bluecrane

Management Consulting

for

State and Local

Governments

Quality Assurance

Executive Advisement

Project Oversight

Project Management

Independent Verification and Validation (IV&V)

Risk Reduction

Quality Assurance Assessment

for the

State of Washington

Administrative Office of the Courts (AOC)

CLJ-CMS Project

March 2024

Prepared by

Bluecrane, Inc.

bluecrane ®

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March 31, 2024

Honorable Barbara Madsen, Justice
Washington Supreme Court

Ms. Dawn Marie Rubio
Administrator, Administrative Office of the Courts

Dear Justice Madsen and Ms. Rubio:

bluecrane has completed its Quality Assurance Assessment of the CLJ-CMS Project for the month of March 2024.

This document is structured as follows:

1. Executive Summary and Assessment Dashboard
2. A detailed report of our CLJ-CMS assessment for the current reporting period
3. An explanation of our approach for those readers who have not seen one of our assessments previously

Please contact me with any questions or comments.

Sincerely,

Allen Mills

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Introductory Note on Project Structure

The Courts of Limited Jurisdiction – Case Management System (CLJ-CMS) Project consists of three primary areas of activity, namely:

- eFiling
- Case Management
- Supervision

These three high-level “workstreams” or “sub-projects” ultimately combine to deliver an integrated solution for participating district and municipal courts (and some other entities such as violations bureaus). However, work on each sub-project is being planned and conducted as a separate activity with a keen awareness of interdependencies and the interrelationships that will eventually come into play. For these reasons, much of our risk analysis will assess the three sub-projects individually. For consistency in terminology, we will reserve the term “CLJ-CMS” to refer to the three combined sub-projects and use the terms “eFiling,” “Supervision,” and “Case Management” to refer to the individual efforts.

1. Executive Summary

1.1 Executive Overview

This report provides the March 2024 Quality Assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the Washington State Administrative Office of the Courts (AOC) Courts of Limited Jurisdiction – Case Management System (CLJ-CMS) Project.

On March 18, 2024, Fircrest-Ruston Municipal Court "went live" on the new statewide CLJ-CMS solution. Thanks to the dedication and many weekend hours of the CLJ-CMS Project Team, supporting staff from Tyler Technologies, and court staff, Fircrest-Ruston was able to be "open for business" with the new solution by Monday morning, March 18. We extend a hearty congratulations to all involved for this important achievement. Now, there are two courts live on the new statewide solution and AOC and the project team are working to qualify other courts as "early adopters" to grow the number of "live" courts.

The deployment of the statewide solution to Fircrest-Ruston and the planning that is underway for early adopters are in perfect alignment with the revised deployment strategies for CLJ-CMS. As noted in our report last month, the highest priority is to onboard as many courts as possible as soon as practical. A secondary priority is to extend implementation of the solution to a district court (which would include civil cases) and a formal probation department. A tertiary priority is to plan for future deployment of (1) Enterprise Justice 2024 (a newer "release" of the software) and (2) GR15 functionality. These revisions to prior deployment approaches remain firmly within the strategic objectives and mission of the CLJ-CMS Project as approved, funded, and chartered.

While the focus of the CLJ-CMS Project team has been appropriately on ensuring the success of the Fircrest-Ruston deployment, AOC has been assessing the viability of implementing Enterprise Supervision (i.e., the probation solution) as a "stand-alone" system for those courts with probation departments that are anxious to utilize the new solution. For a few of the many questions that need to be answered by the assessment, please see the Executive Summary of our February CLJ-CMS Project QA Report. As we said in our February report, we caution the CLJ-CMS Project, AOC, PSC, and JISC to carefully consider the full context within which deployment strategy should be considered. The implications of such changes are far-reaching.

We continue to assess risks to the deployment timeline, recognizing that, at this time, significant work is underway to develop a revised deployment strategy and timeline. Specific mitigation responses to these risks will be heavily influenced by the decisions that are ultimately made with respect to the implementation plan going forward.

1.2 Executive "At-a-Glance" QA Dashboard

The following table provides a summary of our risk assessment ratings for this month and the previous two months. Detailed findings, risk explanations, and recommendations for risk response are provided in Section 2 of this report. As a reminder to the reader, "blue" items indicate areas of ongoing risk; however, the mitigation and other response activities of the Program for blue items are assessed as adequate for the current review period.

Table 1. Summary Dashboard of QA Assessment Results

Project Management and Sponsorship			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
Schedule: Case Management	Risk	Risk	Risk
Schedule: Supervision	Risk	Risk	Risk
Schedule: eFiling	Risk	Risk	Risk
Scope: Case Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Scope: Supervision	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Scope: eFiling	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Project Staffing	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Governance	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Budget: Funding	No Risk Identified	No Risk Identified	No Risk Identified
Budget: Management of Spending	No Risk Identified	No Risk Identified	No Risk Identified
Contracts and Deliverables Management	No Risk Identified	No Risk Identified	No Risk Identified

Project Management and Sponsorship			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
PMO Processes	No Risk Identified	No Risk Identified	No Risk Identified

People			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
Stakeholder Engagement	No Risk Identified	No Risk Identified	No Risk Identified
OCM: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
OCM: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
OCM: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Communications	No Risk Identified	No Risk Identified	No Risk Identified
Court Preparation and Training	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Solution			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
Business Process: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Business Process: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Business Process: eFiling	No Risk Identified	No Risk Identified	No Risk Identified

Solution			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
Requirements, Design, and Configuration: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Requirements, Design, and Configuration: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Requirements, Design, and Configuration: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Integrations: Case Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Integrations: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Reports: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Reports: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Testing: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Testing: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Testing: eFiling	No Risk Identified	No Risk Identified	No Risk Identified
Deployment: Case Management	Risk	Risk	Risk
Deployment: Supervision	Risk	Risk	Risk
Deployment: eFiling	Risk	Risk	Risk

Data			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
Data Preparation: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Data Conversion: Case Management	No Risk Identified	No Risk Identified	No Risk Identified
Data Conversion: Supervision	No Risk Identified	No Risk Identified	No Risk Identified
Data Security	No Risk Identified	No Risk Identified	No Risk Identified

Infrastructure			
Assessment Area	**March 2024**	**February 2024**	**January 2024**
Infrastructure for Remote Work	No Risk Identified	No Risk Identified	No Risk Identified
Statewide Infrastructure	No Risk Identified	No Risk Identified	No Risk Identified
Local Infrastructure	No Risk Identified	No Risk Identified	No Risk Identified
Security Functionality	No Risk Identified	No Risk Identified	No Risk Identified
Access	No Risk Identified	No Risk Identified	No Risk Identified
Environments	No Risk Identified	No Risk Identified	No Risk Identified
Post-Implementation Support	No Risk Identified	No Risk Identified	No Risk Identified

2. Detailed Assessment Report

2.1 Project Management and Sponsorship

2.1.1 Schedule: Case Management

Project Management and Sponsorship			
Schedule: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk	Risk	Risk

Findings

On March 18, 2024, Fircrest-Ruston Municipal Court "went live" on the new statewide CLJ-CMS solution. Thanks to the dedication and many weekend hours of the CLJ-CMS Project Team, supporting staff from Tyler Technologies, and court staff, Fircrest-Ruston was able to be "open for business" in the new solution by Monday morning, March 18. We extend a hearty congratulations to all involved for this important achievement. Now, there are two courts live on the new statewide solution and AOC and the project team are working to qualify other courts as "early adopters" to grow the number of "live" courts.

The deployment of the statewide solution to Fircrest-Ruston and the planning that is underway for early adopters are in perfect alignment with the revised deployment strategies for CLJ-CMS. As noted in our report last month, the highest priority is to onboard as many courts as possible as soon as practical. A secondary priority is to extend implementation of the solution to a district court (which would include civil cases) and a formal probation department. A tertiary priority is to plan for future deployment of (1) Enterprise Justice 2024 (a newer "release" of the software) and (2) GR15 functionality. These revisions to prior deployment approaches remain firmly within the strategic objectives and mission of the CLJ-CMS Project as approved, funded, and chartered.

We continue to assess risks to the deployment timeline, recognizing that, at this time, significant work is underway to develop a revised deployment strategy and timeline. Specific mitigation responses to these risks will be heavily influenced by the decisions that are ultimately made with respect to the implementation plan going forward.

Risks and Issues

Risks to future implementation phases remain until a new overall project timeline is developed and approved.

2.1.2 Schedule: Supervision

Project Management and Sponsorship			
Schedule: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk	Risk	Risk

Findings

Findings related to the schedule for Case Management are identical to those described above under 2.1.1 Schedule: Case Management.

Risks and Issues

Risks related to the schedule for Supervision are identical to those described above under 2.1.1 Schedule: Case Management.

2.1.3 Schedule: eFiling

Project Management and Sponsorship			
Schedule: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk	Risk	Risk

Findings

Findings related to the schedule for eFiling are identical to those described above under 2.1.1 Schedule: Case Management.

Risks and Issues

Risks related to the schedule for eFiling are identical to those described above under 2.1.1 Schedule: Case Management.

2.1.4 Scope: Case Management

Project Management and Sponsorship			
Scope: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The scope of the CLJ-CMS Project is defined by the deliverables delineated in the SOW in the Tyler contract and the already-planned and approved AOC work to manage and support the project. The scope is further "decomposed" by the detailed requirements that AOC, the Court User Work Group (CUWG), and Tyler continue to validate. Scope is being managed through a Requirements Traceability Matrix (RTM), system vendor contract deliverables, and the Project Change Management process. The project team delivered an RTM to Tyler in August 2021.

The development of an integrations platform is being managed internally by AOC as an infrastructure project, separate and apart from (although related to) the CLJ-CMS Project. A procurement for a development vendor recently concluded.

2.1.5 Scope: Supervision

Project Management and Sponsorship			
Scope: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The scope of the Supervision effort is defined in the Tyler SOW and the already-planned and approved AOC work to manage and support the project. A fit-gap analysis was conducted in early January 2021 by AOC, the CUWG, and Tyler to validate requirements and identify any requirements that require custom development by Tyler. Scope is being managed through the RTM, system vendor contract deliverables, and the Project Change Management process.

The development of an integrations platform is being managed internally by AOC as an infrastructure project, separate and apart from (although related to) the CLJ-CMS Project. A procurement for a development vendor recently concluded.

2.1.6 Scope: eFiling

Project Management and Sponsorship			
Scope: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

Pilot Courts have posted local rules for eFiling. Meanwhile, DMCJA is championing a statewide rule for mandatory eFiling.

The development of an integrations platform is being managed internally by AOC as an infrastructure project, separate and apart from (although related to) the CLJ-CMS Project. A procurement for a development vendor recently concluded.

2.1.7 Project Staffing

Project Management and Sponsorship			
Project Staffing	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

AOC has made significant progress in filling vacant positions over the past two years. The number of open positions on the CLJ-CMS Project has been reduced considerably. In several cases, AOC has provided the CLJ-CMS Project with staff from other parts of AOC, and the project has continued with minimal disruption.

2.1.8 Governance

Project Management and Sponsorship			
Governance	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The development of an integrations platform is being managed internally by AOC as an infrastructure project, separate and apart from (although related to) the CLJ-CMS Project. A procurement for a development vendor recently concluded.

2.1.9 Budget: Funding

Project Management and Sponsorship			
Budget: Funding	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Funding allocated to the project is consistent with the approved plan.

In addition, the approved state biennial budget for 2023 – 2025 continues funding for the CLJ-CMS Project and funds eFiling on an ongoing basis, eliminating the need to charge user fees.

2.1.10 Budget: Management of Spending

Project Management and Sponsorship			
Budget: Management of Spending	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The project is being managed within the approved budget.

2.1.11 Contracts and Deliverables Management

Project Management and Sponsorship			
Contracts and Deliverables Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The “process” of deliverables management by the AOC contracts staff is appropriate and sufficient. The AOC staff are doing a diligent job of managing the Tyler contract. In addition, the project team is reviewing the contents of deliverables for compliance and quality.

2.1.12 PMO Processes

Project Management and Sponsorship			
PMO Processes	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The project team is establishing processes, consistent with industry “best practices,” to manage and track the project. Project communications occur at regularly-scheduled project team, sponsor, and steering committee meetings.

2.2 People

2.2.1 Stakeholder Engagement

People			
Stakeholder Engagement	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The Organizational Change Management (OCM) and Communications Lead for the CLJ-CMS Project and AOC leadership team are doing an admirable and diligent job of reaching out to and engaging with the diverse CLJ stakeholder community.

2.2.2 OCM: Case Management

People			
OCM: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM activities in this area are numerous, professional, and clear. Collaboration with Tacoma Municipal Court and Fircrest-Ruston Municipal Court was critical for the successful go-live at those courts.

2.2.3 OCM: Supervision

People			
OCM: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM activities in this area are numerous, professional, and clear. Collaboration with Tacoma Municipal Court and Fircrest-Ruston Municipal Court was critical for the successful go-live at those courts.

2.2.4 OCM: eFiling

People			
OCM: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM activities in this area are numerous, professional, and clear. Collaboration with Tacoma Municipal Court and Fircrest-Ruston Municipal Court was critical for the successful go-live at those courts.

2.2.5 Communications

People			
Communications	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM and Communications Lead for the CLJ-CMS Project, CLJ-CMS Business Liaison, and AOC leadership team are doing an admirable and diligent job of reaching out to and engaging with the diverse CLJ stakeholder community. AOC is providing information sessions for courts that are potentially interested in being one of the “early adopter” courts.

2.2.6 Court Preparation and Training

People			
Court Preparation and Training	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

Some of the concerns voiced by Pierce County District Court before their withdrawal as a “pilot” court were related to the training of system users in the courts and ensuring that the training combines an understanding not only of how to use the new Tyler technology solutions but how to apply those solutions within the context of the court’s business processes. Given these concerns, AOC worked to ensure more effective training for Fircrest-Ruston and going forward.

Risks and Issues

Issue: The CLJ Project team has worked to ensure a more effective training approach. Assuming that feedback on the execution of training for Fircrest-Ruston is favorable, we anticipate that this issue will be deemed “resolved” and our assessment will be “green” in the near future.

2.3 Solution

2.3.1 Business Process: Case Management

Solution			
Business Process: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The business processes for case management are documented. The project is making any changes that are needed as a result of the CUWG’s ongoing review of requirements.

2.3.2 Business Process: Supervision

Solution			
Business Process: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The business processes for supervision are documented. The project is making any changes that are needed as a result of the CUWG's ongoing review of requirements.

2.3.3 Business Process: eFiling

Solution			
Business Process: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The business processes for eFiling are minimal and relatively procedural in nature.

2.3.4 Requirements, Design, and Configuration: Case Management

Solution			
Requirements, Design, and Configuration: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

At this time, the project is making any changes that are needed as a result of the CUWG's ongoing review of requirements.

2.3.5 Requirements, Design, and Configuration: Supervision

Solution			
Requirements, Design, and Configuration: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Supervision requirements are included in the requirements reviews being conducted over time by the CUWG.

At the present time, configuration changes to Enterprise Supervision must be made by Tyler. The Enterprise Supervision solution is “in the ‘cloud,’” unlike Enterprise Justice which is hosted at and configurable by AOC. We are not identifying a risk with this arrangement at this time, but we are raising awareness of the potential for a “bottleneck” as the CLJ-CMS solution moves into production. We continue to encourage AOC and Tyler to work to ensure the process is streamlined and that there is no “single-point-of-failure” for what will be ongoing Enterprise Supervision configuration needs.

2.3.6 Requirements, Design, and Configuration: eFiling

Solution			
Requirements, Design, and Configuration: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Requirements for eFiling are minimal and relatively procedural in nature.

2.3.7 Integrations: Case Management

Solution			
Integrations: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

A solution for the Washington State Patrol (WSP) “Law Tables” was implemented for the Tacoma Municipal Court go-live.

The development of an integrations platform is being managed internally by AOC as an infrastructure project, separate and apart from (although related to) the CLJ-CMS Project. A procurement for a development vendor recently concluded.

2.3.8 Integrations: eFiling

Solution			
Integrations: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Tyler certified the single integration required for eFiling in September 2021. The project leveraged the work already done as well as the completed certification for the Tacoma Municipal Court and Fircrest-Ruston deployments and will continue to do so moving forward.

2.3.9 Reports: Case Management

Solution			
Reports: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Case management reports are defined in the CLJ-CMS requirements.

2.3.10 Reports: Supervision

Solution			
Reports: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Supervision reports are defined in the CLJ-CMS requirements.

2.3.11 Testing: Case Management

Solution			
Testing: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Testing is ongoing as defects are resolved. At this time, no significant obstacles to completing the needed testing have been identified, and results from testing are good.

2.3.12 Testing: Supervision

Solution			
Testing: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Testing is ongoing as defects are resolved. At this time, no significant obstacles to completing the needed testing have been identified, and results from testing are good.

2.3.13 Testing: eFiling

Solution			
Testing: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

With eFiling now being rolled out in tandem with Case Management and Supervision, the necessary testing for eFiling is now part of the ongoing testing effort in preparation for court "go-live" implementations.

2.3.14 Deployment: Case Management

Solution			
Deployment: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk	Risk	Risk

Findings

Risks to phases subsequent to the Pilot Phase remain until a new overall project timeline is developed and approved. There are many details yet to be developed.

The work of revising the baseline deployment plan will need to take into consideration those courts that desire to wait for the Integration Platform to be "productionalized" and the expected subsequent OCourts integration with the Integrations Platform to be completed. As noted above, a procurement recently concluded for a development vendor to build the Integrations Platform.

Risks and Issues

bluecrane applauds AOC and the project team for taking a "fresh" look that incorporates "lessons learned" from the very successful Tacoma Municipal Court and Fircrest-Ruston implementations.

2.3.15 Deployment: Supervision

Solution			
Deployment: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk	Risk	Risk

Findings

Findings related to the deployment for Supervision are identical to those described above under 2.3.14 Deployment: Case Management.

Risks and Issues

bluecrane applauds AOC and the project team for taking a “fresh” look that incorporates “lessons learned” from the very successful Tacoma Municipal Court and Fircrest-Ruston implementations.

2.3.16 Deployment: eFiling

Solution			
Deployment: eFiling	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	Risk	Risk	Risk

Findings

Findings related to the deployment for eFiling are identical to those described above under 2.3.14 Deployment: Case Management.

Risks and Issues

bluecrane applauds AOC and the project team for taking a “fresh” look that incorporates “lessons learned” from the very successful Tacoma Municipal Court and Fircrest-Ruston implementations.

2.4 Data

2.4.1 Data Preparation: Case Management

Data			
Data Preparation: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The project is focusing on data conversion on a court-by-court basis as each court goes live.

2.4.2 Data Conversion: Case Management

Data			
Data Conversion: Case Management	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Data conversion for Tacoma Municipal Court and Fircrest-Ruston was successfully accomplished during the week prior to each of their respective “go-live” events.

2.4.3 Data Conversion: Supervision

Data			
Data Conversion: Supervision	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Thirteen courts are currently on the CaseLoad Pro probation system, 39 courts have “homegrown” solutions, and some number of courts are on Tyler’s supervision solution already. The data conversion plan for supervision is to ***not*** convert data from non-Tyler solutions. For the courts using Tyler’s supervision solution currently, their data is already housed at Tyler and will be transferred to the new CLJ-CMS supervision solution.

2.4.4 Data Security

Data			
Data Security	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The CLJ-CMS Project Technical Lead is meeting with AOC security staff on a monthly basis and validating the CLJ-CMS solution's security.

2.5 Infrastructure

2.5.1 Infrastructure for Remote Work

Infrastructure			
Infrastructure for Remote Work	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The CLJ-CMS Project has adapted well to the remote work environment implemented in response to the COVID-19 pandemic. While there are intermittent issues with bandwidth to/from certain geographic areas, the team has managed to move forward with project activities.

2.5.2 Statewide Infrastructure

Infrastructure			
Statewide Infrastructure	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Because eFiling and Supervision will be delivered via a "Software-as-a-Service" (SaaS) approach, those applications will be accessible through an internet browser, requiring little technical infrastructure. The Case Management solution will require personal computers (desktops and laptops)

and networking bandwidth adequate to support the application. At this time, no significant risks have been identified.

2.5.3 Local Infrastructure

Infrastructure			
Local Infrastructure	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

As noted above, the case management solution will require personal computers (desktops and laptops) and networking bandwidth adequate to support the application. Pilot Courts have been provided with a Technical Readiness checklist to help ensure, among other things, that all local technical infrastructure is in place.

2.5.4 Security Functionality

Infrastructure			
Security Functionality	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

There are no identified risks with security functionality.

2.5.5 Access

Infrastructure			
Access	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

eFiling and Supervision access will be via browser. A “local application” will be required for access to the case management solution.

2.5.6 Environments

Infrastructure			
Environments	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The issue of lack of back-ups for various environments (e.g., test, training, development, and production) raised in October 2023 has been addressed.

2.5.7 Post-Implementation Support

Infrastructure			
Post-Implementation Support	Three-Month Rolling Risk Levels		
	Mar. 2024	Feb. 2024	Jan. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Based on **"**Lessons Learned" from the Superior Court–Case Management System (SC-CMS) Project, the CLJ-CMS Project is ensuring Business Analysts' participation during Post-Implementation (or "Production") Support.

Appendix: Overview of *bluecrane* Risk Assessment Approach

To determine the areas of highest priority risks for leadership, as well as to identify risks that should be addressed at lower levels of the project, we have focused on over 40 areas of assessment as depicted in Figure 1. We have grouped the areas into our familiar categories of:

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

In keeping with our dislike of “cookie cutter” approaches, we tailored the specific areas of assessment for relevance and importance to CLJ-CMS *at this stage of its program lifecycle*. Some of the areas noted in the diagram have been assessed at a relatively detailed level, while others are so early in their lifecycle that a more thorough assessment will come later.

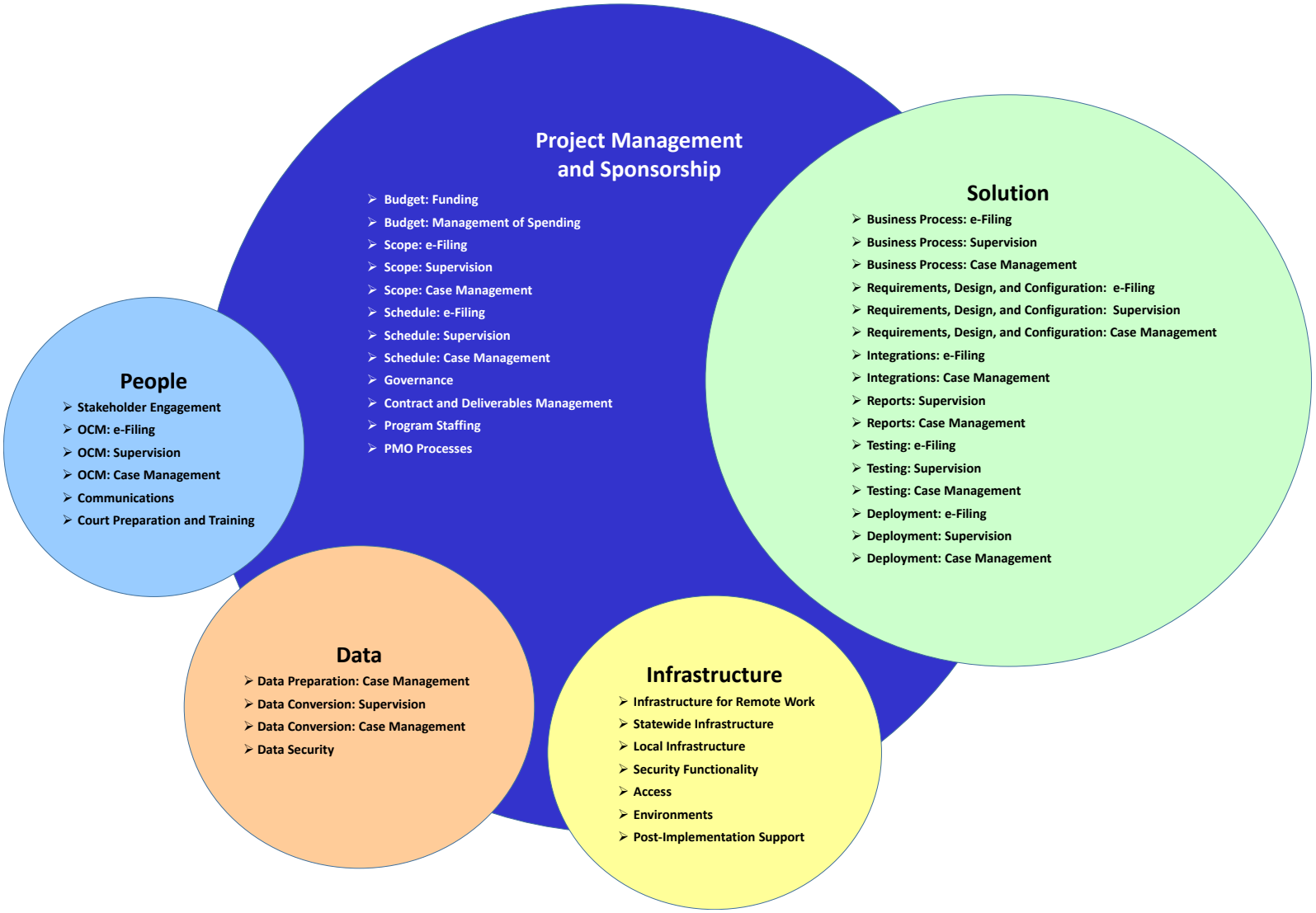

Figure 1. Areas of CLJ-CMS Project Assessed for Risks

Our risk ratings are summarized in Table 2 below.

Table 2. *bluecrane's* Risk Assessment Categorization

Assessed Risk Status	Meaning
No Risk Identified	Program activities in the area assessed are not encountering any risks
Risk Being Addressed	A risk that is being adequately mitigated. The risk may be ongoing with the expectation it will remain blue for an extended period of time, or it may be sufficiently addressed so that it becomes green as the results of the corrective actions are realized
Risk	A risk that is significant enough to merit management attention but not one that is deemed a "show-stopper"
High Risk	A risk that project management must address, or the entire planning effort is at risk of failure; these risks are "show-stoppers"
Not Started	This particular activity has not yet started or is not yet assessed
Completed or Not Applicable	This particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes