Final Options Analysis Report

WA AOC CLJ-CMS Solution Options Analysis: Task 3

Project Code: 330052051
Prepared for: WA AOC
April 16, 2019

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Introduction

Document Purpose

The purpose of this document is to summarize and facilitate comparison of the assessment findings of the three CLJ-CMS options. The supporting analyses for each option were reviewed and validated with CLJ-CMS stakeholders to gain consensus on relative alignment and viability of each option. This report will inform the Project Steering Committee's decision on selection of the approach for CLJ-CMS replacement.

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Introduction

Background and Context

- In accordance with the mission of the Washington Courts of Limited Jurisdiction (CLJ), technology must be an enabler of fair, speedy, and equal access to justice. The case types and matters handled by the CLJ include misdemeanor criminal cases, traffic, non-traffic, parking infractions, domestic violence protection orders, civil actions of $100,000 or less, and small claims up to $5,000.
- Approximately 300 Courts of Limited Jurisdiction (CLJ) in Washington State process more than 18 million transactions a month, approximately 87% of the state's caseload. Washington State is a non-unified judicial system.
- To support the courts in accordance with its mission to “advance the efficient and effective operation of the Washington Judicial system,” the State of Washington’s Administrative Office of Courts is evaluating software options for meeting the current and future case management needs of the state’s CLJ. Under the leadership of the Judicial Information System Committee (JISC), AOC today operates the statewide Judicial Information System (DISCIS (JIS)) that supports the daily operations of the courts.
- The new case management solution is intended to be deployed throughout the district and municipal courts and probation departments in the State of Washington, be centrally managed by the AOC and provide services and access to data thereby improving the incentive for courts to utilize the AOC CLJ-CMS.
- The AOC is assessing three options for the replacement of its current DISCIS (JIS):
  - **COTS Best of Breed –** Acquisition of Commercial-of-the-Shelf (COTS) CMS solution(s).
  - **Modernization -** Update the current DISCIS (JIS) to meet the current needs of the CLJs and provide a modern, sustainable technical architecture.
  - **Other potential hybrid solution options –** Implement a combination of COTS, Modernization and/or APASS solutions.

This Final Options Analysis Report summarizes and compares these three identified options.

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Project Approach and Methodology

CLJ-CMS Options Analysis

	PLAN	ANALYZE			
	Task 1 Project Management and Framework	**Task 2** COTS Best-of-breed Options Analysis	**Task 2-B** CLJ-CMS Modernization Option Analysis	**Task 2-C** Other Solution Analysis	**Task 3** Comprehensive Analysis of Options and Recomm. Report
Activities	▪ Conduct project planning meeting with AOC PM to confirm stakeholders, DISCISs logistics and schedule near term activities ▪ Prepare draft Project Initiation Document (PID) inclusive of project plan, schedule, communication plan ▪ Conduct Project Initiation Meeting with key stakeholders to DISCISs objectives, scope, schedule, assumptions, finalize PID based on stakeholder input ▪ Prepare status reports and conduct weekly project status meetings ▪ Review previous AOC CLJ-CMS procurement materials and relevant background information ▪ Interview representatives from: ○ AOC Staff ○ PSC and DISCIS (JIS)C Members ○ CLJ-CMS Project Team ▪ Conduct Discovery and Options Planning Workshop ▪ Draft CLJ-CMS Options Analysis Framework — inclusive of COTS, CLJ-CMS Modernization and Other Solution CMS option frameworks ▪ Finalize CLJ-CMS Option Analysis Framework	▪ Validate and refine as appropriate COTS CMS assessment criteria provided in the RFP Task 2-A description ▪ Identify representative CLJ-CMS providers (up to 3) based on Gartner's market intelligence and AOC driven criteria ▪ Prepare initial composite COTS CMS assessment based on market intelligence, recent AOC CLJ-CMS RFP responses and recent vendor market surveys by WA CLJ courts ▪ Conduct individual vendor interviews to fill WA CLJ-CMS specific gaps from the initial composite COTS CMS assessment ▪ Prepare COTS Option Assessment Report	▪ Conduct high level architectural review of the current CLJ-CMS system (DISCIS) and prepare a conceptual current architecture diagram ▪ Review current AOC application development capabilities and standards and high level target application architecture alternatives (e.g., custom code, aPaaS) ▪ Review representative WA court level CMS implementation application architectures and high level functional capabilities ▪ Identify a target conceptual application architecture for the modernized CLJ-CMS, including potential preliminary phasing and approach (e.g., code migration tools if applicable) ▪ Develop estimated construction timeline ▪ Prepare high level sustainment model ▪ Develop staffing approach and ROM cost estimates for construction and sustainment ▪ Conduct summary analysis workshop ▪ Prepare CLJ-CMS Modernization Option Assessment Report reviewing the option per the Task 1 Options Analysis Framework	▪ Draw upon subject matter expertise, court technology trends and interview AOC staff, with focus on: ○ Hybrid CMS solutions (e.g., combination of COTS and modernized, custom developed components) ○ Potential leveraging and/or extension of existing recent WA court CMS implementations (e.g., AOC Superior Court, local jurisdiction CLJ projects) ○ Other solution options that may emerge during the engagement ▪ Conduct interview with local jurisdiction courts (if applicable) ▪ Conduct summary analysis workshop ▪ Prepare Other Solution Option Assessment Report	▪ Assemble individual options analysis findings and recommendations ▪ Work with the AOC project team to apply scoring and weighting across the options to arrive at consensus recommendations ▪ Prepare Draft Options Summary Analysis Report ▪ Review Draft Options Summary Analysis Report with CLJ-CMS Project Team ▪ Prepare Final Options Summary Analysis Report ▪ Conduct Options Summary Analysis Executive Briefing
Deliverables	▪ Project Initiation Document ▪ Weekly Status Reports ▪ CLJ-CMS Options Analysis Framework	▪ COTS CMS Assessment Criteria ▪ COTS Option Assessment Report	▪ CLJ-CMS Modernization Option Assessment Report	▪ Other Solution Option Assessment Report	▪ Options Analysis Report

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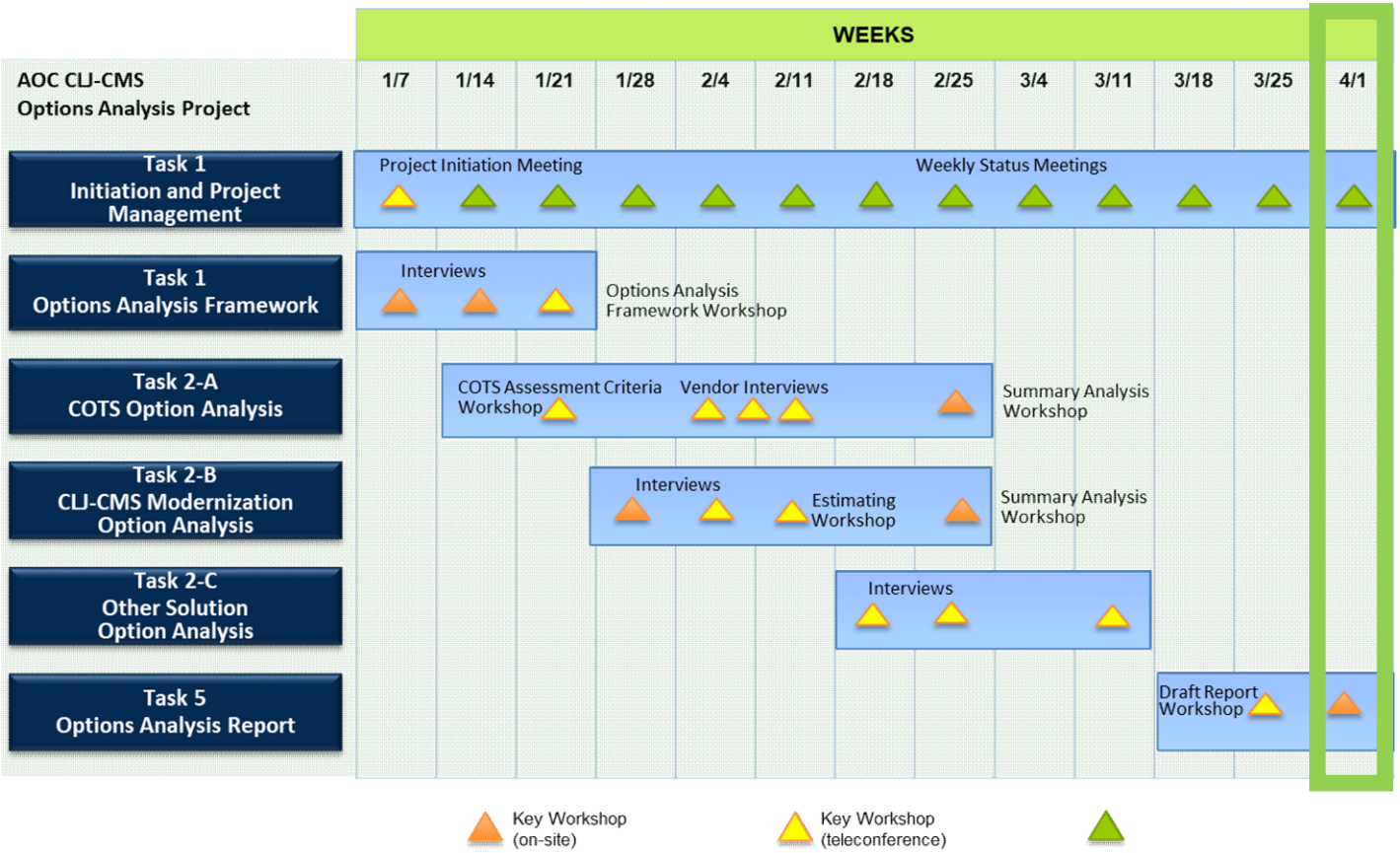
Approach Summary

Project Schedule Summary

Gartner's project schedule is outlined below.



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Introduction

Descriptions of Options to upgrade DISCIS (JIS)

- COTS Best-of-Breed (Task 2-A)
  - Considers both monolithic COTS solutions and multi-vendor collections of COTS application components assembled for WA CLJ-CMS purposes (i.e., best-of breed).
  - The analysis will note where significant differences exist between these two sub-alternatives.
- DISCIS (JIS) Modernization (Task 2-B)
  - Analyzes structure of the current system.
  - Reviews AOC's application development capabilities, standards, and high level target architecture alternatives.
  - Identifies a target conceptual architecture for the modernized CLJ-CMS including potential phasing and approach.
- Other Solution Analysis (Task 2-C)
  - Draws upon relevant subject matter expert (SME) perspectives, court technology trends with a focus on:
    - ➢ Other solutions (Hybrid Option) (e.g., a combination of select COTS application and developed components).
    - ➢ Potential for leveraging recent WA court local CMS implementations.
    - ➢ Other solution options that may emerge during the engagement.

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Approach and Methodology

The approach to collecting requirements for the CLJ-CMS replacement, gathering data regarding the available options and analyzing this information to develop the recommendation reflected in this final report was built on a consensus-based approach.

- Gartner conducted **discovery tasks** to gain an understanding of CLJ operational practices and capabilities of the DISCIS (JIS) application. These discovery tasks included review of CLJ-CMS detailed requirements, stakeholder interviews with the core project team, AOC Executives, the Project Steering Committee, and interviews and site observations with various courts (i.e. Federal Way Municipal, Tukwila Municipal, and Thurston County District Courts). The primary observations included courtroom processes, probation, and case initiation and intake.
- Also, the Gartner Court Case Management **Business Capability Model** (BCM) was updated for the WA CLJ-CMS context and was used to guide specific inquiry areas explored during the evaluation process.
- The PSC developed the **CLJ-CMS Imperatives** which were utilized to establish a baseline for high-level system requirements and functional alignment with each option. Additionally, the core project team, CLJ-CMS Project Steering Committee, and Gartner collaborated to develop and confirm the **CLJ-CMS Assessment Criteria**. These two evaluation frameworks provide the structure upon which each option has been analyzed and assessed, and the overall recommendations formulated.

The Final Report provides recommendations regarding the strategy to provide the future CLJ-CMS and a suggested approach to implementation that reduces risk and allows the CLJ to realize value from new capabilities as soon as possible. This report represents Gartner's analysis of multiple options including COTS best-of-breed and best in class, modernization of existing systems, and hybrid approaches that could leverage both COTS and custom built.

- Each of the three DISCIS (JIS) options (COTS, Modernization of DISCIS (JIS) and a Hybrid Model) were independently assessed and Option Assessment Reports were produced for each. Assessment Report Workshops were also conducted with the core project team and Project Steering Committee for each option.
- The summarized results of the three option assessments are assembled in this Final Options Analysis Report. Scores from the three independent option assessments were normalized in this report to facilitate option comparisons. The Options Analysis Report will be used by the CLJ-CMS Project Steering Committee as input to selecting the DISCIS (JIS) acquisition and replacement strategy.

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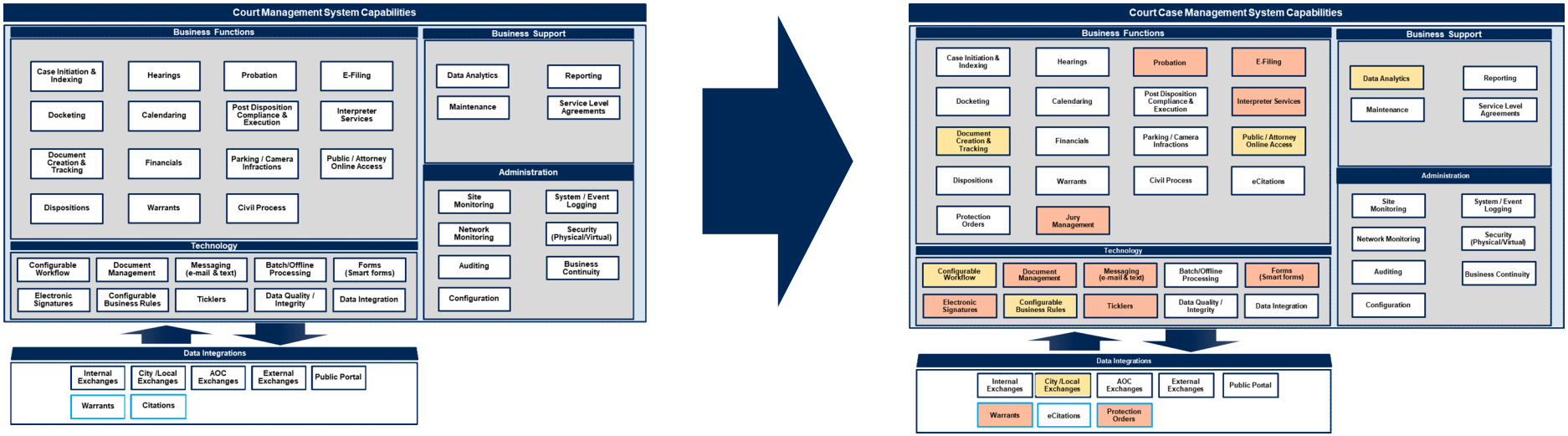
Approach and Methodology

Gaps between DISCIS (JIS) and the Desired Future State CLJ-CMS

- Gartner's Court CMS Capability Model was refined for the WA CLJ context and referenced when assessing the CMS options. The model was used to organize and validate the comprehensiveness of the assessment.
- This model provides a holistic perspective of key court management capabilities.



- The Model was refined during the assessment to identify and illustrate CLJ-CMS high-level capability needs and indicate gaps between the current DISCIS (JIS) and target systems resulting from each option.
- The assessment of each option assumed the target system would address all identified capability gaps.

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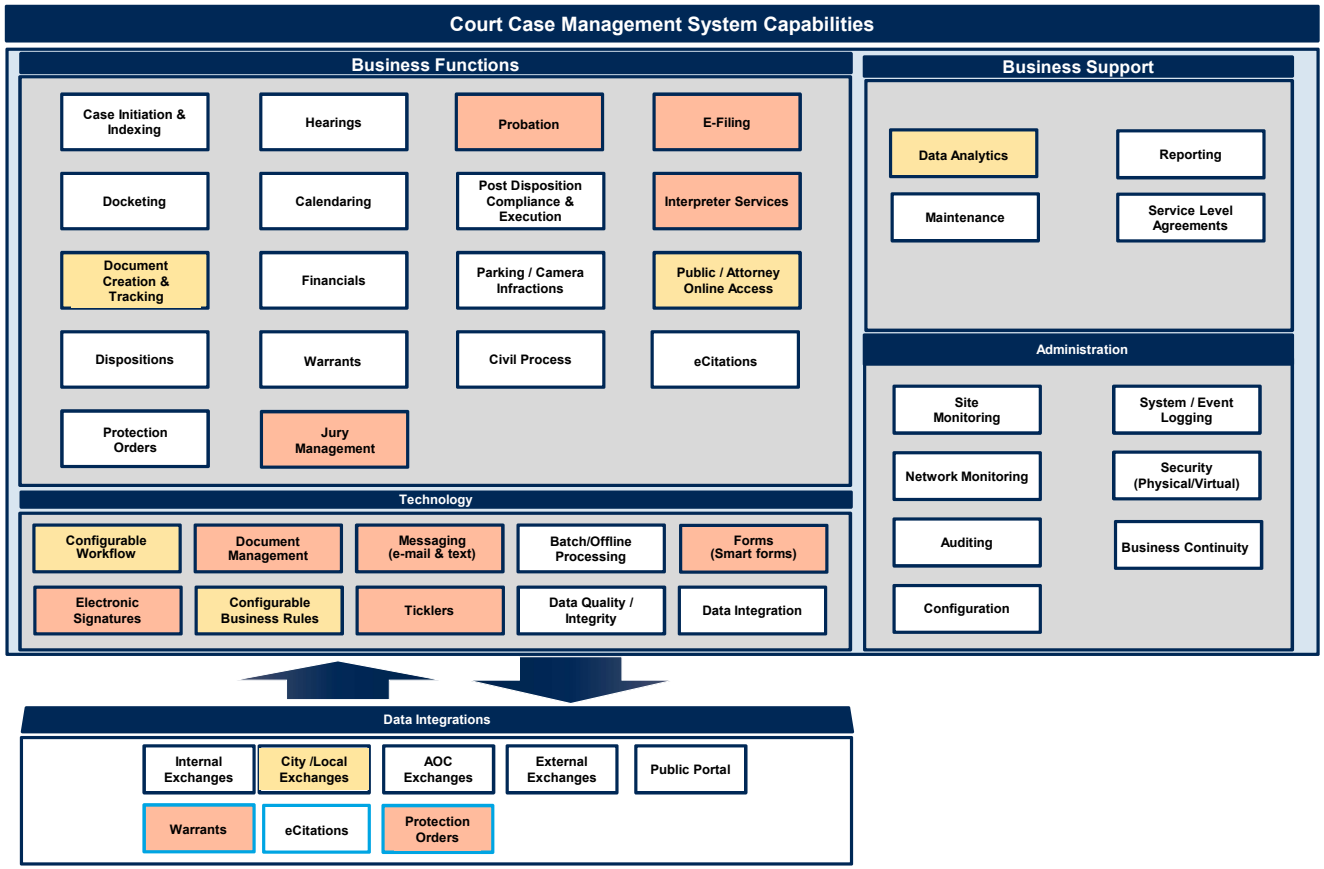
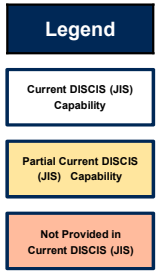
Approach and Methodology

Gaps between DISCIS (JIS) and the Desired Future State CLJ-CMS

Shading in the diagram to the right indicates gaps between the current DISCIS (JIS) and target system.

The gaps indicated in the diagram would need to be addressed in the replacement CLJ-CMS system.





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Approach and Methodology

CLJ Imperatives, Key Expectations and High Level Functional Requirements

- **Be flexible, sustainable, and cost-efficient:**
  - ✓ Provide features that advance the business processes of the courts to the desired future state;
  - ✓ Be built on a long-term, sustainable application architecture and technology platform;
  - ✓ Be configurable within the bounds of best practices and legal requirements to meet the needs of local jurisdictions; and,
  - ✓ Provide the ability to deploy and maintain operations remotely to locations that have little or no IT support staff.
- **Enable and support data access and sharing:**
  - ✓ Provide secure access to data, documents, and solution functionality based on user role;
  - ✓ Provide a statewide document management system to enable judicial officers and others with the appropriate permissions to readily view documents from all courts that use the CLJ-CMS;
  - ✓ Provide the ability to see a complete Washington State case history in one place;
  - ✓ Have comprehensive reporting capabilities for pre-defined and ad hoc reports;
  - ✓ Provide for seamless integration and data exchanges between court and probation solutions;
  - ✓ Provide for data exchanges with external stakeholder systems; and,
  - ✓ Provide the capability to meet record retention requirements, including deletion.
- **Support the ability to operate in a manner that supports appropriate levels of risk management and mitigation; Provide the AOC appropriate measures to resolve potential vendor performance issues without placing the daily operations of the courts at risk.**
  - ✓ The system must be supported by a supplier (internal or external) with the capabilities to scale to meet AOC and CLJ operational support needs.
- **Enable efficient and effective court operations and workflow; CLJ-CMS must:**
  - ✓ Provide a capability for high-volume transaction processing;
  - ✓ Improve efficiency through paperless methods; encourage the use of paperless / electronically generated or filed documents and data management/storage;
  - ✓ Provide an electronic filing capability;
  - ✓ Provide efficient screen navigation during routine court processes;
  - ✓ Provide for the creation of automated forms;
  - ✓ Provide workflow capabilities;
  - ✓ Allow for opportunities to provide self-service functionality to reduce the workload on the courts; and,
  - ✓ Provide automated notifications of court or probation appearance dates via a variety of media (e.g., email, text messaging, or phone).
- **Address the needs of probation, including providing a probation risk assessment tool with commonly understood definitions and standards.**
- **Provide accessibility from a wide variety of commonly used mobile devices and operating systems (address mobility factors).**
- **Address the financial requirements of the state auditors; CLJ-CMS must have financial management capabilities that satisfy state audit requirements.**

The CLJ-CMS Project Steering Committee has defined the CLJ-CMS imperatives. These imperatives provide a key perspective for evaluation of identified options

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Approach and Methodology

Options Analysis Framework Evaluation Criteria

The criteria below were established by the core project team and PSC during the CLJ-CMS Option Analysis Framework workshop, and subsequent meetings. This framework was used to assess each of the options.

Adoption Probability	**M**	The probability that the courts will implement the solution or implement necessary business process changes to align with the solution.
Business Functionality	**H**	The degree to which the core solution aligns with CLJs' various business processes, including the ability to drive process improvements.
Usability	**H**	The degree to which the solution can be used by all levels of court users to perform their work in a simple, intuitive, effective and efficient way.
Vendor Management	**H**	The degree to which the option mitigates risks associated with vendor viability, vendor performance and AOC's ability to influence vendor product direction, during both system implementation and subsequent operations.
Project Risk	**M**	The risk of project failure or excessive increases project budget or timeline, that would leave AOC without a replacement option and force continuation of the current CMS.
Transition Risk	**H**	Ability to incrementally transition from the current solution to the new CLJ-CMS in terms of data migration and rollout flexibility (e.g., phased versus "big bang").
Quick Wins *	**H**	The ability to deliver incremental new capabilities that positively impact the operations of the CLJ within the shortest timeframe.
Time to Implement	**L**	The duration before all courts are implemented and able to realize benefits from the CLJ-CMS.
Ongoing Service Levels	**M**	Capability and flexibility to provide adequate support for various courts.
Skills Gap	**L**	The gap between the AOC IT's current skill sets and those that would be required to implement and support the CLJ-CMS.
Court Level Configuration Control	**L**	The ability to delegate control over designated aspects of the CLJ-CMS configuration to the local courts while maintaining AOC control over centralized segments of the configuration as appropriate.
Configurability	**H**	The degree to which the solution is configurable to support the unique requirements of CLJs and the AOC, and provide flexibility to change functionality (e.g., workflows, validations, etc.) in the future without development.
Enterprise Architecture Alignment	**L**	The degree the architecture of the solution aligns with architecture principles and direction of the CLJs, AOC and AOC IT. Integration capability is a key enabler required to support the potential to implement best of breed point solutions that may deliver the best value to the CLJs.
Integration	**M**	The effectiveness of the CLJ-CMS solution's approach for interfacing with external systems (e. g., other AOC or local partner agency systems, internal systems that may be needed to support a best of breed model).
Initial Cost	**M**	The cost of the initial CLJ-CMS implementation.
Cost to Sustain	**H**	The cost to maintain and support the CLJ-CMS.

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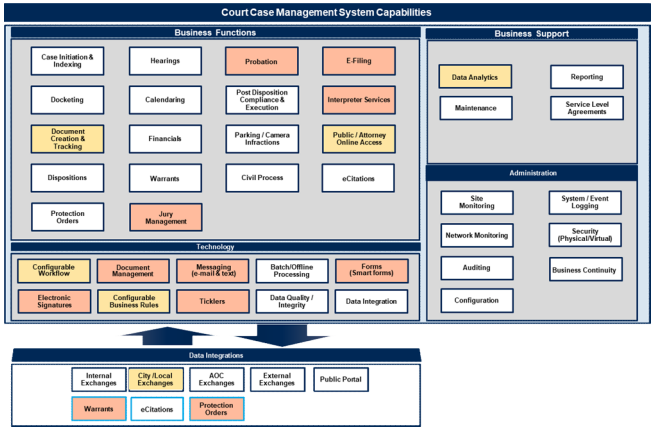
** Quick Wins criterion was added subsequent to the Task 1 deliverable based on input from the PSC and core project team.*

Approach and Methodology

COTS Option Analysis Detailed Approach

To conduct the assessment of the **COTS** option, Gartner worked with AOC and CLJ to complete the following:

- Reviewed and discussed prior AOC findings on COTS vendors and solutions as obtained through the previous procurement;
- Brought forth Gartner perspectives on COTS CMS market; and,
- Conducted follow-up interviews with select vendors focused on specific priority areas identified by the CLJ and AOC (e.g., workflow capabilities, extensibility, ability to serve 300+ diverse courts within a single CMS instance, software licensing model, support model).



Gartner CMS Capability Model

Category	Scale	Weight	Scale Score	Weighted Score
Transition Risk - Ability to incrementally transition from the current solution to the new CLJ-CMS in terms of data migration and rollout flexibility (e.g., phased versus "big bang").	High=1 Low=5	M (11.5%)	3	35
Time to Implement - The duration before all courts are implemented and able to realize benefits from the CLJ-CMS.	High=1 Low=5	L (3%)	4	12
Ongoing Service Levels - Capability and flexibility to provide adequate support for various courts.		M		

Category	Scale	Weight	Scale Score	Weighted Score
Adoption Probability - The probability that the courts will implement the solution or implement necessary business process changes to align with the solution.	Low=1 High=5	M (7%)	3	21
Business Functionality - The degree to which the core solution aligns with CLJs' various business processes, including the ability to drive process improvements.	Low=1 High=5	H (11.5%)	4	46
Usability - The degree to which the solution can be used by all levels of court users to perform their work in a				

Category	Scale	Weight	Scale Score	Weighted Score
Configurability - The degree to which the solution is configurable to support the unique requirements of CLJs and the AOC, and provide flexibility to change functionality (e.g., workflows, validations, etc.) in the future without development.	Low=1 High=5	H (11.5%)	4	46
Enterprise Architecture Alignment - The degree the architecture of the solution aligns with architecture principles and direction of the CLJs, AOC and AOC IT. Integration capability is a key enabler required to support the potential to implement best of breed point solutions that may deliver the best value to the CLJs.	Low=1 High=5	L (3%)	3	09
Integration - The effectiveness of the CLJ-CMS solution's approach for interfacing with external systems (e.g., other AOC or local partner agency systems, internal systems that may be needed to support a best of breed model).	Low=1 High=5	M (7%)	3	21
Initial Cost - The cost of the initial CLJ-CMS implementation.	High=1 Low=5	M (7%)	4	28
Cost to Sustain - The cost to maintain and support the CLJ-CMS.	High=1 Low=5	H (11.5%)	3	35

Assessment Dashboard

CLJ-CMS Imperatives	Alignment Level
✓ Be flexible, sustainable, and cost-efficient	High
✓ Enable and support data access and sharing	Moderate to High
✓ Enable efficient and effective court operations and workflow	Moderate to High
✓ Address the needs of probation	Moderate to High
✓ Provide accessibility	Moderate to High
✓ Address the financial requirements of the state auditors	Moderate to High
✓ Support the ability to operate in a manner that supports appropriate levels of risk management and mitigation	Moderate

Imperatives Alignment

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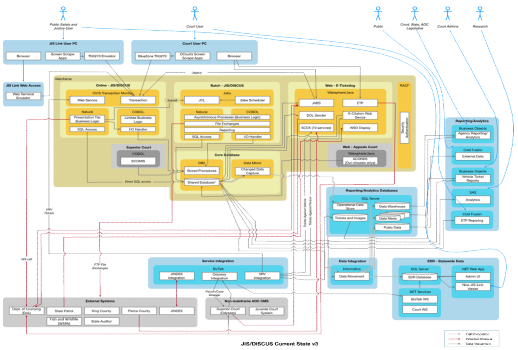
Approach and Methodology

Modernization Option Analysis Detailed Approach

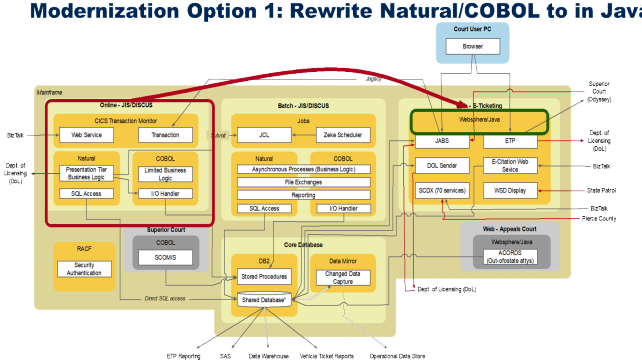
To conduct the assessment of the **JIS Modernization option**, Gartner worked with AOC and CLJ to complete the following:

- Evaluated current state technical application and architecture baselines;
- Prepared/updated solution diagrams to the current-state in conjunction with AOC technology and business staff;
- Prepared future state technical models for potential modernization alternatives;
- Assessed three Modernization alternatives to select the most viable alternative for the CLJ-CMS; and,
- Prepared and reviewed the implementation approach for selected Modernization alternative.

JIS-DISCIS Current State



Modernization Option 1: Rewrite Natural/COBOL to in Java



Solution Diagrams

Modernization Option Comparison

#	Criteria	Option 1: Rewrite with Java	Option 2: Extend with Java UI	Option 3: Extend with Modern Natural UI
1	Usability – likelihood that the solution provides a good user experience	H	M	M
2	Improved maintainability	H	M	M
3	Improved extensibility	H	M	M
4	Risk of redeveloping business logic into another platform	H	M	L
5	Ability to develop incrementally and deploying gradually	L	M	H
6	Mitigating risk of dwindling availability of Natural skills	H	M	L
7	Implementation risk	M	H	M
8	Relative effort	H	M	M

Modernization Alternatives Comparison

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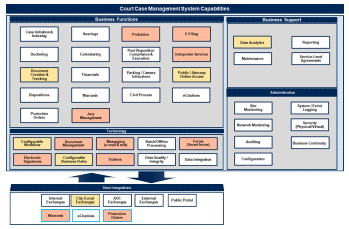
Approach and Methodology

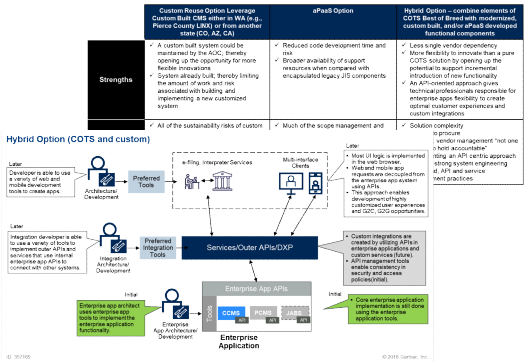
Other Solution Option (Hybrid) Analysis Detailed Approach

To conduct the assessment of the **Other Solution** option, Gartner worked with AOC and CLJ to complete the following:

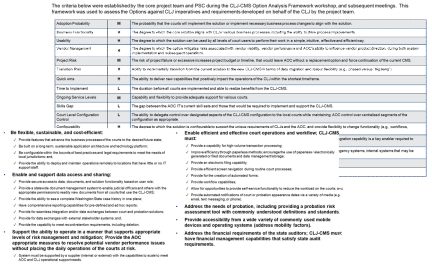
- Identified viable alternatives for replacement of JIS beyond COTS or JIS Modernization (e.g., combinations of COTS and custom components, custom build, aPaaS, etc.);
- Conducted research on each alternative including review of relevant Gartner Research, vendor interviews, and discussions with other courts; and,
- Evaluated alternatives for alignment with CLJ and AOC objectives and capabilities to select the most viable alternative for review against the Option.



Gartner CMS Capability Model



Alternatives Analysis



Imperatives and Framework Evaluation Context

Assessment Dashboard

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Assessment Results

Comparative Assessment Dashboard Results – Non-Weighted

This dashboard view summarizes the criteria assessment scoring results for the three CLJ-CMS options. This view represents **Scale Scores (non-weighted)**. The results shown below were normalized from the individual assessment reports to create comparable values across the three options.

Assessment Category	Category Definition	Option 1 COTS	Option 2 Modernization	Option 3 Other Solution
Adoption Probability	The probability that the courts will implement the solution or implement necessary business process changes to align with the solution.	3.0	4.0	5.0
Business Functionality	The degree to which the core solution aligns with CLJs' various business processes, including the ability to drive process improvements.	4.0	3.0	5.0
Usability	The degree to which the solution can be used by all levels of court users to perform their work in a simple, intuitive, effective and efficient way.	4.0	4.0	4.0
Vendor Management	The degree to which the option mitigates risks associated with vendor viability, vendor performance and AOC's ability to influence vendor product direction, during both system implementation and subsequent operations.	4.0	3.0	2.0
Project Risk	The risk of project failure or excessive increases project budget or timeline, that would leave AOC without a replacement option and force continuation of the current CMS.	4.0	1.0	1.0
Transition Risk	Ability to incrementally transition from the current solution to the new CLJ-CMS in terms of data migration and rollout flexibility (e.g., phased versus "big bang").	3.0	5.0	3.0
Quick Wins	Ability to begin delivering value to the CLJ in the shortest amount of time.	2.0	4.0	3.0
Time to Implement	The duration before all courts are implemented and able to realize benefits from the CLJ-CMS.	4.0	4.0	3.0
Ongoing Service Levels	Capability and flexibility to provide adequate support for various courts.	4.0	4.0	2.0
Skills Gap	The gap between the AOC IT's current skill sets and those that would be required to implement and support the CLJ-CMS.	5.0	2.0	1.0
Court Level Configuration Control	The ability to delegate control over designated aspects of the CLJ-CMS configuration to the local courts while maintaining AOC control over centralized segments of the configuration as appropriate.	4.0	3.0	3.0
Configurability	The degree to which the solution is configurable to support the unique requirements of CLJs and the AOC, and provide flexibility to change functionality (e.g., workflows, validations, etc.) in the future without development.	4.0	3.0	3.0
Enterprise Architecture Alignment	The degree the architecture of the solution aligns with architecture principles and direction of the CLJs, AOC, and AOC IT. Integration capability is a key enabler required to support the potential to implement best of breed point solutions that may deliver the best value to the CLJ.	4.0	4.0	4.0
Integration	The effectiveness of the CLJ-CMS solution's approach for interfacing with external systems (e. g., other AOC or local partner agency systems, internal systems that may be needed to support a best of breed model).	3.0	3.0	4.0
Initial Cost	The cost of the initial CLJ-CMS implementation.	4.0	2.0	2.0
Cost to Sustain	The cost to maintain and support the CLJ-CMS.	3.0	3.0	2.0

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Assessment Results

Comparative Assessment Dashboard Results - Weighted

This dashboard view summarizes the criteria assessment scoring results for the three CLJ-CMS options. This view represents the **Weighted Scores**. The weights were assigned by consensus from CLJ – CMS Steering Committee. The results shown below were normalized from the individual assessment reports to create comparable values across the three options.

Assessment Category	Category Definition	Category Weight	Option 1 COTS	Option 2 Modernization	Option 3 Other Solution
Adoption Probability	The probability that the courts will implement the solution or implement necessary business process changes to align with the solution.	M (6.0%)	0.18	0.24	0.30
Business Functionality	The degree to which the core solution aligns with CLJs' various business processes, including the ability to drive process improvements.	H (9.4%)	0.38	0.28	0.47
Usability	The degree to which the solution can be used by all levels of court users to perform their work in a simple, intuitive, effective and efficient way.	H (9.4%)	0.38	0.38	0.38
Vendor Management	The degree to which the option mitigates risks associated with vendor viability, vendor performance and AOC's ability to influence vendor product direction, during both system implementation and subsequent operations.	M (6.0%)	0.24	0.18	0.12
Project Risk	The risk of project failure or excessive increases project budget or timeline, that would leave AOC without a replacement option and force continuation of the current CMS.	M (6.0%)	0.24	0.06	0.06
Transition Risk	Ability to incrementally transition from the current solution to the new CLJ-CMS in terms of data migration and rollout flexibility (e.g., phased versus "big bang").	H (9.4%)	0.28	0.47	0.28
Quick Wins	Ability to begin delivering value to the CLJ in the shortest amount of time.	H (9.4%)	0.19	0.38	0.28
Time to Implement	The duration before all courts are implemented and able to realize benefits from the CLJ-CMS.	L (2.0%)	0.08	0.08	0.06
Ongoing Service Levels	Capability and flexibility to provide adequate support for various courts.	M (6.0%)	0.24	0.24	0.12
Skills Gap	The gap between the AOC IT's current skill sets and those that would be required to implement and support the CLJ-CMS.	L (2.0%)	0.10	0.04	0.02
Court Level Configuration Control	The ability to delegate control over designated aspects of the CLJ-CMS configuration to the local courts while maintaining AOC control over centralized segments of the configuration as appropriate.	L (2.0%)	0.08	0.06	0.06
Configurability	The degree to which the solution is configurable to support the unique requirements of CLJs and the AOC, and provide flexibility to change functionality (e.g., workflows, validations, etc.) in the future without development.	H (9.4%)	0.38	0.28	0.28
Enterprise Architecture Alignment	The degree the architecture of the solution aligns with architecture principles and direction of the CLJs, AOC, and AOC IT. Integration capability is a key enabler required to support the potential to implement best of breed point solutions that may deliver the best value to the CLJ.	L (2.0%)	0.08	0.08	0.08
Integration	The effectiveness of the CLJ-CMS solution's approach for interfacing with external systems (e. g., other AOC or local partner agency systems, internal systems that may be needed to support a best of breed model).	M (6.0%)	0.18	0.18	0.24
Initial Cost	The cost of the initial CLJ-CMS implementation.	M (6.0%)	0.24	0.12	0.12
Cost to Sustain	The cost to maintain and support the CLJ-CMS.	H (9.4%)	0.28	0.28	0.19
Total Score (out of 5)			**3.54**	**3.35**	**3.06**
% out of 100			**71%**	**67%**	**61%**

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Summary Conclusions

Strengths and Weakness Summary for each Option

Option	Strengths	Weaknesses
COTS Option "Best in Class" solution combines core functions of courts into a single, already integrated enterprise-wide software suite. There is tight integration between functions including court case management, document management, financial processing, calendaring, warrants, civil processing, dispositions, workflows, e-filing, public access, and probation.	• Full data integration across functions • Simpler vendor management model (monolithic approach) • Simplified solution acquisition approach • Streamlined ongoing operations support model • Single (reduced number) system implementations • Standardized technology across the CLJ • Improved end to end process support	• Slow to fill WA specific functional gaps • Less AOC control over introduction of new features • Limited flexibility to introduce targeted innovations • Rigid rules for business processes • Customization is complex • Dependency on a single vendor for support and maintenance
Other Option (Hybrid Solution) A primary benefit of the Hybrid Option is the opportunity to enable an incremental approach to deliver innovations which results in a more feature rich user experience over time. The modularity of the Hybrid Option provides a foundation for both internally led innovations through custom development, and external innovations by "plugging in" best of breed market developed solutions.	• Flexibility for user experience implementation • Reduced constraints to introduce innovation over time • Less reliance on vendor(s) to drive innovation for the CLJ • AOC can use the tools it prefers • Offers flexible integration options • Insulates client apps from core enterprise application(s)	• Complex technical architecture • Complex and less accountable multi-vendor relationships • Vendor provided APIs are often not effective nor consistent • Heightened need for governance and API management • Requires skillsets beyond current AOC capabilities
Modernization Option A primary benefit of modernization option is the opportunity for a gradual transition from the legacy system. As the option retains the existing database structures and encapsulates a degree of existing business logic, courts and user groups within courts could gradually transition to the modernized solution while the existing DISCIS (JIS) can operate in parallel for some time.	• Full data integration across functions • Much improved user experience • Retains portions of proven existing business logic • Incremental transition approach with no significant data conversion	• Custom software development carries a high risk of overruns or failure • Slow to fill functional gaps and implement innovations • Long rollout approach • Encapsulated business logic remains difficult to maintain with the need to retain legacy technology skills

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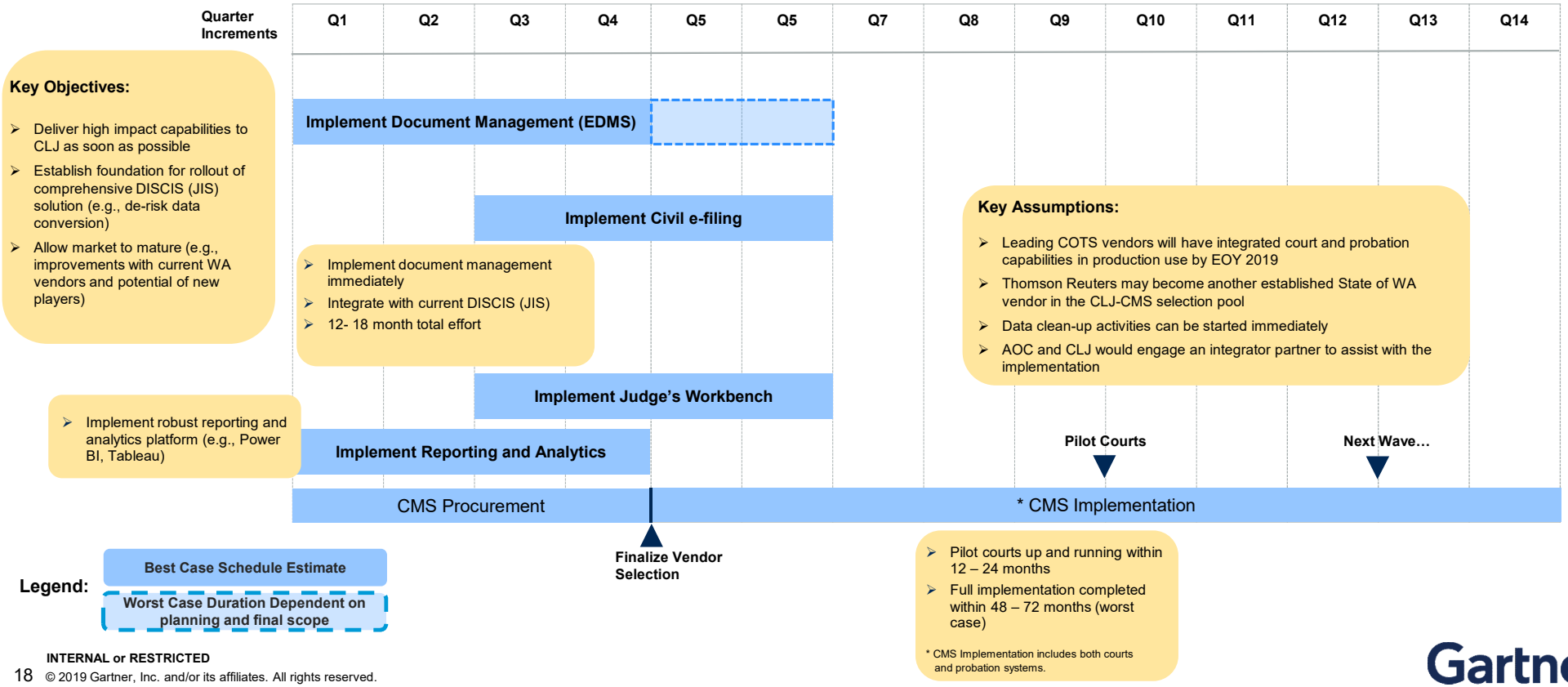
Implementation Approach

Recommended Plan for Short-Term Quick Wins and Long-Term Sustained Operations

Gartner recommends an incremental approach to delivering new capabilities to the CLJ.



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Implementation Approach

Key Assumptions

- CLJ would transition to integrated document management capabilities of the COTS CMS as the COTS CMS is implemented
- Judge's Workbench product may remain separate from the core CMS
- Leading COTS vendors will have integrated court and probation CMS capabilities in production use by the end of 2019
- The Seattle Municipal Court CMS replacement project may add another established State of WA vendor to the selection pool for CLJ-CMS
- DISCIS (JIS) data clean-up activities can start immediately
- AOC and CLJ would engage an integrator partner to assist with the implementation of the early incremental capabilities

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Summary Conclusions

The relative scores enumerated on the assessment dashboard the render COTS and Modernization as viable options for meeting current and future CLJ-CMS needs.

The **COTS Option** provides a significantly more predictable (and lower risk) path to delivering new capabilities to the CLJ, and offers a more robust path to innovation by leveraging the vendor market as the primary source for both general technology and court specific operational innovation. By implementing a COTS CLJ-CMS, the AOC and CLJ can recognize the benefits of critical capabilities such as workflow and configurability that are not likely to be delivered via a modernized DISCIS (JIS). Continued innovation by COTS vendors and COTS experience in individual WA CLJs would further inform the selection of a statewide CLJ-CMS.

The primary strengths of the **Modernization Option** are in the categories of Transition Risk. Eliminating the need to convert data is a significant benefit for the CLJ and the AOC, and modernizing the current system would present the shortest path to incremental progress delivering new capabilities to the CLJ. Custom development associated with this option, however, presents significant risks of cost and schedule overruns and even of project failure. These risks are compounded by the multi-year timeline associated with CLJ-CMS modernization.

Utilizing a pragmatic and incremental approach to address select near term CLJ needs while progressing towards implementation of the longer term selection and implementation of a COTS approach would provide AOC and the CLJs with the optimal and lowest risk CLJ-CMS solution.

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Assessment Detail

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Comparative Assessment

Taxonomy – Dashboard View

This section provides a detailed view of the **Comparative Assessment** results. The criteria listed, were reviewed and approved by CLJ-CMS Project Steering Committee as part of the CLJ-CMS Options Analysis Framework deliverable. This slide explains the taxonomy of the Assessment Results table.

Scale Score
High-level numerical rating scores (1-5) as defined for each category.

Options
The three options that assessed (New Build, COTS, AOC).

Explanation of Assessment Rating
Comments supporting the relative assignment of scores for the three options.

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Adoption Probability – *The probability that the courts will implement the solution or implement necessary business process changes to align with the solution.* .				

This assessment report focuses on ***relative comparisons*** between the three CLJ-CMS options. The Option Analysis Reports for each option contain the complete results from each respective assessment.

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Comparative Assessment

Detailed Results: Adoption Probability

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Adoption Probability – *The probability that the courts will implement the solution or implement necessary business process changes to align with the solution.* .	3.0	4.0	5.0	The Other Solution (Hybrid Option) offers the most flexibility in terms of leveraging the best of both COTS options and a customized approach for delivering feature-rich capabilities to CLJ-CMS users. Richness in capability becomes even more pronounced over time as vendors continue to make their solutions more extensible through richer API's and improved overall integration capabilities, and the AOC matures its capabilities to deliver software products to the courts. This approach gives the CLJ users access to both internal and external resources in terms of delivering innovative solutions to meet current and future needs. A Modernized DISCIS (JIS) would include all major capabilities required by the CLJ, however, as is the case with commercial software offerings, a 1.0 version key capabilities (e.g., Probation, eFiling, document management, workflow, etc.) would likely fall short in terms of features and quality due to compromises required to meet budget and timeline constraints. The Modernization option offers the ability to evolve the current environment and leverage the beneficial parts of the current DISCIS (JIS) system (e.g., 20 plus years of business rule development, legacy data – complete historical records). Creation of new capabilities would be subject to some of the current legacy system's limitations and would take time to address through an "evergreen" product development approach. The transition to a COTS CMS would require extensive change and cause more change and disruption to court operations thereby decreasing the probability of adoption. Innovation would depend on a single vendor in partnership with the WA CLJ. Because of higher requirements for tradeoffs (e.g., rigidity in business processes, limited control over innovation, constraints for data conversion) the COTS option has the lowest adoption probability. Strong vendor contract terms and organizational change management could mitigate some of these risks.

1 — *Low Probability of solution adoption*

3 — *Medium probability of solution adoption*

5 — *High probability of solution adoption*

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Comparative Assessment

Detailed Results: Business Functionality

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Business Functionality – *The degree to which the core solution aligns with CLJs' various business processes, including the ability to drive process improvements.*	4.0	3.0	5.0	The hybrid approach provides the highest level of flexibility for delivering business functionality to specific groups of users. For example; Probation CMS users could utilize the best available COTS package on the market, courts users could use a different solution, and public users could eFile through market developed solutions with the AOC providing the main internal filing interface for the courts. This level of flexibility the highest level of access to internal and external solutions that can be leveraged on behalf of the CLJ. The current vendor market has limits in terms of providers with past performance implementing statewide rollouts. However, the overall market continues to mature in terms of direct support for WA courts (e.g., Thomson Reuters, Tyler Technologies, Journal Technologies). Leading vendors have indicated that they expect to have fully integrated courts and probation solutions before end of year 2019. In addition to improvements in court-probation integration, the CMS market has developed more mature workflow capabilities increasing the level of flexibility and capability to help the CLJ drive business process efficiencies through technology. Stakeholders have mixed perspectives on the ability for DISCIS (JIS) to meet their needs. The current system has been extended through various methods. COTS solutions implement broad best practices across courts, DISCIS (JIS) is specialized for WA. A modernized DISCIS (JIS) would be extended to meet the CLJ requirements but would retain some of the current limitations in early releases. Over time, a continuous modernization approach (as recommended) would potentially address these limitations. The Modernization approach would limit the ability for the AOC to deliver all required functionality as budget and time constraints inevitably take hold. COTS vendors have the ability to distribute product improvement costs across multiple clients making commercial solutions more flexible in terms of current capabilities and future innovations.

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Comparative Assessment

Detailed Results: Usability

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Usability – *The degree to which the solution can be used by all levels of court users to perform their work in a simple, intuitive, effective and efficient way.*	4.0 *	4.0	4.0	A Modernized DISCIS (JIS) would add new capabilities (e.g., Probation, eFiling, document management), leverage the existing database, business rules, and other existing structures to continue to support the various levels of courts within the State of Washington with a high degree of overall capability. The COTS market offers solutions with various levels of capabilities to support the range of courts users within a single instance ranging from well-proven to early stages. When combined with improvements in configurable workflows, web-based user interfaces, high levels of general systems configurability, the general market and growing number of commercial vendors with a presence in Washington State offer solutions expected to deliver high levels of usability. The Other Solution (Hybrid Option) supports the ability to combine best in class solutions to deliver the overall capabilities required by the CLJ.

** Previous assessment scores were adjusted to normalize results across the three options within the designated assessment category.*

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Comparative Assessment

Detailed Results: Vendor Management

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Vendor Management – *The degree to which the option mitigates risks associated with vendor viability, vendor performance and AOC's ability to influence vendor product direction, during both system implementation and subsequent operations.*	4.0	3.0	2.0	The AOC has gained vendor management experience from the Superior Court CMS and other projects. In addition to the current success operating an enterprise-class COTS solution for the Superior Courts, the AOC would be able to build on lessons learned from the Superior Court experience to implement stronger vendor service level agreements (SLA's), better prepare internal technical resources and properly align the organization to meet needs of a COTS CLJ-CMS solution. The market offers mature examples of vendor client relations that should pertain to the needs of the CLJ. The combination of AOC experience and current market maturity contribute to the differences in scoring for this criterion. Implementation options for modernization include an AOC-led program, with staff augmentation through contractors, or a system integrator (SI) led approach. Regardless of the alternative, Modernization would require significant custom development effort. SI's may not have significant court CMS development experience thereby limiting vendor options and increasing risk. AOC has successfully executed some custom development initiatives (e.g., E-Ticketing, JABS), but it is not clear that the organization has the institutional knowledge and experience to manage vendor provided systems development on the scale of the CLJ-CMS modernization. The Other Solution (Hybrid Approach) is significantly more complex than a traditional single product turnkey project. Depending on the specific approach adopted, this option would likely include multiple product vendors, service vendors, and AOC resources to implement and operate the CLJ-CMS with accountability for the solution distributed across these parties. These characteristics significantly increase Vendor Management demands and complexity. Performance-based contracts offer an effective option for mitigating risks associated with software implementations, subsequent delivery of new capabilities, and maintenance. A performance-based contract should be a key consideration in a sourcing stage.

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Comparative Assessment

Detailed Results: Project Risk

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Project Risk – *The risk of project failure or excessive increases project budget or timeline, that would leave AOC without a replacement option and force continuation of the current CMS.*	4.0	1.0	2.0	With CMS software and associated implementation approaches already proven in other court jurisdictions, implementation of COTS solutions have higher probabilities of delivery within time and budget expectations and ultimately of project success. The COTS approach provides a more predictable path to successfully implementing large scale court CMS projects. The AOC has also gained significant experience implementing enterprise COTS solutions through the recent Superior Court project,. Custom development presents increased risk of schedule or cost overruns and project failure. Should AOC consider an SI-led approach, this risk may only be marginally offset. Developing large custom solutions in a public sector environment, especially with the wide array of CLJ stakeholders, carries significant risk in the best of circumstances. Adding the complexity of encapsulating and reusing parts of the existing DISCIS (JIS) which have been "organically developed" over decades, adds to the risk. Scope management and the inevitable desire to continuously add more features are challenging in any modernization initiative. The Hybrid Option compounds these custom development risks with risks due to requirements for increased levels of integration between internal system components. Use of a systems integrator and a phased implementation could somewhat mitigate these risks. The individual CLJ have varying degrees of technical capability and capacity, and limited availability of SME resources, thereby increasing risks across the CLJ-CMS options.

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Comparative Assessment

Detailed Results: Transition Risk

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Transition Risk – *Ability to incrementally transition from the current solution to the new CLJ-CMS in terms of data migration and rollout flexibility (e.g., phased versus "big bang").*	3.0	5.0	3.0	DISCIS (JIS) Modernization offers the easiest transition to a new target system by eliminating multiple key transition risks. A modernized DISCIS (JIS) would eliminate the need for a major upfront data conversion by reusing and extending the current JIS database. The Modernization Option limits the requirement for new technical skills to assist courts with a statewide rollout and to facilitate short-term wins. The Modernization Option also reduces the need for court operational change by retaining aspects of the legacy system. To reduce risks associated with a COTS or Hybrid approach, the CLJ should consider a phased implementation approach based on implementing features not currently available within DISCIS (JIS) (e.g., document management, eFiling) without requirements for data conversion. Later phases would include implementing a new CMS to phase in additional features. The eventual data conversion would be performed after data clean-up and several test cycles of the conversion process aimed at improving data quality of the production conversion. The COTS or Hybrid options would also require extensive Organizational Change Management to reduce risk associated with operational changed introduced by the acquired solutions.

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Comparative Assessment

Detailed Results: Quick Wins

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Quick Wins– *The ability to deliver new capabilities that positively impact the operations of the CLJ within the shortest timeframe.*	2.0 *	4.0 *	3.0 *	DISCIS (JIS) Modernization offers the shortest path to quick and easy wins (e.g., build a new web-based user interface, plug-in basic document management from an EDMS vendor) because it continues to use the already deployed DISCIS (JIS) upon which incremental improvements can be applied. The Other Option (Hybrid Approach) supports the ability to deploy individual features and potentially connect them later thereby enabling the ability to recognize quick wins within a relatively short timeframe. The traditional approach to implementing a COTS solution would not allow the CLJ to recognize value from new capabilities or improvement in current capabilities until the full solution is configured and deployed, often multiple years into the project. The proposed transition model for the COTS approach as described in the “Implementation Approach” section of this assessment, supports the ability to deliver value incrementally in shorter timeframes as the AOC moves towards the ultimate objective of a COTS solution that can support the CLJ’s long-term needs.

** This criteria and its associated scores were added in this Task 3 deliverable..*

1 — *Less opportunities for quick wins*

3 — *Medium opportunity for quick wins*

5 — *More opportunities for quick wins*

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Comparative Assessment

Detailed Results: Time to Implement

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Time to Implement – *The duration before all courts are implemented and able to realize benefits from the CLJ-CMS.*	3.0	4.0	2.0	Modernization offers the shortest potential timeline for implementing new features and ultimately a fully functioning new system for the CLJ. The drivers behind the potential for a shorter duration of the overall project include the elimination of the need to convert data and a reduction in the requirement to develop and adopt new business processes associated with a COTS implementation. The COTS approach offers the most predictable model for meeting the established project timelines; however, data conversion, business process development, and the associated change management footprint add to the expected duration of this type of effort. A multi-vendor hybrid solution would likely extend the procurement cycle(s) beyond those required for a single-vendor COTS approach, and extend the overall time to implement due to complexities introduced by integration.

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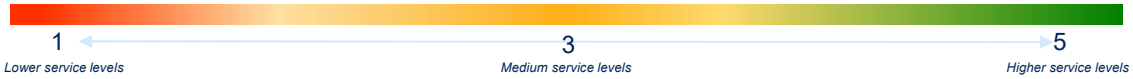
Comparative Assessment

Detailed Results: Ongoing Service Levels

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Ongoing Service Levels – *Capability and flexibility to provide adequate support for various courts.*	4.0	3.0	2.0	The COTS option offers the most predictable model in terms of ongoing service levels. The market is mature in its ability to respond to court needs for defect repair and general software support. In addition to standard break-fix or defect remediation terms, the use of performance-based SLA's can improve the quality of ongoing service levels to be expected from the COTS market. The DISCIS (JIS) Modernization approach would have a significant dependence on AOC resources, and specialized skills provided by contractors thereby potentially impacting the overall quality of ongoing support. A critical success factor for the Modernization option is the ability to implement a "Continuous Modernization" strategy which requires a wide range of new and legacy skills to implement and maintain the CLJ-CMS over time. In addition to challenges acquiring skills needed to operate this type of environment, long term funding levels would need to be established to support Continuous Modernization. The Other Solution (Hybrid) approach involves increased levels of complexity with corresponding risk and complexity in the provision of ongoing service. Specifically, this option may include multiple software and application environments, more complex hardware environments and specialized skills to operate an API centric model. This option comes with a high level of technical and vendor management complexity that could negatively impact ongoing service levels Service level agreements should address system availability, response time, defect repair, upgrades, enhancements and support (G00278020). Due to the specific needs of courts to respond to legislative changes, clear expectations in terms of vendor expectations for responses to legislative changes should be clearly identified in SLA's.



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Comparative Assessment

Detailed Results: Skills Gap

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Skills Gap – *The gap between the AOC IT's current skill sets and those that would be required to implement and support the CLJ-CMS.*	5.0	2.0	1.0	The Superior Court CMS project allowed AOC to develop skills associated with COTS implementation and support skills. The COTS option would also reduce the skills gap by allowing AOC to rely upon the COTS vendor(s) to provide many of the required skill sets (e.g., software engineering required to create the actual application). While AOC has the skills required to support the current DISCIS (JIS), modernization would require the acquisition of new skills to perform such tasks as legacy component encapsulation and new feature development. Further, a continuous modernization approach requires a shift from a traditional IT project management skills to a product management focus with a corresponding change in emphasis from process to outcomes. The option also requires AOC to retain legacy skills to support legacy components retained in the modernized DISCIS (JIS). The Other Solution (Hybrid Option) implementation based on an API-oriented approach requires additional skills such as custom web/mobile application development, API design and service implementation. API-oriented and service-based integration resources are specialized software engineering professionals who are often scarce and come with correspondingly higher costs. A multi-vendor hybrid solution could magnify inherent skill gaps by increasing the number of skillsets which must be obtained.

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Comparative Analysis

Detailed Assessment Results: Court Level Configuration Control

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Court Level Configuration Control – *The ability to delegate control over designated aspects of the CLJ-CMS configuration to the local courts while maintaining AOC control over centralized segments of the configuration as appropriate.*	4.0	3.0	3.0	Vendors in the CMS COTS market rely on configurability and granular security capability to support a broad spectrum of client communities. The ability to distribute some of the configuration down to the court level is a core capability of several solutions offered by the market today. While a Modernized DISCIS(JIS) could potentially offer court level configuration control, tradeoffs made during the development process would limit capabilities in this area. Configurability is generally not a focus area for custom built systems. These systems tend to be built to support specific business processes without the extra investment required to support significant changes over time; therefore, configurability is not high on the list of priorities. It is a reasonable expectation that a modernized DISCIS (JIS) would provide limited levels of configurability; delivery on the combination of granular security controls and court-level configuration functionality would more likely come during a later phase of modernization increasing the risk that such development would fall out of the development backlog and not actually occur. Configurability of the Other Solution (Hybrid Option) would primarily be based on capabilities in line with COTS solutions; however, additional complexity of integrating multiple systems would limit and complicate the level of configuration control that could prudently be distributed to the individual courts.

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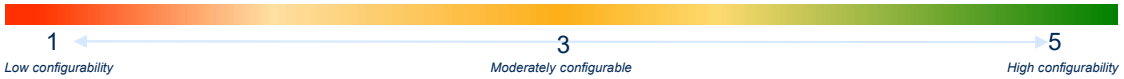
Comparative Analysis

Detailed Assessment Results: Configurability

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Configurability – *The degree to which the solution is configurable to support the unique requirements of CLJs and the AOC, and provide flexibility to change functionality (e.g., workflows, validations, etc.) in the future without development.*	4.0	3.0	3.0	Vendors in the COTSCMS market depend on high levels of configurability to support a wide range of customers. Solutions offered in the space include granular capabilities that allow elements of the CMS to be uniquely configured for a court or even a specific office within a court or probation office. Such areas of configurability would typically include workflow routings and rules; case flow ticklers and alerts; data field labels and validations; user roles and privileges; and dashboard and screen layouts. During the development of any new system, tradeoffs are made in order to deliver the greatest level impact to users. Configurability is generally not a focus of custom solutions and a modernized DISCUS (JIS) would not be expected to deliver significant capabilities in this area. Custom solutions are generally built for purpose based on specific business processes that are not expected to change significantly over time. The ability to introduce high degrees of configurability would introduce significant extra cost and risk into the Modernization effort and would more than likely be deprioritized in favor of delivering fundamental business capabilities. The level of level configurability in the Other Solution (Hybrid Option) implementation would depend on the specific approach selected. Under the assumption that COTS solutions would be the choice for core of the CMS, system configurability would be in alignment with options provided by the COTS market today which tend to be fairly robust in most areas with the exception of workflow (multiple vendors contacted during this analysis indicated that delivering improved capabilities in the area of configurable workflow is a critical area of focus and a near term objective). General levels of configurability would become more complex in a multi-vendor or multi-platform Hybrid Option.



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Comparative Analysis

Detailed Assessment Results: Enterprise Architecture Alignment

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Enterprise Architecture Alignment – *The degree the architecture of the solution aligns with architecture principles and direction of the CLJs, AOC and AOC IT. Integration capability is a key enabler required to support the potential to implement best of breed point solutions that may deliver the best value to the CLJs.*	4.0 *	4.0	4.0	This category was assessed using the domain focused guiding principles specified in the AOC's Enterprise Architecture Management document. The COTS approach is in direct alignment with AOC Enterprise Architecture Management document. Most modern solutions depend on mainstream platforms offered by Microsoft and Oracle. In addition to utilizing mainstream platforms, vendors are focused on making their systems more extensible to support internal and external data sharing needs. The modernization option is consistent with Information Architecture constructs that promote data management and access. Data sharing is enhanced by focusing on integration and data sharing as the foundation for implementing a "best solution available" approach for the CLJ CMS replacement. Service orientation, ease of use, standard technologies and reuse of business logic are major Application Architectures drivers. The ability to support different configurations for different courts is important and expands beyond AOC's scope of the enterprise. The hybrid application architecture would become more complex as additional diverse architected modules are incorporated into the overall CLJ-CMS solution. The Other Solution (Hybrid approach) is aligned with Business Architecture principles of ownership and process analysis and re-engineering. This approach also increases the ability to promote greater access to justice through greater flexibility to services such as e-filing and laying the foundation for improved engagement with the public through a stronger web presence and increased communications channels (e.g., text, expanded self-service options). The Other Solution (Hybrid approach) adheres to Infrastructure Architecture principles, particularly related to interoperability, and scalability. Finally, the Hybrid approach would continue to implement the Security Architecture principles, emphasizing centrally managed security of all CLJ-CMS assets.

** Previous assessment scores were adjusted to normalize results across the three options within the designated assessment category.*

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Comparative Analysis

Detailed Assessment Results: Integration

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Integration – *The effectiveness of the CLJ-CMS solution's approach for interfacing with external systems (e. g., other AOC or local partner agency systems, internal systems that may be needed to support a best of breed model).*	3.0	3.0	4.0	COTS CMS solutions typically offer well-defined application program interfaces (APIs) to facilitate loosely coupled integration. These APIs can typically be utilized in architectures compliant with modern integration principles and established standards. Though these APIs are typically available, CMS vendors often still implement rigid, point-to-point integration patterns that are difficult to sustain and constrain the ability to advance innovation in other dependent systems. External partner integration would become more complex with the potential of inconsistent external data exchange patterns across individual CLJ-CMS components of a best-of-breed COTS approach. A modernized DISCIS (JIS) should be expected to provide adequate levels of integration capability. Modernization would offer high levels of internal integration between components but would require the creation of a rich API layer that does not currently exist to deliver robust integration capabilities between DISCIS (JIS) and external systems. The Other Solution (Hybrid option) is fundamentally based on enabling the ability to integrate different systems. According to Gartner Research (ID G00357169), the "Other solution (Hybrid option)" based on an API-oriented approach provides a highly flexible and agile strategy for custom integrations that include enterprise applications. The API-oriented approach provides a consistent model for integrating enterprise applications with each other and other services, regardless of whether those services are hosted on-premises or running in the cloud.

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Comparative Analysis

Detailed Assessment Results: Initial Cost

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Initial Cost – *The cost of the initial CLJ-CMS implementation.*	4.0	2.0	2.0	The initial cost estimates associated with the various options tended to be within range of each other on the low end. Customization as required to modernize DISCIS (JIS) and add new features needed to support CLJ-CMS requirements, introduces significant risk that tends to increase project costs significantly (often times driving project cancellations). API centric models representative of the Other solution (Hybrid option) further increase the risk of cost escalation. Although large scale COTS implementations include cost risk, costs tends to be more predictable and cost overruns less impactful. Well defined firm-fixed priced contracts and performance-based contracts can reduce risks associated with COTS implementations. The Modernization option is based on the current DISCIS (JIS) design, select reusable software components and significant levels of custom application software development. Custom development has high levels of risk with significant cost overruns often experienced (e.g., challenges achieving consensus on scope for CLJs across the state increases the probability of cost overruns). The Other Solution (Hybrid option) includes the normal costs considerations associated with a core COTS implementation and adds overhead for additional tools that are needed to support integrations and new skills that are needed. The overall project timeline also extends. All of these factors contribute to higher base costs than those associated with the COTS or Modernization options. Furthermore, additional complexity in the implementation of this approach increases the potential for cost overruns.

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Comparative Analysis

Detailed Assessment Results: Cost to Sustain

Criteria	Scale Score			Explanation of Assessment Rating
	COTS	Modernization	Other Solution	
Cost to Sustain – *The cost to maintain and support the CLJ-CMS.*	3.0	3.0	2.0	Costs to maintain technical currency and to introduce court specific or other innovations for a COTS CMS are shared by the full customer base of the CMS being maintained. Sustainment costs for traditional (i.e., non-SaaS) deployments of a COTS-based CLJ-CMS would be estimated at 15-20% of the initial implementation project investment. Specifically, AOC could expect annual software license fees (for upgrades and support) to be 18-20% of the software license acquisition cost. Subscription fees for SaaS court CMS COTS offering are less well defined. In either case, annual support costs would continue as long as the CMS is in use. Continuation of a WA specific custom developed CMS (i.e., Modernization option) requires AOC to fully fund the cost of maintaining technical currency of the application and costs associated with introducing future innovations, rather than sharing such costs with other entities using the same solution in courts across the country. The modernization option allows AOC to reduce significant recurring application subscription and software license support fees which would apply to COTS solutions for as long as those solutions are in use. Long-term sustainment costs for custom developed applications can often increase as associated technical skill sets become scarce or due to dependence on a single vendor or individual with proprietary knowledge of the particular application. After full implementation, a hybrid CLJ-CMS would require higher costs to support and administer than the COTS option due to additional overhead required to maintain disparate systems in a highly integrated operational environment. Support costs such as help desk are expected to remain the same across the various CLJ-CMS options.

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