency:	N/A			

Observation: The project's Business Analysts have loaded the SC-CMS requirements into the Rational Requirements Composer (RRC) requirements management tool that is being used to document requirements and for traceability. The Court Business Office and Court User Work Group will document Use Cases for the To-Be processes as needed.

		June 2013	July 2013	August 2013
Category:	Application	No Risk Identified	No Risk Identified	No Risk Identified
Area of Assessment:	Application Interfaces			
Urgency:	N/A			

Observation: The INH and COTS-Prep Application projects are defining and preparing interfaces using the interface information currently available. Additional activities will be planned as further definition of SC-CMS interface requirements are made available with the start of vendor activities in September.

		June 2013	July 2013	August 2013
Category:	**Data**			
Area of Assessment:	**Data Preparation**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The Data Quality Coordinator will coordinate 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.

The project has hired a System Support Technician who will help prepare and extract SCOMIS data for each superior court and county clerk office in the format that Tyler can import into Odyssey.