



WASHINGTON
COURTS

Judicial Information System Committee (JISC)

Friday, December 6, 2024 (10:00 a.m. – 12:00 p.m.)

Register in advance for this meeting:

[December 6th JISC Meeting Registration Link](#)

Once registered, you will receive a confirmation email with your personal link to join the meeting.

AGENDA

1.	Call to Order a. Welcome & Introductions b. Approval of Minutes	Justice Barbara Madsen, Chair	10:00 – 10:05	Tab 1
2.	Introduction of New AOC Chief Information Security Officer (CISO), Matthew Flack	Mr. Kevin Ammons, ISD Associate Director	10:05 – 10:10	
3.	JIS Budget Update a. 23-25 Budget Update & Forecast b. 25-27 Budget IT Decision Packages Update	Mr. Chris Stanley, MSD Director	10:10 – 10:25	
4.	Decision Point: Establish Long-Term Person Business Rules (PBR) Advisory Sub-Committee	Mr. Dexter Mejia, CSD Associate Director	10:25 – 10:30	Tab 2
5.	JIS Priority Project #1 (ITG 102): Courts of Limited Jurisdiction Case Management System (CLJ-CMS) a. Project Update b. QA Assessment Report	Mr. Garret Tanner, Program Manager Mr. Allen Mills, Bluecrane	10:30 – 10:40	Tab 3
6.	Additional Updates a. Update on JISC Rule Submission to Supreme Court Rules Committee b. Update on Enterprise Justice 2023 Upgrade for Superior Courts c. Business Objects (BIT) Upgrade	Ms. Vonnie Diseth, ISD Director Mr. Kevin Ammons, ISD Associate Director	10:40 – 10:45	
7.	WA Courts Network Outage Briefing	Ms. Dawn Marie Rubio, State Court Administrator Ms. Vonnie Diseth, ISD Director Mr. Kevin Ammons, ISD Associate Director Mr. Matthew Flack, AOC Cyber Information Security Officer Ms. Christine Winslow, ISD Infrastructure Manager	10:45 – 11:25	
8.	Committee Reports Data Dissemination Committee (DDC)	Judge John Hart, DDC Chair	11:25 – 11:30	

9.	Meeting Wrap Up	Justice Barbara Madsen, Chair	11:30	
10.	EXECUTIVE SESSION – JISC MEMBERS ONLY		11:30 – 12:00	
11.	Informational Materials a. Board for Judicial Administration (BJA) Meeting Minutes			Tab 4
Persons with a disability, who require accommodation, should notify Anya Prozora at Anya.Prozora@courts.wa.gov to request or discuss accommodations. While notice 5 days prior to the event is preferred, every effort will be made to provide accommodations, as requested.				

Future Meetings:

2025 – Schedule

February 28, 2025

April 25, 2025

June 27, 2025

August 22, 2025

October 24, 2025

December 5, 2025

JUDICIAL INFORMATION SYSTEM COMMITTEE

October 25, 2024
10:00 a.m. to 12:00 p.m.
Online Zoom Meeting

Minutes

Members Present:

Justice Barbara A. Madsen, Chair
Judge John Hart, Vice-Chair
Judge Valerie Bouffiau
Mr. Derek Byrne
Mr. Donald Graham
Ms. Stephanie Kraft
Mr. Frank Maiocco
Judge David Mann
Chief Brad Moericke
Judge Robert Olson
Ms. Heidi Percy
Mr. Frankie Peters
Ms. Paulette Revoir
Ms. Dawn Marie Rubio

Members Absent:

Ms. Mindy Breiner
Mr. Joseph Brusic
Judge Allyson Zipp

AOC Staff Present:

Mr. Scott Ahlf
Mr. Kevin Ammons
Ms. Kenzie Amos
Mr. Robert Anteau
Ms. Laura Blacklock
Ms. Brittanie Collinsworth
Mr. Kevin Cottingham
Ms. Vonnice Diseth
Mr. Arsenio Escudero
Mr. Jamie Kambich
Mr. Bijal Karia
Mr. Dexter Mejia
Ms. Uma Nalluri-Marsh
Ms. Aryn Nonamaker
Ms. Anya Prozora
Mr. Chris Stanley
Mr. Garret Tanner
Mr. James Wells

Guests Present:

Ms. Laurie Garber
Mr. Allen Mills
Ms. Tammie Ownbey
Mr. Terry Price
Mr. Chris Shambro

Call to Order, Approval of Meeting Minutes & JISC Member Recognition

J called the Judicial Information System Committee (JISC) meeting to order at 10:03 a.m. This meeting was held virtually on Zoom.

Justice Madsen asked if there were any changes or additions to be made to the August 23, 2024 meeting minutes. Hearing none, the meeting minutes were approved as written.

JIS Budget Update

Mr. Chris Stanley gave a JIS budget briefing. The JIS budget was submitted to the Office of Financial Management for inclusion in the Governor's Budget and to the Legislature. Legislative staff will then begin to send AOC questions. Mr. Stanley reminded the Committee that the total IT request is \$13.4 million and includes the four decision packages approved by the JISC in August: Migrate Court Reporting Tools to the Cloud, Continue Transition to Cloud-Based Services, Continue Funding Data Quality Initiative, and Fully Support the CLJ-CMS Project. Mr. Stanley noted that based on revenue forecasts, there is expected to be a \$4 billion deficit by the start of the 2025 legislative session. This deficit may increase in the coming months. This means funding will be more limited.

Proposed JISC Rules Revisions – Part 3 (of 4)

Mr. Ammons presented the third tranche of proposed revisions to the JISC Rules. These proposed changes are the result of a recent review of the eighteen rules by AOC with the intention to refresh outdated areas to better fit the current state of the Judicial Information System. Mr. Ammons gave a summary of the proposed changes for the following rules: JISCR 5 – Standard Data Elements; JISCR 12 – Dissemination of Court Information; and JISCR 15 – Data Dissemination of Computer-Based Court Information.

Following this discussion, Justice Madsen asked if there was a motion to approve these proposed revisions so that they may be sent to the Supreme Court Rules Committee for requested amendment.

Motion: Judge Robert Olson

I move to propose to the Supreme Court Rules Committee to amend the following JISCRs as edited during today's meeting: JISCR 5 – Standard Data Elements; JISCR 12 – Dissemination of Court Information; and JISCR 15 – Data Dissemination of Computer-Based Court Information.

Second: Ms. Dawn Marie Rubio

Voting in Favor: Judge Valerie Bouffiou, Mr. Derek Byrne, Mr. Donald Graham, Judge John Hart, Ms. Stephanie Kraft, Justice Barbara Madsen, Mr. Frank Maiocco, Judge David Mann, Chief Brad Moericke, Judge Robert Olson, Ms. Heidi Percy, Mr. Frankie Peters, Ms. Paulette Revoir, Ms. Dawn Marie Rubio

Opposed: None.

Absent: Ms. Mindy Breiner, Mr. Joe Brusic, Judge Allyson Zipp

The motion passed.

These approved proposed amendments will be prepared for submittal to the Supreme Court by the end of the year. One additional tranche of proposed JISC rule amendments (JISCR 13 – Local Court Systems) will be brought to the JISC for review and approval in early 2025.

Person Business Rules Committee Update – Contract Analysis & Strategy Work

Mr. Dexter Mejia gave an update on the work of the Person Business Records Advisory Committee. This committee was created earlier this year to help with the rework of the Person Business Rules (PBR). Since this effort began, the committee has been meeting each month. They have updated the purpose and scope of the Person Business Rules, have communicated with County Clerks to ensure current PBRs are being followed to minimize data quality issues, and are working to overhaul the overarching PBR policy statements to better reflect the current state of systems and processes. A Statement of Work has been completed to seek a vendor to consult, analyze, and strategize the management of person records statewide. Procurement is underway, and bids are expected to come in on November 1st. Once a vendor is identified and contracted, the analysis work is estimated to take about six months.

AOC is recommending a permanent PBR advisory committee be established as this effort continues. Mr. Mejia will be drafting a decision point to establish this permanent committee to bring to the JISC at the December meeting.

JIS Priority Project #1 (ITG 102): Courts of Limited Jurisdiction – Case Management System (CLJ-CMS)

CLJ-CMS Project Update

Mr. Garret Tanner provided an update on the CLJ-CMS project. The project has recently published their updated implementation list and have reached out to the next set of courts the project wishes to implement. This next group is called 2025 Event 1. The implementation list was drafted with the support of the Project Steering Committee and identifies seven more court go-live events ranging from sixteen-twenty-one courts; this puts project completion in 2027. The project is currently in the process of going live with the nine Early Adopter courts: Asotin District, Cheney Municipal, Colfax Municipal, Columbia District, Franklin District, Garfield District, and Whitman District (two locations). The project team and court staff will be working on go-live activities through the weekend and will officially open for business in CLJ-CMS systems on Monday, October 28, 2024.

Other recent activities included holding online demonstrations in mid-October, and planning two additional outreach events this year (in Vancouver and Yakima), as well as providing ongoing support for the two implemented courts (Tacoma Municipal and Fircrest-Ruston Municipal). Mr. Tanner then gave details on other work in progress; she then highlighted updates to the project issues and risks.

Quality Assurance Assessment Report

Mr. Allen Mills, with the project's QA vendor Bluecrane, provided an overview of the September QA Assessment Report for the CLJ-CMS project. The full report can be found in the JISC meeting packet.

Kitsap District Court Integration to EDR Go-Live

Ms. Vonnie Diseth announced that on September 21, 2024, AOC and Kitsap District Court went live with the integration between Kitsap District's new case management system to the Enterprise Data Repository (EDR). This is a significant achievement, as this effort has been in the works for several years. Kitsap District's integration is the fifth integration to the EDR since its inception. There are three more planned integrations that will take place over the next few years, including Spokane Municipal, Odyssey Superior courts, and Pierce County.

Update on Other Juvenile Court Projects

Ms. Uma Nalluri-Marsh gave an update on several projects for the Juvenile Courts: ITG 248 – Juvenile Court Assessment Tool, ITG 1332 – JCS Platform Migration, IT 1369 – Juvenile Records to DOL Exchange, and ITG 1373 – Replace JCS.

Ms. Nalluri-Marsh provided some background information on the Juvenile program projects. Relating to the Juvenile Court Assessment Tool (JCAT) project, Iteration 1 business requirements and functional and technical design is complete, and development is in progress with quality assurance testing

beginning in November. Work has also begun on business requirements for Iteration 2. The other three ITG requested projects have been authorized and are currently waiting for resources.

Data Dissemination Committee (DDC) Report

Judge Hart provided an update on the work of the Data Dissemination Committee, which met earlier today. Meeting details and decisions can be found in the DDC minutes on the Washington Courts website.

Meeting Wrap Up & Adjournment

Ms. Diseth apprised the Committee of AOC’s recent participation in a cyber security and disaster recovery workshop, which was sponsored by the National Center for State Courts (NCSC), the Conference of Chief Justices, and the Conference of State Court Administrators. The purpose of the workshop was to improve the cyber security knowledge, posture, and ability of the AOC and courts to respond to a cyber security incident. AOC will be briefing the Committee on the workshop at the December JISC meeting.

Justice Madsen adjourned the meeting at 11:24 a.m.

Next Meeting

The next meeting will be December 6, 2024, via Zoom from 10:00 a.m. to 12:00 p.m.

Action Items

	Action Items	Owner	Status

Judicial Information System Committee Meeting

December 6, 2024

DECISION POINT – Establish a Person Business Rules Subcommittee

MOTION:

I move that the JISC approve the establishment of a permanent Person Records Business Rules Subcommittee to continuously examine, improve, and uphold the integrity of person records entered, updated, and stored in court case management systems in the State of Washington.

I. BACKGROUND

The Judicial Information System (JIS) Person Business Rules were created to maintain the accuracy and integrity of the JIS Person Database and to ensure a complete case history for each person recorded on the database. Accurate person and complete case history information serves the interest of the judicial community, law and justice agency information sharing, and public safety.

Before 2015, most courts in the state used JIS, meaning the courts jointly managed statewide person records in that single system. Since 2015, AOC has implemented a different case management system for 37 superior courts and some jurisdictions have implemented, or are in the process of implementing, single jurisdiction case management systems. The CLJ-CMS project will implement a new case management system for most of the courts of limited jurisdiction over the next several years.

II. DISCUSSION

The current court person management landscape across the state has at least six separate person databases, with three more planned to go live within the next biennium. The current Person Business Rules do not cover many situations that exist in the current person management landscape in Washington State. Person records are no longer matched by court staff across the state in a single centralized way as they were when most courts were using JIS as their case management system. Currently, person records are matched at multiple places in the systems landscape by various business processes and automated processes. All courts submit person records to the AOC, but no court has access to change records in a case management system they do not use in their jurisdiction. No court can access more than two of these databases to manage the person records contained within each database.

The JIS Person Business Rules were originally promulgated by the JIS Person Database Advisory Subcommittee and subsequently approved by the Judicial Information System Committee (JISC) during the development of JIS in the 1970's for application and use in all JIS courts in the state of Washington. When the rules were originally established, almost every court used JIS for person management. Therefore, the rules adopted were heavily

tailored to the functionality of JIS. The rules were also written with the expectation that all courts were operating in the same person database. This is no longer true.

The proposed Person Records Business Rules Subcommittee will continue the work of the Person Business Rules Advisory Committee in:

- The analysis, enhancements, and updating of the existing Person Business Rules to reflect the current and future landscape of person records management by the Courts and AOC.
- Proposing policy and process changes to the Person Business Rules, and any related procedures to holistically address person management for the Courts.
- Advise and propose resolution to person records issues impacting the Courts.

III. OUTCOME IF NOT PASSED

If the JISC does not approve the establishment of the Person Business Rules Subcommittee, addressing systemic issues related to person records across multiple case management systems will be more difficult to address in a comprehensive statewide manner.



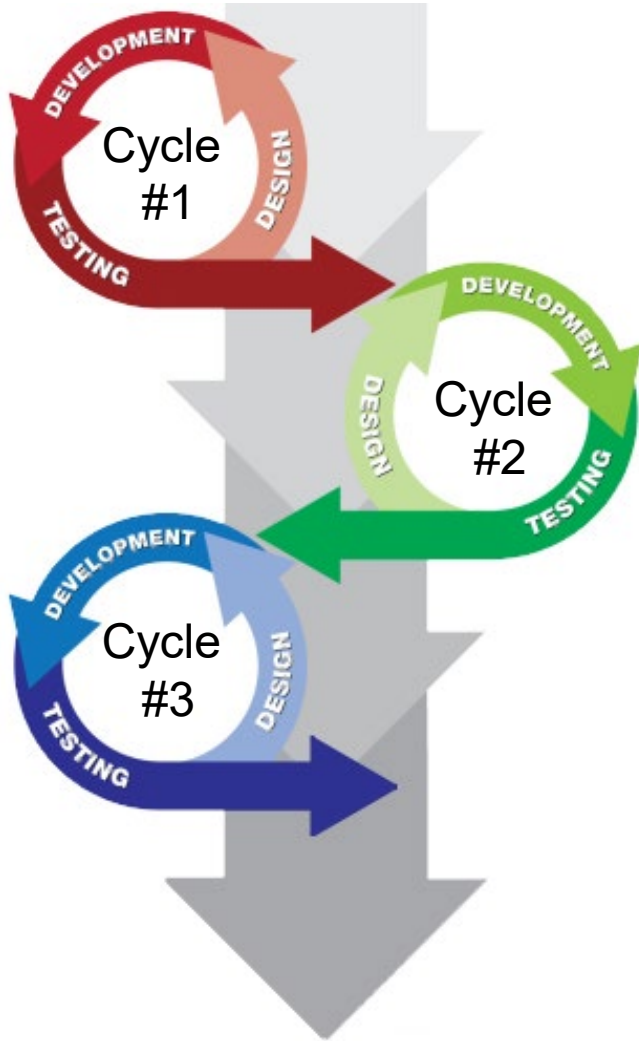
Courts of Limited Jurisdiction Case Management System (CLJ-CMS)

GARRET TANNER, PROJECT MANAGER
December 6, 2024

Project Scope

- Three Components
 - eFile & Serve
 - Enterprise Justice
 - Enterprise Supervision

Updated Project Approach



Priority 1: Onboard as many courts as possible

Priority 2: Extend implementation to include

- A District Court (civil case types)
- A formal Probation Department

Priority 3: Plan for future deployment of

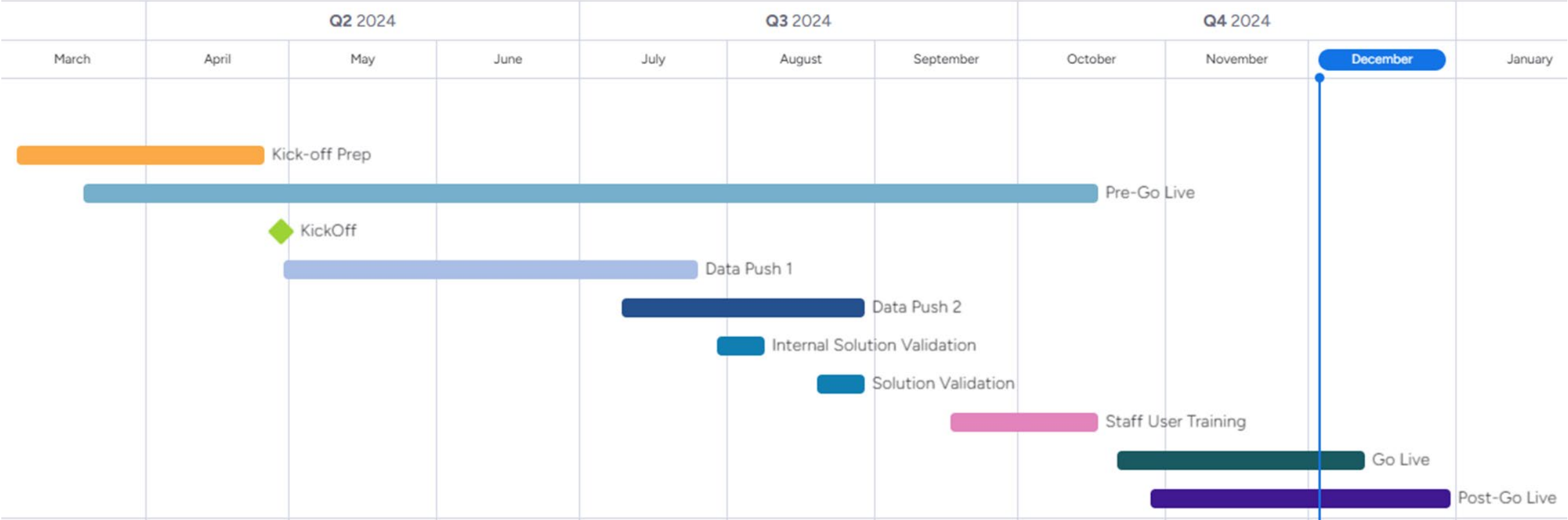
- Enterprise Justice 2024
- GR 15 functionality

Cycle #1: Early Adopter

Go-Live Completed October 28

- Asotin District Court
- Cheney Municipal Court
- Colfax Municipal Court
- Columbia District Court
- Douglas District Court
- East Wenatchee Municipal Court
- Franklin District Court
- Garfield District Court
- Whitman District Court (2 Locations)

Cycle #1: Early Adopter



Project Outreach 2024

Statewide Outreach Sessions

- ✓ March 26, Spokane
- ✓ March 28, Walla Walla
- ✓ May 7, Chelan
- ✓ May 14, Marysville
- ✓ May 16, Tukwila
- ✓ August 7, Olympia
- ~~– November 13, Vancouver~~
- ~~– November 20, Yakima~~

Online System Demonstrations

- ✓ April 24
- ✓ April 25
- ✓ May 7
- ✓ May 14
- ✓ May 16
- ✓ July 17
- ✓ July 18

Project Outreach 2025

Coming Soon to a Town Near You!

Work in Progress

- Tacoma Municipal Support (ongoing)
- Fircrest-Ruston Support (ongoing)
- Early Adopter User Training – Complete
- Early Adopter Go-Live – Complete (support ongoing)
- Enhancements & Bug Fixes
 - Enhancements delivered October 25, November 11, December 6
 - More fixes continuously delivered ongoing

Project Issues – October 2024

Active Issues	
Issue	Mitigation
Local Rule – In order for eFiling to be mandatory, courts need to enact the rule or make eFiling mandatory.	(April 5, 2022) DMCJA is championing a Statewide rule for mandatory eFiling. Courts will need to enact a local rule in the meantime.
Staffing / Hiring – CLJ-CMS has been unable to fill several key positions. As of December 2023, CLJ-CMS has 9 project positions open. If these positions are not filled there may be impacts to the schedule.	(October 20, 2024) There are currently 6 vacant CLJ-CMS positions.
WSP Law Table Updates – WSP needs to update their law tables to accept two versions (one for JIS Courts and one for Enterprise Justice Courts).	(November 20, 2024) Fixes have been delivered from the vendor. Testing was impacted due to AOC System Outage, but has been resumed as of 11/18.

Project Risks – October 2024

Total Project Risks			
Low Probability	Moderate Probability	High Probability	Closed
1	3	1	20
High Risk Status			
Risk	Probability / Impact	Mitigation	
Court Learning Curve – It is expected that some users will experience short-term reduced efficiencies when compared against more established legacy systems.	Moderate / Moderate	(November 20, 2024) Feedback from User Training is positive for those courts that were able to dedicate time to it. AOC System Outage from 11/4 to 11/18 have impacted users ability to practice what they learned so the long-term effectiveness of training is yet to be seen. Additional job-aids and reference materials have been built and delivered to all courts to mitigate.	

Project Risks – October 2024

High Risk Status		
Risk	Probability / Impact	Mitigation
Performance Issues – System performance must meet user expectations. The legacy systems are well established and very fast and the new systems must be performant.	Moderate / Moderate	(November 20, 2024) System performance with EA courts live has been acceptable. Efforts are being made to further enhance system performance.
OCourt Pilot Integration – AOC's Enterprise Integration Platform project is underway. It is possible that the OCourt pilot integration will not fulfill requirements or expectations. This puts current OCourt dependent courts at risk.	Low / High	(June 26, 2024) There are no indications at this point that OCourt will not be able to deliver on their part of the integration.

Project Risks – October 2024

High Risk Status		
Risk	Probability / Impact	Mitigation
Enterprise Justice Upgrade – CLJ-CMS will need to plan to take a system upgrade some time in 2025.	High / High	July 31, 2024 – Early Adopter courts will go live on Enterprise Justice version 2023. GR15 requires version 2024. Timing of effort for the version 2024 upgrade is not yet known.

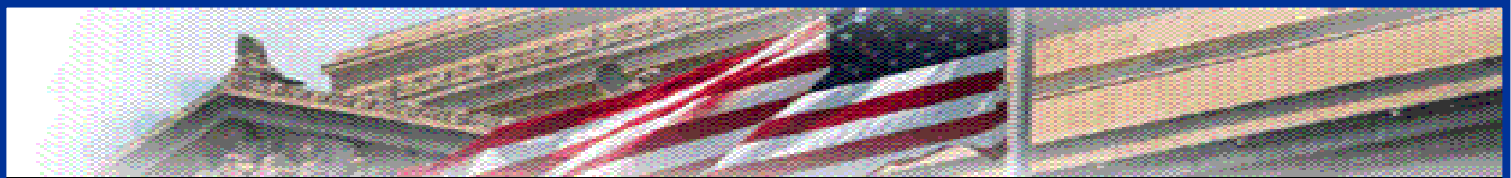
Next Steps

Milestone	Date
Complete Early Adopter Go-Live Support	November 18 – December 13
Strategic Planning	January 2025
Cycle #2 Kick-Off	January 2025

Independent Quality Assurance Update



ALLEN MILLS, BLUECRANE, INC.



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

November 2024

Prepared by
Bluecrane, Inc.





Corporate Headquarters
46 Peninsula Ctr. Dr., Ste. E, PMB 517
Rolling Hills Estates, CA 90274
www.bluecranesolutions.com
310-200-8535

November 30, 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 November 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 November 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.

As most, if not all, readers of this report are aware, AOC systems were down on Monday, November 4, following the detection of unauthorized activity over the prior weekend. In an abundance of caution, AOC proactively took down systems and worked around the clock to secure them and restore services as quickly as possible. Systems were back on-line on Monday, November 18, after a two-week long interruption.

The security incident and the system downtime which followed were not related to the CLJ-CMS Project specifically. However, the Early Adopter (EA) Courts had gone live only one week earlier on Monday, October 28, and found themselves, like almost all other courts in the State, missing critical automated services. Following the two-week interruption, EA Courts began to restore business processes to leverage the new solution and pick up where things were left at the end of the first week following deployment.

The CLJ-CMS Project offered “office hours” 8:00am – 5:00pm, Monday through Friday, November 18 – 22, for EA and Pilot courts to get quick responses to questions and issues. The CLJ-CMS Project provided the EA and Pilot Courts with additional job aids recommending (but not requiring) approaches to take as systems and business processes were being restored. In general, the CLJ-CMS Project re-started activities originally planned for “Week 2” following EA go-live, but in a remote model rather than an on-site model. At the same time, the CLJ-CMS Project worked to get staff out to several specific EA courts that had requested on-site assistance.

Of course, the security issue, resolution, and recovery consumed AOC leadership attention and resources for the first half of November, as it should have. While progress stalled on establishing the new “environments” that we have discussed in prior QA reports, that work is expected to get back on track now. In the meantime, all components for new training environments are in place but not yet “connected.” In addition, the CLJ-CMS Project was notified on Monday, November 18, that they now have access to what Tyler calls “Alliance Community Builder” or “ACB.” This access should provide the Project with more insight into Alliance which has heretofore been anything but transparent.

Similarly, due to the outage, there has been little attention devoted to the issues related to project-level governance that selects and prioritizes defects that need addressing. We highlighted those issues in our October 2024 QA Report. As we said in October, we have assessed the risks in this area as “being addressed” with a color coding of blue. While the weekly meetings and various tracking mechanisms for defects and fixes have maintained a spotlight on problems that need addressing, there is clearly a shortfall in terms of effectiveness, given that the EA courts “went live” with outstanding defects that have been present, in some cases, for long periods of time. As we noted in October, the current



**AOC CLJ-CMS Project
Quality Assurance Assessment**

Bluecrane, Inc.
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approach is unsustainable for the CLJ-CMS Project. We encourage AOC and Tyler to make this topic a top priority at their next strategic planning meeting which is currently scheduled to occur in January.



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	November 2024	October 2024	September 2024
Schedule: Case Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Schedule: Supervision	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Schedule: eFiling	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
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



AOC CLJ-CMS Project
Quality Assurance Assessment

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Project Management and Sponsorship

Assessment Area	November 2024	October 2024	September 2024
PMO Processes	No Risk Identified	No Risk Identified	No Risk Identified

People

Assessment Area	November 2024	October 2024	September 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	November 2024	October 2024	September 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



AOC CLJ-CMS Project Quality Assurance Assessment

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Solution			
Assessment Area	November 2024	October 2024	September 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	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Testing: Supervision	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Testing: eFiling	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Deployment: Case Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Deployment: Supervision	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Deployment: eFiling	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed



AOC CLJ-CMS Project
Quality Assurance Assessment

Bluecrane, Inc.
November 2024
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Data			
Assessment Area	November 2024	October 2024	September 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	November 2024	October 2024	September 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	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
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		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The AOC systems were down on Monday, November 4, following the detection of unauthorized activity over the prior weekend. In an abundance of caution, AOC proactively took down systems and worked around the clock to secure them and restore services as quickly as possible. Systems were back on-line on Monday, November 18, after a two-week long interruption.

The security incident and the system downtime which followed were not related to the CLJ-CMS Project specifically. However, the EA Courts had gone live only one week earlier on Monday, October 28, and found themselves, like almost all other courts in the State, missing critical automated services. Following the two-week interruption, EA Courts began to restore business processes to leverage the new solution and pick up where things were left at the end of the first week following deployment. The AOC and the CLJ-CMS Project left it up to individual courts how to handle returning to “normal” business processes. Some courts that have non-AOC systems, such as their own document management solutions, OCourt, etc., were able to continue using those systems during the interruption to AOC systems.

On Monday and Tuesday, November 18 – 19, the CLJ-CMS offered “office hours” for EA courts to get quick responses to questions and issues. The CLJ-CMS Project provided the EA and Pilot Courts with additional job aids recommending (but not requiring) approaches to take as systems and business processes were being restored. In general, the CLJ-CMS Project re-started activities originally planned for “Week 2” following EA go-live, but in a remote model rather than an on-site model. At the same time, the CLJ-CMS Project worked to get staff out to several specific EA courts that had requested on-site assistance.

Risks and Issues

Risk 1: The speed of resolution of production support issues and other defects is emerging as a risk to the success of future deployments.

Risk 2: We continue to recognize risks to the deployment timeline since groupings of courts for deployment after the Early Adopter Courts have yet to be determined. However, work is progressing

with the Project Team, the Project Steering Committee (PSC), and Tyler to develop a revised rollout plan for phased statewide implementation. While the plan is not yet finalized, it is taking shape with input from all interested parties.

2.1.2 Schedule: Supervision

Project Management and Sponsorship			
Schedule: Supervision	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

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

Risk 1: The speed of resolution of production support issues and other defects is emerging as a risk to the success of future deployments.

Risk 2: We continue to recognize risks to the deployment timeline since groupings of courts for deployment after the Early Adopter Courts have yet to be determined. However, work is progressing with the Project Team, the PSC, and Tyler to develop a revised rollout plan for phased statewide implementation. While the plan is not yet finalized, it is taking shape with input from all interested parties.

2.1.3 Schedule: eFiling

Project Management and Sponsorship			
Schedule: eFiling	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

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

Risks and Issues

Risk 1: The speed of resolution of production support issues and other defects is emerging as a risk to the success of future deployments.

Risk 2: We continue to recognize risks to the deployment timeline since groupings of courts for deployment after the Early Adopter Courts have yet to be determined. However, work is progressing with the Project Team, the PSC, and Tyler to develop a revised rollout plan for phased statewide implementation. While the plan is not yet finalized, it is taking shape with input from all interested parties.

2.1.4 Scope: Case Management

Project Management and Sponsorship			
Scope: Case Management	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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 Statement of Work (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 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.

2.1.5 Scope: Supervision

Project Management and Sponsorship			
Scope: Supervision	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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.

In addition, AOC continues to work with Tyler to assess the viability of implementing Enterprise Supervision (i.e., the probation solution) as a “stand-alone” system to address the urgent end-of-life issues with the Probatum courts and the withdrawal of Pierce County District Court as a CLJ-CMS pilot. The AOC and Tyler have discussed using a shared tenant model with the CLJ-CMS Project during which implementation will be performed entirely by Tyler for the Probatum Courts and Pierce County District Court because AOC does not have the capacity to do so while keeping the CLJ-CMS Project (as a whole) on track. The AOC has received an initial, rudimentary plan from Tyler that AOC is reviewing. A key concern for the CLJ-CMS Project will be whether there are impacts to the Project’s resources (which, as noted above, could disrupt the CLJ-CMS deployment timeline). *This is another example of the need for all parties to coordinate and present a credible, united front.*

2.1.6 Scope: eFiling

Project Management and Sponsorship			
Scope: eFiling	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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.

2.1.7 Project Staffing

Project Management and Sponsorship			
Project Staffing	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

We are pleased to report that the CLJ-CMS Project has made significant progress in staffing. The Project has six vacant positions. While most people view the Pandemic as something in the past, the cascading effects of staffing issues that began during the Pandemic and continue afterward have had impacts on the abilities of projects like CLJ-CMS (which is far from alone in this circumstance) to achieve their timelines as planned prior to the Pandemic (and, in many cases, since the Pandemic). Congratulations to the Project Team and to AOC for getting staffing to this point. It may not be possible to “make up for lost time,” but an almost-fully-staffed Project bodes well for achieving future deployment plans on time.

2.1.8 Governance

Project Management and Sponsorship			
Governance	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

Because of the security-related outage during the first two weeks of November, there has been little attention devoted to the issues related to project-level governance that selects and prioritizes defects that need addressing. We highlighted those issues in our October 2024 QA Report. As we said in October, we have assessed the risks in this area as “being addressed” with a color coding of blue. While the weekly meetings and various tracking mechanisms for defects and fixes have maintained a spotlight on problems that need addressing, there is clearly a shortfall in terms of effectiveness, given that the EA courts “went live” with outstanding defects that have been present, in some cases, for long periods of time. As we noted in October, the current approach is unsustainable for the CLJ-CMS Project. We encourage AOC and Tyler to make this topic a top priority at their next strategic planning meeting which is currently scheduled to occur in January.

2.1.9 Budget: Funding

Project Management and Sponsorship			
Budget: Funding	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

In parallel with Early Adopter go-live efforts and production defects resolution work, the Associate Director of CSD and members of the CLJ Project Team have been conducting demonstrations of the new solution to CLJ courts around the state. The demonstrations have been very well received by the participating courts.

2.2.2 OCM: Case Management

People			
OCM: Case Management	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The solution demonstrations noted above under Stakeholder Engagement are important elements of Organizational Change Management (OCM) as they create improved awareness and knowledge of what the new CLJ solution entails. The demonstrations are also contributing to increased eagerness on the part of court stakeholders to implement the new solution in their courts. A number of CLJ courts have taken the time to formally thank the team providing the demonstrations and to express their appreciation for the information shared with the courts. We concur with those “kudos” and add our congratulations for a job well done. The next challenge in this area will be to maintain the enthusiasm that has been generated among the participating courts.

2.2.3 OCM: Supervision

People			
OCM: Supervision	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The solution demonstrations described under OCM: Case Management include demonstrations of Enterprise Supervision.

2.2.4 OCM: eFiling

People			
OCM: eFiling	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The solution demonstrations described under OCM: Case Management are generating excitement among participating courts to implement the new solution.

2.2.5 Communications

People			
Communications	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The OCM and Communications Lead for the CLJ-CMS Project, the Associate Director of CSD, and AOC leadership team are reaching out to and engaging with the diverse CLJ stakeholder community.

2.2.6 Court Preparation and Training

People			
Court Preparation and Training	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

Training for the EA courts was conducted as planned. The Project intends to assess “lessons learned” and make adjustments, if and as needed, for the next go-live event.

2.3 Solution

2.3.1 Business Process: Case Management

Solution			
Business Process: Case Management	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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 was recently concluded.

2.3.8 Integrations: eFiling

Solution			
Integrations: eFiling	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The lack of the additional environments discussed elsewhere in this report complicates testing. We strongly encourage AOC, the Project, and Tyler to provide the needed additional environments as soon as practical so that this will not be a risk to or issue with future deployment events.



2.3.12 Testing: Supervision

Solution			
Testing: Supervision	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The lack of additional environments to separate project activities (training, configuration development, testing, etc.) is a risk for testing. See discussion above under “Testing: Case Management.”

2.3.13 Testing: eFiling

Solution			
Testing: eFiling	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The lack of additional environments to separate project activities (training, configuration development, testing, etc.) is a risk for testing. See discussion above under “Testing: Case Management.”

2.3.14 Deployment: Case Management

Solution			
Deployment: Case Management	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

Work is progressing with the Project Team, the PSC, and Tyler to develop a revised rollout plan for phased statewide implementation.

Risks and Issues

We continue to recognize risks to the overall deployment timeline since groupings of courts have not been determined. While the plan is not yet finalized, it is taking shape with input from all interested parties.

2.3.15 Deployment: Supervision

Solution			
Deployment: Supervision	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

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

Risks and Issues

We continue to recognize risks to the overall deployment timeline since groupings of courts have not been determined. While the plan is not yet finalized, it is taking shape with input from all interested parties.

2.3.16 Deployment: eFiling

Solution			
Deployment: eFiling	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

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

Risks and Issues

We continue to recognize risks to the overall deployment timeline since groupings of courts have not been determined. While the plan is not yet finalized, it is taking shape with input from all interested parties.

2.4 Data

2.4.1 Data Preparation: Case Management

Data			
Data Preparation: Case Management	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Data conversion for the EA courts was successfully accomplished.

2.4.3 Data Conversion: Supervision

Data			
Data Conversion: Supervision	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The CLJ-CMS Project has adapted well to the remote work environment that was first 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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.

2.5.4 Security Functionality

Infrastructure			
Security Functionality	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 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		
	Nov. 2024	Oct. 2024	Sept. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

In prior QA reports, we have noted the importance of establishing more “environments” for eFile, Enterprise Supervision, Enterprise Justice, and Alliance in order to facilitate multiple streams of work while separating competing tasks and interests. As the reader may recall, Tyler provides environments for eFile, Enterprise Supervision, and Alliance (the Software-as-a-Service, or SaaS, products) while AOC provides environments for Enterprise Justice (a product that is hosted “on premises” at AOC).

Of course, the security issue, resolution, and recovery consumed AOC leadership attention and resources for the first half of November, as it should have. While progress stalled on establishing the new “environments” that we have discussed in prior QA reports, that work is expected to get back on track now. In the meantime, all components for new training environments are in place but not yet “connected.” In addition, the CLJ-CMS Project was notified on Monday, November 18, that they now have access to what Tyler calls “Alliance Community Builder” or “ACB.” This access should provide the Project with more insight into Alliance which has heretofore been anything but transparent.

Risks and Issues

For the EA deployment, the Project had a viable approach to accomplishing the required testing and training. For this reason, *bluecrane* assesses the risks in the areas of Testing and Environments as “Risk Being Addressed.” To clearly emphasize the point: there are risks, but the Project’s approach to mitigating and otherwise responding to the risks is sound. Of course, we strongly encourage AOC, the Project, and Tyler to provide the needed additional environments as soon as practical so that this will not be a risk or issue to future deployment events.

2.5.7 Post-Implementation Support

Infrastructure			
Post-Implementation Support	Three-Month Rolling Risk Levels		
	Nov. 2024	Oct. 2024	Sept. 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.

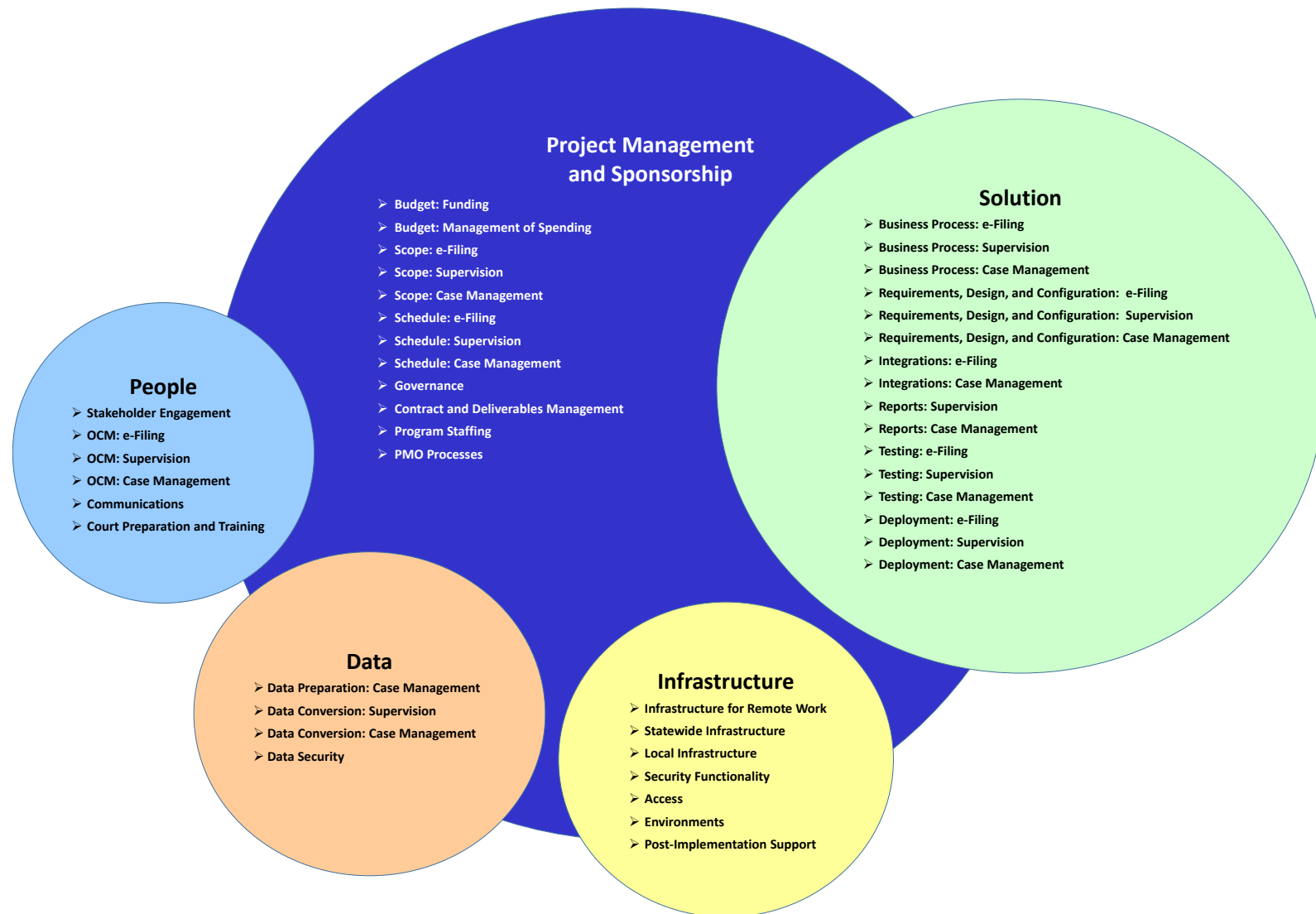


Figure 1. Areas of CLJ-CMS Project Assessed for Risks



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



Board for Judicial Administration (BJA)

September 20, 2024 (9 a.m. – 12:00 a.m.)

<https://wacourts.zoom.us/j/88360684645?pwd=qv8YKHn7osKaeBnabbfDeKdPscvdO.1>

MEETING MINUTES

BJA Members Present:

Chief Justice Steven González, Chair
Judge Alicia Burton, Chair
Sunitha Anjilvel
Judge Andrea Beall
Judge Tam Bui
Judge Kristin Ferrera
Judge Rebecca Glasgow
Judge Marilyn Haan
Judge Cindy Larsen
Judge Mary Logan
Judge David Mann
Justice Raquel Montoya Lewis
Terra Nevitt
Judge Diana Ruff
Dawn Marie Rubio
Judge Michael Scott
Judge Karl Williams

Guests Present:

Linnea Anderson
Suzanne Elsner
David Freeman
Judge Angelle Gerl
Jessica Humphreys
Judge Carolyn Jewett
Melissa Johnson
LaTricia Kinlow
Judge Kathryn Loring
Therese Murphy
Sheila Ofrancia

Mary Rathbone
Kevin Ringus
Sara Robbins
Susan Speiker
Rep. Jamila Taylor
Comm. Karl Triebel
Sanjay Walvekar

Administrative Office of the Courts (AOC) Staff Present:

Nicole Ack
Kelley Amburgey-Richardson
Jack Bridgewater
Tessa Clements
Arina Gertseva
Heidi Green
Brittany Gregory
Melissa Hernandez
Scott Hillstrom
Kyle Landry
Penny Larsen
Allison Lee Muller
Carl McCurley
Jennifer Nguyen
Stephanie Oyler
Haily Perkins
Christopher Stanley
Caroline Tawes
Lorrie Thompson
James Wells

Call to Order

Chief Justice González called the meeting to order at 9:00 a.m. and announced he will not be attending the October BJA meeting as he will be out of the country. Chief Justice González is packing his chambers at Town Center 3 in preparation for the move back into the Temple of Justice after renovations. He introduced the new BJA Coordinator, Melissa Hernandez.

Members were asked to submit their votes in today's meeting using the Zoom chat.

Presentation: Juror Orientation Video

A new Juror Orientation video has been developed by Washington State Pattern Jury Instructions Committee, with a new section on unconscious bias. It is online and available for trial courts to use. The link to the video was included in the meeting materials.

Presentation: Washington State Courts Centralization Proposal

Representative Jamila Taylor joined the meeting to discuss a court centralization study commission proposal to improve access to justice.

According to Rep. Taylor, the judicial system is in crises in many ways. Security for all in courts is paramount. There is a need for increased access to courts and court resources. Technology is different from county to county, and different technology systems take time to navigate, especially for solo practitioners. We are at a point where court systems don't communicate well, which affects how judges make decisions and confusion about filing requirements creates a burden on the court system. The goal is to create a court system that allows all communities to be heard.

A GAPS analysis will be instrumental in understanding what the needs are from various stakeholders. Funding is different from county to county and city to city. It will be important to look across other states in the country to understand how unified courts are operating and how those operations can be applied to Washington courts. The AOC's Washington State Center for Court Research and the National Center for State Courts might have helpful information.

Rep. Taylor would like to create a workgroup to discuss centralization and what systems could work for us, what systems can't be centralized, what systems would help build the court system, and what court systems would be affected if unification efforts prove to be successful. Workgroup participants should not be made up of only judges to avoid conflicts with pending cases. Members will be committing to a minimum of a two-year effort. Some legislators are not familiar with the court system and will need to be educated to fund an implementation plan. Justice Montoya-Lewis said it is important to include tribal representation. Brittany Gregory will follow up with Chief Justice González and Judge Burton on workgroup representatives from BJA to assist with drafting study commission legislation. There should be a representative from every court level.

Presentation: Washington Citizens' Commission on Salaries for Elected Officials Report

Every two years the Washington Citizens' Commission on Salaries for Elected Officials meets to discuss the salaries of elected officials and whether a cost of living adjustment (COLA) is necessary. The workgroup that prepared the report has a representative from every court level. The workgroup is requesting a 6.75% biennial increase for all judges plus any COLAs given to public employees. The workgroup will be presenting the report to the Commission on October 9, 2024, at 1:00 p.m. The final salary decision will be on February 5, 2025. Brittany Gregory thanked the AOC communications team for developing the report and thanked AOC staff Heidi Green for supporting the workgroup. The report was included in the meeting materials.

BJA Task Forces and Workgroups

Alternatives to Incarceration Task Force

The Alternatives to Incarceration Task Force presented a budget request, included in the meeting materials. The Task Force's Legal Authority Workgroup decided to postpone their legislative proposal to further develop a response. The Task Force's Education Workgroup has

identified some draft themes and other educational opportunities. A report was included in the meeting materials.

Presentation: Remote Proceedings Workgroup

The Workgroup submitted a budget request for updated hybrid courtroom technology to provide efficient remote proceedings. The Workgroup is also working on a benchcard and web page for best practice standards. The Supreme Court adopted the Workgroup's proposed amendment to CR 30. A report was included in the meeting materials.

Standing Committee Reports

Budget and Funding Committee (BFC)

The BFC met recently to go over proposals to prioritize budget requests. This will be a tight budget year, and the Judicial Branch has been asked to be prudent. Budget proposals were sent to BJA members.

Christopher Stanley reviewed the budget materials, budget forecast, and budget process. Judicial education is the priority in the budget proposal. He emphasized the importance of everyone having the same information and priorities for the budget.

The Legislature is projected to have a \$4 billion deficit. Revenues may continue to drop to a \$5–6 billion deficit. There is another budget forecast on September 27 and November 20, 2024. There may be a negative impact if ballot initiatives pass in November. The biennial budget request was \$48 million total.

Many of the membership requested more time to review the materials and requested a vote via e-mail.

It was moved by Chief Justice González and seconded by Judge Scott to vote on a motion to approve the budget recommendations via an e-mail. The motion passed by consensus.

The Supreme Court Budget Committee meets on Monday, September 23, 2024, with a final decision at the October 9, 2024, en banc. The budget proposal goes to the Legislature on October 14, 2024. Electronic voting on the budget recommendations closed on Wednesday, September 25, 2024, at noon.

Court Education Committee (CEC)

The CEC refined its policies and standards document and consolidated multiple documents. The latest policy document is posted on the CEC website. Scott Hillstrom thanked departing CEC Chair Judge Pennell and continuing Assistant Chair Margaret Yetter for their grounding and guidance. The CEC is currently working on allocating the FY 2025 budget and a new scholarship policy. A report was included in the meeting materials.

Legislative Committee (LC)

Brittany Gregory welcomed Judge Glasgow as the new LC Chair. A summary of the Legislative proposals was included in the meeting materials, as well as a new proposed version of the charter.

The next Legislative session will be a long one, and there are changes in leadership expected. Brittany Gregory has a list of changes and can make them available via email.

It was moved by Judge Glasgow and seconded by Chief Justice González to approve the Legislative Committee policy requests. The motion passed unanimously.

It was moved by Judge Glasgow and seconded by Chief Justice González to approve the Legislative Committee charter amendments. The motion passed unanimously.

Policy and Action Committee (PAC)

The PAC met in June and focused on the equity impact assessment tool. They worked with the Gender and Justice Commission to develop a strategic action plan on a comprehensive workplace harassment program.

Court Security Committee

The Court Security Committee discussed the legislative budget request and the need for continuing funding. They plan to include administrative law judges in the judicial privacy legislation, with support from the Office of Administrative Hearings. A report was included in the meeting materials.

Public Engagement and Education Committee (PEEC)

Nicole Ack reviewed the purpose of PEEC. The Committee recently wrote the first PEEC charter, and now includes four public members. Their meeting in September was the first in-person meeting in four years. They discussed prioritizing project revision plans and a recently reconfigured landing page.

Interbranch Advisory Committee (IAC)

The Legislature initially created the IAC to be discontinued or renewed after two years. A survey was sent to collect opinions on the IAC. Only a few responses were received, and there was some skepticism on how much impact the IAC had made.

Jack Bridgewater, IAC Coordinator at AOC, described the membership of IAC and listed where the eight public meetings had been held.

It was moved by Chief Justice González and seconded by Judge Scott to communicate to the Legislature that the BJA supports continuation of the IAC. The motion passed by consensus.

Presentation: Family and Juvenile Court Improvement Program

Jennifer Nguyen presented changes to the Family and Juvenile Court Improvement Program (FJCIP) implementation framework for family court. The goal is to expand local FJC capacity to transform the child welfare system and provide consistency across the courts in the program.

The current framework has not been updated for 20 years, and does not consider the complexities of modern dependency cases. The new eight Core Components will help programs adapt to the needs of FJC courts and create more consistent, equitable, and effective support for the program. A report was included in the meeting materials.

It was moved by Chief Justice González and seconded by Judge Ruff to approve the change of the Family and Juvenile Court Improvement Program standards

from Unified Family Courts to the Family and Juvenile Court Improvement Program Framework as presented. The motion passed unanimously.

Motions

It was moved by Chief Justice González and seconded by Judge Burton to approve the June 19, 2024, meeting minutes as written. The motion passed with one abstention.

Information Sharing

Judge Burton will be a presenter at the September 25, 2024, hearing for public defender caseload standards. The Superior Court Judges' Association and the District and Municipal Court Judges' Association will also be presenting. Judge Burton requested advice on what the BJA wants her to present to the group on their behalf. Anyone who would like to provide input may e-mail Judge Burton.

The Washington State Bar Association has recommended adopting the new public defender caseload standards. There will be another public hearing in November once the comment period has ended.

Judge Scott suggested that unless the BJA formed a workgroup to discuss these issues, the BJA should not take a position. There will be time for additional comments before the Supreme Court votes on the standards. Chief Justice González shared the importance of having the BJA weigh in on the issue. Judge Burton agreed there are issues and concerns, and more study is needed. She suggesting observing for now and creating a letter at a later date if the BJA needs to take a position. Chief Justice González suggested discussing this at a future BJA meeting. Because he is chairing the hearing on September 25, 2024, he will not take part in a BJA discussion.

The November BJA meeting will be in person at the AOC SeaTac office. The Innovating Justice Award and Court Manager of the Year Award will be presented at the November meeting.

Judge Williams invited everyone to the IAC meeting at Pierce District Court next Friday, September 27, 2024, at 9:00 a.m. The meeting will also be streamed on TVW.

Adjourn

The meeting adjourned at 11:19 a.m.

Recap of Motions from the September 20, 2024 Meeting

Motion Summary	Status
Vote on a motion to approve the budget recommendations via an e-mail.	passed
Approve the Legislative Committee policy requests.	passed
Approve the Legislative Committee charter amendments.	passed
Communicate to the Legislature that the BJA supports continuation of the Interbranch Advisory Committee.	passed

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Motion Summary	Status
Approve the change of the Family and Juvenile Court Improvement Program standards from Unified Family Courts to the Family and Juvenile Court Improvement Program Framework as presented.	passed
Approve the June 19, 2024, meeting minutes as written.	passed

Action Items from the September 20, 2024 Meeting

Action Item	Status
Brittany Gregory will follow up with Chief Justice González and Judge Burton on court centralization workgroup representatives from BJA and draft legislation.	
Chief Justice González believed it is important for the BJA to weigh in on the indigent defense standards. Judge Burton agreed there are issues and concerns, and more study is needed. Judge Burton requested advice on what the BJA wants her to present to group on their behalf. Anyone who would like to provide input may e-mail Judge Burton.	
Chief Justice González suggested discussing indigent defense standards at a future BJA meeting.	
<u>June 19, 2024 BJA Meeting Minutes</u> <ul style="list-style-type: none">• Post the minutes online• Send minutes to the Supreme Court for inclusion in the En Banc meeting materials.	Done Done