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

July 2025

Prepared by

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July 31, 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 July 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

Table of Contents

Introductory Note on Project Structure ..... **iv**
1. Executive Summary **1**
1.1 Executive Overview 1
1.2 Executive "At-a-Glance" QA Dashboard 2
2. Detailed Assessment Report **6**
2.1 Project Management and Sponsorship 6
2.1.1 Schedule: Case Management 6
2.1.2 Schedule: Supervision 6
2.1.3 Schedule: eFiling 7
2.1.4 Scope: Case Management 7
2.1.5 Scope: Supervision 8
2.1.6 Scope: eFiling 9
2.1.7 Project Staffing 9
2.1.8 Governance 10
2.1.9 Budget: Funding 11
2.1.10 Budget: Management of Spending 11
2.1.11 Contracts and Deliverables Management 12
2.1.12 PMO Processes 12
2.2 People 13
2.2.1 Stakeholder Engagement 13
2.2.2 OCM: Case Management 13
2.2.3 OCM: Supervision 14
2.2.4 OCM: eFiling 14
2.2.5 Communications 14
2.2.6 Court Preparation and Training 15
2.3 Solution 15
2.3.1 Business Process: Case Management 15
2.3.2 Business Process: Supervision 15
2.3.3 Business Process: eFiling 16
2.3.4 Requirements, Design, and Configuration: Case Management 16
2.3.5 Requirements, Design, and Configuration: Supervision 16
2.3.6 Requirements, Design, and Configuration: eFiling 17
2.3.7 Integrations: Case Management 17
2.3.8 Integrations: eFiling 18

2.3.9 Reports: Case Management 18
2.3.10 Reports: Supervision 18
2.3.11 Testing: Case Management 19
2.3.12 Testing: Supervision 19
2.3.13 Testing: eFiling 19
2.3.14 Deployment: Case Management 20
2.3.15 Deployment: Supervision 21
2.3.16 Deployment: eFiling 21
2.4 Data 22
2.4.1 Data Preparation: Case Management 22
2.4.2 Data Conversion: Case Management 22
2.4.3 Data Conversion: Supervision 22
2.4.4 Data Security 23
2.5 Infrastructure 23
2.5.1 Infrastructure for Remote Work 23
2.5.2 Statewide Infrastructure 24
2.5.3 Local Infrastructure 24
2.5.4 Security Functionality 24
2.5.5 Access 25
2.5.6 Environments 25
2.5.7 Post-Implementation Support 26
Appendix: Overview of *bluecrane* Risk Assessment Approach 27

Table of Figures

Figure 1. Areas of CLJ-CMS Project Assessed for Risks 29

Table of Tables

Table 1. Summary Dashboard of QA Assessment Results 2
Table 2. *bluecrane's* Risk Assessment Categorization 29

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 July 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.

Key activities in July included:

- Twenty AutoJira items (non-Production issues) were closed while the Project Manager was on family medical leave and the Deputy Project Manager was on vacation; at the time of the writing of this report, the Deputy Project Manager is beginning to assess the impact of the closed items on overall solution quality
- "Office Hours" continued to be well-attended; the number of questions from courts went down over the course of the month; the Project will be shifting to "Continuing Education" in lieu of Office Hours after August (due to resource constraints and the reduction in the number of questions)
- AOC is working with courts scheduled for future "Go-Live" events to plan for "facilitators" to be present in courts to assist users; solution expertise that resides with the Project team members will be available remotely
- Guided Working Sessions continued to be on hold while waiting for the availability of a Software-as-a-Service (Saas) version of Enterprise Justice 2025 (EJ2025); Tyler has told AOC that the SaaS version will be available by August; the expected delivery of an "on-premises" version continues to be December 2025
- Data conversion for 2026 Event 1 continued with some E-Supervision (i.e., probation) challenges
- The Project continues to wait for a Caseload Pro "recast" plan from Tyler; drafts have been delivered but the Project remains unclear on the end-to-end approach

The risks to schedule and on-time deployment remain high-risk ("red") and, as we have said before, are likely to remain red until an on-premises version of EJ2025 is delivered before or on time (December 2025) with high-quality results (i.e., the parity/gaps issues that have been clearly communicated to Tyler have been addressed adequately). Until this occurs, the Project's timeline is at extreme risk. If and when this does occur, risks to the timeline will shift to achieving the planned 132 deployments in less than two years.

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 Project 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	**July 2025**	**June 2025**	**May 2025**
Schedule: Case Management	High Risk	High Risk	High Risk
Schedule: Supervision	High Risk	High Risk	High Risk
Schedule: eFiling	High Risk	High Risk	High 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	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
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	**July 2025**	**June 2025**	**May 2025**
PMO Processes	No Risk Identified	No Risk Identified	No Risk Identified

People			
Assessment Area	**July 2025**	**June 2025**	**May 2025**
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	**July 2025**	**June 2025**	**May 2025**
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	**July 2025**	**June 2025**	**May 2025**
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	High Risk	High Risk
Deployment: Supervision	High Risk	High Risk	High Risk
Deployment: eFiling	High Risk	High Risk	High Risk

Data			
Assessment Area	**July 2025**	**June 2025**	**May 2025**
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	**July 2025**	**June 2025**	**May 2025**
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		
	July 2025	June 2025	May 2025
	High Risk	High Risk	High Risk

Findings

At this time, the date that Tyler says it will provide AOC with a complete on-premises version of EJ2025 remains early December 2025. As we noted in our May report, this timeline will meet CLJ-CMS needs ***if everything goes according to plan and with high quality results***. The risks to schedule and on-time deployment remain high-risk ("red") and, as we have said before, are likely to remain red until an on-premises version of EJ2025 is delivered before or on time (December 2025) with high-quality results (i.e., the parity/gaps issues that have been clearly communicated to Tyler have been addressed adequately). Until this occurs, the Project's timeline is at extreme risk. If and when this does occur, risks to the timeline will shift to achieving the planned 132 deployments in less than two years.

Risks and Issues

Risk: Delays in Tyler's delivery of (a) fixes for defects, (b) enhancements, and (c) EJ2025 continue to add to the high risk of the Project's timeline.

2.1.2 Schedule: Supervision

Project Management and Sponsorship			
Schedule: Supervision	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	High Risk	High Risk	High 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: Delays in Tyler's delivery of (a) fixes for defects, (b) enhancements, and (c) EJ2025 continue to add to the high risk of the Project's timeline.

2.1.3 Schedule: eFiling

Project Management and Sponsorship			
Schedule: eFiling	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	High Risk	High Risk	High 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: Delays in Tyler's delivery of (a) fixes for defects, (b) enhancements, and (c) EJ2025 continue to add to the high risk of the Project's timeline.

2.1.4 Scope: Case Management

Project Management and Sponsorship			
Scope: Case Management	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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. Recent reports suggest that the infrastructure project is progressing on schedule.

2.1.5 Scope: Supervision

Project Management and Sponsorship			
Scope: Supervision	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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 need 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.*** Recent reports suggest that the infrastructure project is progressing on schedule.

The revised schedule that AOC and Tyler are now developing 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.

The Project continues to wait for a Caseload Pro "recast" plan from Tyler. Drafts have been delivered, but the Project remains unclear on the end-to-end approach.

2.1.6 Scope: eFiling

Project Management and Sponsorship			
Scope: eFiling	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

Pilot Courts have posted local rules for eFiling. Meanwhile, the District & Municipal Court Judges' Association 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.*** Recent reports suggest that the infrastructure project is progressing on schedule.

2.1.7 Project Staffing

Project Management and Sponsorship			
Project Staffing	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	Risk	Risk	Risk

Findings

The CLJ-CMS Project's request for 11 additional staff members was ***not*** approved by the legislature. The Project must complete its work by the end of calendar year 2027 with no increase in approved positions. While the CLJ-CMS Project has made significant progress in hiring, staffing remains a concern. There are currently six open positions on the Project. In light of the requested 11 additional positions not being approved and the large size of the four planned deployments in 2026 and 2027, the CLJ-CMS Project is working on strategies to "do more with less," including potentially leveraging local resources where available and appropriately skilled in technology, business analysis, or project management.

Risks and Issues

Risk: The shortfall in needed Project resources and the difficulty of filling approved open positions are risks to the Project's timeline for testing EJ2025 and deploying the solution to 132 courts by the end of calendar year 2027.

2.1.8 Governance

Project Management and Sponsorship			
Governance	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	Risk	Risk	Risk

Findings

Despite ongoing diligent efforts by the CLJ-CMS Project team, the project-level governance that selects and prioritizes defects that need addressing is not producing responsiveness on the part of Tyler. Each week, the CLJ-CMS Deputy Project Manager continues to produce a well-organized and detailed email of implementation and production concerns. Concerns are organized into the following categories:

- AutoJIRA Concerns (referring to Tyler's system that tracks developmental or pre-production issues)
- CRM Concerns (referring to Tyler's system that tracks production concerns separately from developmental or pre-production issues)
- Previous Open Concerns
- DEV Concerns (referring to issues related to development work that Tyler is doing specific to CLJ-CMS)
- Other Concerns
- Issues Missing Root Cause Analysis

It is difficult to imagine a report of defects and issues that would more clearly communicate issues that have not yet been addressed. Unfortunately, the list of issues has been growing continuously since the Pilot Courts deployment. Tyler's lack of responsiveness is an impediment to Project performance. 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; even so, there is a disconnect between the attention given to the problems and a corresponding improvement in vendor performance.

To be clear, our concern here is ***not*** with the Project Steering Committee or the Joint Information Systems Committee 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 quality of the solution deployed in future "Go Live" events. For now, the tactical project-level governance should focus on addressing current defects and production support issues, as well as outstanding enhancements, prior to the start of Solution Validation (SV) of EJ2025.

2.1.9 Budget: Funding

Project Management and Sponsorship			
Budget: Funding	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed

Findings

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

The Project's request for 11 additional staff positions was ***not*** approved by the legislature.

Risks and Issues

Risk: The shortfall in needed Project resources is a risk to the Project's timeline for testing EJ2025 and deploying the solution to 132 courts by the end of calendar year 2027. The Project must mitigate the risks created by these circumstances and move forward with current approved staffing.

2.1.10 Budget: Management of Spending

Project Management and Sponsorship			
Budget: Management of Spending	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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.

Prior to a May 6, 2025 meeting in Olympia, the AOC Chief Legal Counsel and Director of the Court Services Division (CSD) sent a very direct and unequivocal email message to Tyler leadership that a proposal set forth by Tyler on April 18, 2025, did not provide the AOC CLJ-CMS Project team with sufficient time with the new Enterprise Justice version 2025 (EJ2025) to address the needs of the courts' and the Project's implementation schedule. The message also contained explicit expectations for the (then) upcoming May 6 meeting, including (1) status on feature parity/gaps and a timeline for delivery of existing enhancements; (2) early access to EJ2025 in May, even if via a Software-as-a-Service (SaaS) arrangement, as had been committed to at an early February in-person meeting in Olympia; and (3) general access (including full feature parity) in July 2025, as had been committed to in February. We do not assess risks with AOC's approach to contracts and deliverables management. Risks related to lack of timely delivery by Tyler are addressed elsewhere in this report.

2.1.12 PMO Processes

Project Management and Sponsorship			
PMO Processes	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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, Tyler's lack of responsiveness to AOC's stated priorities, and Tyler's shortfalls in performance.

2.2 People

2.2.1 Stakeholder Engagement

People			
Stakeholder Engagement	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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.

While we are not raising an OCM risk due to the delays in deployments, it is important to note that ***the OCM challenges facing the CLJ-CMS Project are significant and will require diligence to make progress in addressing them.*** Because of the dissatisfaction of Pilot and Early Adopter (EA) Courts who are already feeling "left behind," the CLJ-CMS OCM activities are now operating from a deficit position. It will take considerable work to overcome the negative sentiments of courts already in production which are now widely known throughout the WA Courts community.

2.2.3 OCM: Supervision

People			
OCM: Supervision	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

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

2.2.4 OCM: eFiling

People			
OCM: eFiling	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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.

2.2.6 Court Preparation and Training

People			
Court Preparation and Training	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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; ***however, it is a critical dependency for the CLJ-CMS Project’s deployment of the new solution to the courts that currently utilize OCourt.*** Recent reports suggest that the infrastructure project is progressing on schedule.

With respect to the risk we raised in May regarding a data sharing “integration” with a partner agency, the Department of Licensing (DOL), the Administrator of the Courts sent a letter to the DOL Director in June noting the criticality of addressing the issue urgently. AOC is reaching out to DOL to schedule additional meetings. As we noted in our May report, having a DOL commitment to a completion date is advisable. For now, we are not raising the risk level of this partner agency integration, but we will monitor progress going forward.

2.3.8 Integrations: eFiling

Solution			
Integrations: eFiling	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Tyler certified the single integration required for eFiling in September 2021.

2.3.9 Reports: Case Management

Solution			
Reports: Case Management	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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 SV for EJ2025 or future deployment events.

2.3.12 Testing: Supervision

Solution			
Testing: Supervision	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	High Risk	High Risk	High Risk

Findings

At this time, the date that Tyler says it will provide AOC with a complete on-premises version of EJ2025 would remain early December 2025. As we noted in our May report, this timeline will meet CLJ-CMS needs ***if everything goes according to plan and with high quality results***. The risks to the implementation activities scheduled for 2026 remain extreme since this approach (1) provides so little time between the receipt of the complete on-premises system and the first deployment to additional courts in 2026 and (2) provides little-to-no contingency if things do not go exactly as planned.

The CLJ-CMS Project continues to pursue its “head start” activities to prepare courts for deployment activities. This work includes configuration-related activities and data gathering. This is a reasonable approach toward mitigating some of the schedule risks over the next year while waiting for Tyler to deliver EJ2025.

The risks to schedule and on-time deployment remain high-risk (“red”) and, as we have said before, are likely to remain red until an on-premises version of EJ2025 is delivered before or on time (December 2025) with high-quality results (i.e., the parity/gaps issues that have been clearly communicated to Tyler have been addressed adequately). Until this occurs, the Project’s timeline is at extreme risk. If and when this does occur, risks to the timeline will shift to achieving the planned 132 deployments in less than two years.

Risks and Issues

Risk: Delays in Tyler’s delivery of (a) fixes for defects, (b) enhancements, and (c) EJ2025 continue to add to the high risk of the Project’s timeline, including the planned future deployments to 132 WA courts.

2.3.15 Deployment: Supervision

Solution			
Deployment: Supervision	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	High Risk	High Risk	High Risk

Findings

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

Risks and Issues

Risk: Delays in Tyler's delivery of (a) fixes for defects, (b) enhancements, and (c) EJ2025 continue to add to the high risk of the Project's timeline, including the planned future deployments to 132 WA courts.

2.3.16 Deployment: eFiling

Solution			
Deployment: eFiling	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	High Risk	High Risk	High Risk

Findings

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

Risks and Issues

Risk: Delays in Tyler's delivery of (a) fixes for defects, (b) enhancements, and (c) EJ2025 continue to add to the high risk of the Project's timeline, including the planned future deployments to 132 WA courts.

2.4 Data

2.4.1 Data Preparation: Case Management

Data			
Data Preparation: Case Management	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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.

Given the extremely tight timeline that emerged from the May 6, 2025 meeting with Tyler, the CLJ-CMS Project has wisely decided to “get a head start” on deployment activities for the 132 courts remaining. For example, the Project is going to begin work on data gathering while waiting for EJ2025. This is at least a reasonable approach toward mitigating some of the schedule risks over the next year.

2.4.2 Data Conversion: Case Management

Data			
Data Conversion: Case Management	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	No Risk Identified	No Risk Identified	No Risk Identified

Findings

Because eFiling and Supervision will be delivered via a 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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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		
	July 2025	June 2025	May 2025
	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).

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 SV for EJ Version 2025 or future deployment events.

2.5.7 Post-Implementation Support

Infrastructure			
Post-Implementation Support	Three-Month Rolling Risk Levels		
	July 2025	June 2025	May 2025
	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.

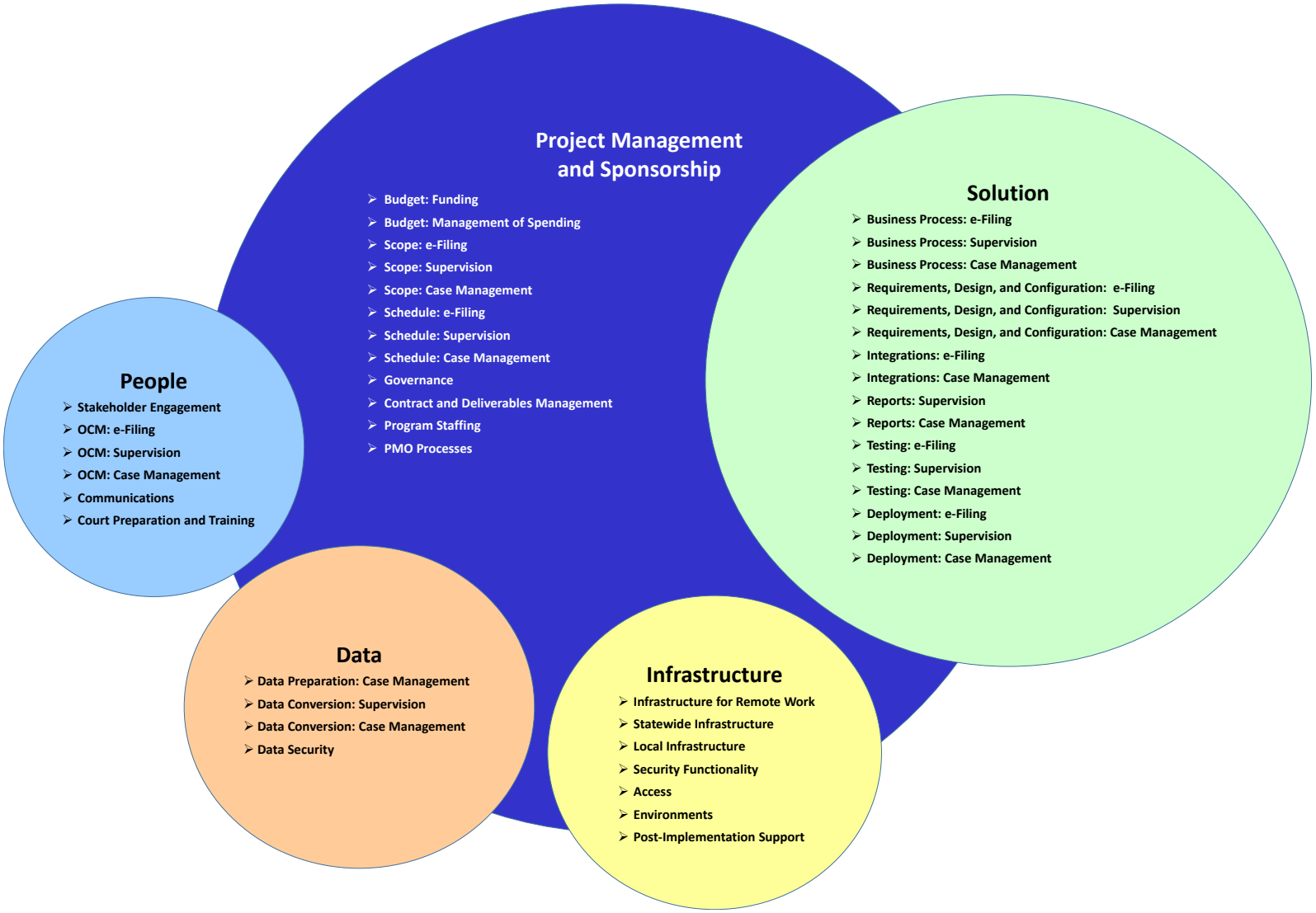

Figure 1. Areas of CLJ-CMS Project Assessed for Risks

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