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

February 2025

Prepared by

Bluecrane, Inc.

bluecrane ®

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

February 28, 2025

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 February 2025.

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 February 2025 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 February 5–6, 2025, "Strategy Session" meetings were held in Olympia with AOC, Tyler Technologies (Tyler), *bluecrane*, and the co-chairs and a member of the CLJ-CMS Project Steering Committee (PSC) in attendance. At the beginning of the first meeting on the first day, the Washington Administrator of the Courts set the tone for the meetings. She expressed disappointment with Tyler's failure to deliver on its commitments and stated that unless changes are made immediately, the next step for AOC will be to seek contractual remedies. The meetings proceeded with numerous issues raised and discussed. On the afternoon of the second day, Tyler presented a "strawdog" very high-level schedule for the almost three years remaining on the CLJ Project.

From an independent risk assessment perspective, two key areas of risk are clear after the Strategy Session meetings. First and foremost, Tyler must address the outstanding defects and developmental activities which have lagged for far too long. During the course of the first day's sessions, AOC presented a chart depicting the "aging" of outstanding defects. The chart showed that there are Priority 2 defects that have been outstanding for over 1,000 days. The Tyler contract contains a Service Level Agreement (SLA) for Priority 2 defects that requires those defects to be addressed within five days. While Tyler admitted that they have failed to meet their commitments, the fact remains that these types of issues are why the Pilot and Early Adopter courts have so many "workarounds" to address the shortcomings of the new solution and why there is relatively widespread dissatisfaction with the solution. ***If these defects are not fixed prior to Solution Validation (SV) for deployment Event 1 in 2025 (SV is scheduled to begin in late April 2025), the risk to the success of the CLJ-CMS Project is extremely high.*** If these defects are not resolved by the start of SV, the next key area of risk (the remaining project schedule through the end of 2027) may be a moot subject.

If fixes for the defects are delivered when needed and work successfully, this will go a long way to improving the credibility of the CLJ-CMS Project and the Tyler solution among the Washington Courts community. However, the schedule that Tyler has proposed for activities between now and the end of 2027 is ***extremely risky***, to say the least. The proposal—which is still under review and consideration by AOC—is to perform an upgrade to the Tyler solution after deployment Event 1 in 2025. Tyler believes that the upgrade can be tested and deployed by early calendar year 2026. While the prospect of having defects remedied and a more modern "platform" for the CLJ solution is an attractive prospect, this would leave less than two years to deploy the solution to over 93 geographically dispersed CLJ courts in Washington.

The degree of overlapping activities across multiple deployment workstreams in 2025, 2026, and 2027 appears untenable, given AOC's resources. More details are needed to provide a full assessment, but our intuition is that a detailed schedule of all activities over the next three years that is "fully resourced"

(meaning the amounts and kinds of staff resources needed for all activities in each of the next approximately 34 months are identified) will reveal that AOC does not have the resources needed to execute the plan successfully.

In addition, the proposed plan assumes that the software upgrade suggested to start in 2025 completes successfully in 2026. The last software upgrade to the Superior Court – CMS took 18 months. If the CLJ-CMS upgrade takes longer than projected, then what is the resolution? The courts have a "shiny new object" to deploy and no time or money left to accomplish the statewide rollout.

bluecrane was the project manager on a (non-Washington) statewide deployment in 2017–2018 that required hardware and software deployment to 176 field offices in eight months after a four-month effort to fix the most critical of over 700 defects. (This was a state government non-court-related solution and did not involve Tyler Technologies.) The project was a two-year project entering its fifth and final (due to expiring budget) year when we arrived. We successfully completed the project, but it was a "death march," involving 12–15 hour workdays for our staff and the state's staff. And, in this case, the state assured us before we started that there were plenty of staff resources to replace those who suffered burnout and left the project along the way. While we were successful, it was "not pretty"—and the solution went live with very serious defects known to the state who, in turn, continued to deal with them for several years afterward.

Unfortunately, AOC does not have unlimited staff resources or budget. Even if budget were not an issue, the knowledgeable staff needed are not likely to be available within the time required. Put another way, AOC has been "painted into a corner" by the failure to address outstanding defects and achieve the rollout timeline that was envisioned for CLJ-CMS.

In summary, from our independent point of view:

1. Outstanding defects and development activities which are long overdue must be resolved by the start of SV for deployment Event 1 in 2025 (approximately late April).
2. Using standard project management best practices, more details must be developed for the proposed deployment plan that demonstrate the plan is achievable within the staff and budget resources remaining with a high degree of confidence.
    a. The plan must take into account the likelihood of other dependencies such as the Integration Platform delivery and the OCourt integration occurring successfully on the timelines required for CLJ-CMS.

Until these two areas are addressed satisfactorily, the CLJ-CMS Project is at very high risk of not succeeding as planned.

bluecrane recommends that AOC develop a simple roadmap for its decision-making and begin moving through the decision process as soon as practicable. For example, before AOC makes a decision on numbers 1 and 2 above, insist that Tyler provide:

- A plan for fixing the Priority 2 defects over the next two months before SV begins for 2025 Event 1 deployment

- A list of tangible benefits that AOC and the courts will gain as a result of the software upgrade
    - Commitment that General Rule (GR) 15 related to the handling of sealed documents will be addressed by the upgrade
    - A list of other reasons for AOC and the courts to "pause" deployments while waiting for the upgrade (There are obvious benefits to Tyler, including less need for staff skilled in the older software version. The benefits to AOC and the courts are less obvious.)
- An upgrade schedule that includes the AOC resource assumptions that Tyler has made to complete the upgrade
- A description of how Tyler will maintain the version of the software currently in use by CLJ courts ***at the contracted service levels*** during the upgrade period
- A schedule, with the AOC resource assumptions noted above, for completing the deployments of the CLJ solution, including the upgraded Enterprise Justice software, to the remaining courts; the schedule must explicitly show interdependencies on non-CLJ activities and resources such as the Integration Platform Project, the OCourt integration that will utilize the Integration Platform, and any others
- In addition, the schedule must include the activities and AOC resources that are needed to implement 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

As a final thought, perhaps a third area for AOC to investigate is whether contractual remedies for the delivery failures of the past several years could fund "contingency time" that permits some reduction in the degree of overlapping activities in the currently proposed plan.

1.2 Executive "At-a-Glance" QA Dashboard

Table 1 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	**February 2025**	**January 2025**	**December 2024**
Schedule: Case Management	High Risk	Risk	Risk
Schedule: Supervision	High Risk	Risk	Risk
Schedule: eFiling	High 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	Risk	Risk
Governance	Risk	Risk	Risk
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	**February 2025**	**January 2025**	**December 2024**
PMO Processes	No Risk Identified	No Risk Identified	No Risk Identified

People			
Assessment Area	**February 2025**	**January 2025**	**December 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	**February 2025**	**January 2025**	**December 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	**February 2025**	**January 2025**	**December 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	High Risk	Risk Being Addressed	Risk Being Addressed
Deployment: Supervision	High Risk	Risk Being Addressed	Risk Being Addressed
Deployment: eFiling	High Risk	Risk Being Addressed	Risk Being Addressed

Data			
Assessment Area	**February 2025**	**January 2025**	**December 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	**February 2025**	**January 2025**	**December 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		
	Feb. 2025	Jan. 2025	Dec. 2024
	High Risk	Risk	Risk

Findings

This month, the detailed findings related to schedule are provided in the Executive Summary of this report due to the dire nature of the schedule risks. Please refer to the Executive Summary for background on these risks.

In addition, the transition to a new Tyler Project Manager at this critical junction for the CLJ-CMS Project remains a risk of high concern.

Risks and Issues

Risk 1: The departure of Tyler's Project Manager is a risk to the CLJ-CMS schedule.

Risk 2: Delays in the resolution of production support issues and other defects are a risk to the success of future deployments. As discussed in the Executive Summary, the defects and production support issues must be addressed prior to the start of SV for the 2025 Event 1 deployment which is scheduled for late April 2025.

Risk 3: The underlying assumptions (e.g., duration of software upgrade effort), lack of details on needed AOC resource requirements, and projected overlapping streams of activities make the "strawdog" schedule presented by Tyler on February 6, 2025, ***extremely risky*** and frankly not credible in any practical sense.

2.1.2 Schedule: Supervision

Project Management and Sponsorship			
Schedule: Supervision	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	High 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

Risk 1: The departure of Tyler's Project Manager is a risk to the CLJ-CMS schedule.

Risk 2: Delays in the resolution of production support issues and other defects are a risk to the success of future deployments. As discussed in the Executive Summary, the defects and production support issues must be addressed prior to the start of SV for the 2025 Event 1 deployment which is scheduled for late April 2025.

Risk 3: The underlying assumptions (e.g., duration of software upgrade effort), lack of details on needed AOC resource requirements, and projected overlapping streams of activities make the "strawdog" schedule presented by Tyler on February 6, 2025, ***extremely risky*** and frankly not credible in any practical sense.

2.1.3 Schedule: eFiling

Project Management and Sponsorship			
Schedule: eFiling	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	High 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

Risk 1: The departure of Tyler's Project Manager is a risk to the CLJ-CMS schedule.

Risk 2: Delays in the resolution of production support issues and other defects are a risk to the success of future deployments. As discussed in the Executive Summary, the defects and production support issues must be addressed prior to the start of SV for the 2025 Event 1 deployment which is scheduled for late April 2025.

Risk 3: The underlying assumptions (e.g., duration of software upgrade effort), lack of details on needed AOC resource requirements, and projected overlapping streams of activities make the "strawdog" schedule presented by Tyler on February 6, 2025, ***extremely risky*** and frankly not credible in any practical sense.

2.1.4 Scope: Case Management

Project Management and Sponsorship			
Scope: Case Management	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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. ***However, it is a critical dependency for the CLJ-CMS Project's deployment of the new solution to the courts that currently utilize OCourt.***

2.1.5 Scope: Supervision

Project Management and Sponsorship			
Scope: Supervision	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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. ***However, it is a critical dependency for the CLJ-CMS Project's deployment of the new solution to the courts that currently utilize OCourt.***

The schedule that AOC must insist Tyler provide (see details in the Executive Summary of this report) must include the activities and AOC resources that are needed to implement 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.

2.1.6 Scope: eFiling

Project Management and Sponsorship			
Scope: eFiling	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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. ***However, it is a critical dependency for the CLJ-CMS Project's deployment of the new solution to the courts that currently utilize OCourt.***

2.1.7 Project Staffing

Project Management and Sponsorship			
Project Staffing	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	Risk	Risk	Risk

Findings

AOC-internal: While the CLJ-CMS Project has made significant progress in hiring, staffing remains a concern. The Project has seven 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).

When Tyler provides the information to AOC listed in the Executive Summary of this report, the AOC resource needs are likely to be overwhelming (or, alternatively, underestimated, which AOC must carefully guard against).

Tyler Support to CLJ-CMS: In mid-December, Tyler announced that their Project Manager for CLJ-CMS is being replaced. The current Tyler Project Manager is ***the sole remaining named resource from the original Tyler contract.***

Risks and Issues

Risk 1: The departure of Tyler's Project Manager is a risk to the CLJ-CMS schedule.

Risk 2: When Tyler provides the information to AOC listed in the Executive Summary of this report, the AOC resource needs are likely to be overwhelming (or, alternatively, underestimated, which AOC must carefully guard against).

2.1.8 Governance

Project Management and Sponsorship			
Governance	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	Risk	Risk	Risk

Findings

The project-level governance that selects and prioritizes defects that need addressing is ineffective. As we noted in our recent QA reports, the weekly meetings and various tracking mechanisms for defects and fixes have maintained a spotlight on problems that need addressing, but there is clearly a shortfall in terms of effectiveness, given that the Early Adopter (EA) courts “went live” with outstanding defects that have been present, in some cases, for long periods of time.

A process that results in consistent progress addressing defects over time is needed. The current approach that seems to result in a flurry of activity from Tyler weeks prior to a deployment event results in Washington Courts having to resort to last-minute workarounds for defects that have existed for months and, in some cases, for over one year. The ongoing impacts continue after deployment and extend beyond courts having to utilize workarounds and place additional burdens on CLJ-CMS Project resources. For example, AOC and the CLJ-CMS Project currently meet with Fircrest-Ruston Municipal Court (a Pilot Court) twice each month (for a total of four meetings) to address the court’s ongoing issues with the CLJ-CMS solution. As we noted in October, the current approach is unsustainable for the CLJ-CMS Project.

To be abundantly clear, our concern here is ***not*** at the Project Steering Committee or JISC governance levels. Our concern ***is*** at the tactical project-level.

Risks and Issues

Risk: Delays in the resolution of production support issues and other defects are a risk to the success of future deployments. For now, the tactical project-level governance should focus on addressing current defects and production support issues prior to the start of SV for the 2025 Event 1 deployment which is scheduled for late April 2025.

2.1.9 Budget: Funding

Project Management and Sponsorship			
Budget: Funding	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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.

It is worth noting that the CLJ-CMS Project team's processes for tracking and managing defects resolutions are comprehensive. The CLJ-CMS Deputy Project Manager tracks defects and the relationships between defects at a very detailed level. The issues with defects resolutions noted elsewhere in this report are not due to any PMO processes at AOC but indicate inefficiencies in the project-level governance of defects management ***between*** AOC and Tyler.

2.2 People

2.2.1 Stakeholder Engagement

People			
Stakeholder Engagement	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

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		
	Feb. 2025	Jan. 2025	Dec. 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.

An emerging risk is the dissatisfaction among the Pilot and Early Adopter courts to which the new solution has already been deployed. This dissatisfaction is well known among the CLJ community. ***If risks described in the Executive Summary of this report are not addressed as soon as practicable, then the risks to a successful OCM effort will increase dramatically very soon.***

2.2.3 OCM: Supervision

People			
OCM: Supervision	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

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

As noted under OCM: Case Management above, an emerging risk is the dissatisfaction among the Pilot and Early Adopter courts to which the new solution has already been deployed. This dissatisfaction is well known among the CLJ community. ***If risks described in the Executive Summary of this report are not addressed as soon as practicable, then the risks to a successful OCM effort will increase dramatically very soon.***

2.2.4 OCM: eFiling

People			
OCM: eFiling	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

The emerging risks to OCM noted above are relevant here as well.

2.2.5 Communications

People			
Communications	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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. However, the emerging risks to OCM noted above are relevant here as well. ***If risks described in the Executive Summary of this report are not addressed as soon as practicable, then the risks to a successful OCM effort will increase dramatically very soon.***

2.2.6 Court Preparation and Training

People			
Court Preparation and Training	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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. ***However, it is a critical dependency for the CLJ-CMS Project's deployment of the new solution to the courts that currently utilize OCourt.***

2.3.8 Integrations: eFiling

Solution			
Integrations: eFiling	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 2024
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

The lack of an adequate number of environments 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 2024
	High Risk	Risk Being Addressed	Risk Being Addressed

Findings

This month, the detailed findings related to schedule—including deployments in 2025, 2026, and 2027— are provided in the Executive Summary due to the dire nature of the schedule risks. Please refer to the Executive Summary for background on these risks.

Risks and Issues

Risk: The underlying assumptions (e.g., duration of software upgrade effort), lack of details on needed AOC resource requirements, and projected overlapping streams of activities make the "strawdog" schedule—including deployments in 2025, 2026, and 2027—presented by Tyler on February 6, 2025, ***extremely risky*** and frankly not credible in any practical sense.

2.3.15 Deployment: Supervision

Solution			
Deployment: Supervision	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	High Risk	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

Risk: The underlying assumptions (e.g., duration of software upgrade effort), lack of details on needed AOC resource requirements, and projected overlapping streams of activities make the "strawdog" schedule—including deployments in 2025, 2026, and 2027—presented by Tyler on February 6, 2025, ***extremely risky*** and frankly not credible in any practical sense.

2.3.16 Deployment: eFiling

Solution			
Deployment: eFiling	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 2024
	High Risk	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

Risk: The underlying assumptions (e.g., duration of software upgrade effort), lack of details on needed AOC resource requirements, and projected overlapping streams of activities make the "strawdog"

schedule—including deployments in 2025, 2026, and 2027—presented by Tyler on February 6, 2025, ***extremely risky*** and frankly not credible in any practical sense.

2.4 Data

2.4.1 Data Preparation: Case Management

Data			
Data Preparation: Case Management	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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		
	Feb. 2025	Jan. 2025	Dec. 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. 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, 2024, 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 to or issue with future deployment events.

2.5.7 Post-Implementation Support

Infrastructure			
Post-Implementation Support	Three-Month Rolling Risk Levels		
	Feb. 2025	Jan. 2025	Dec. 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.

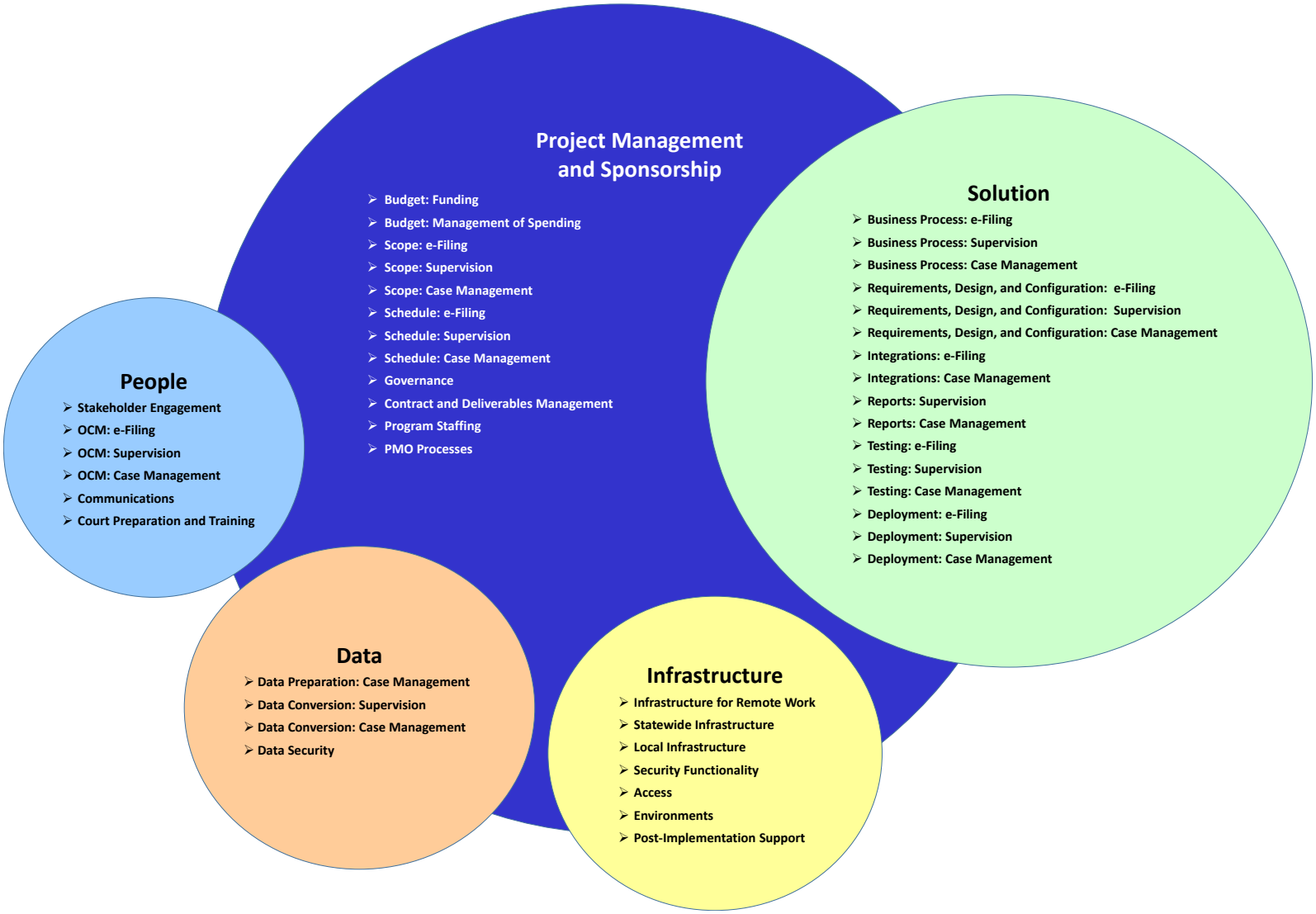

Figure 1. Areas of CLJ-CMS Project Assessed for Risks

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