MANAGEMENT CONSULTING

FOR

STATE AND LOCAL GOVERNMENTS

QUALITY ASSURANCE (QA)

PROJECT OVERSIGHT

INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

PROJECT MANAGEMENT

RISK REDUCTION

TECHNOLOGY ALIGNMENT

Quality Assurance Assessment

for the

State of Washington

Administrative Office of the Courts (AOC)

SC-CMS Project

April 10, 2012

Prepared by

Bluecrane, Inc.

bluecrane ®

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Part 1: Summary of April 10, 2012 Report

This report provides the initial quality assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the State of Washington Administrative Office of the Courts (AOC) Superior Court – Case Management System (SC-CMS) Project. *bluecrane* began work as the Quality Assurance (QA) professional services provider for the SC-CMS Project on March 14, 2012. This report documents our observations, findings, and recommendations from our first twenty business days on the engagement.

Because the SC-CMS Project is in the procurement phase of its activities with an expectation of releasing a Request for Proposal (RFP) for the primary vendor, or systems integrator (SI), on May 7, we have focused our initial review on areas of assessment which we believe are most critical for SC-CMS (1) to achieve its planned RFP release date and (2) to successfully manage project and procurement processes prior to and immediately after the RFP release.

Part 2 of this report provides an overview of our approach to structuring our QA assessments. We summarize all assessment activities into the following five "categories":

- Management;
- People;
- Application;
- Data; and
- Infrastructure Technology.

For our initial assessment, we have not addressed the categories of Data or Infrastructure Technology, due to our focus on more urgent SC-CMS procurement activities.

As part of our approach, we break categories down into "tracks" and tracks into "assessed areas." We assign color-coded assessment ratings, as defined in the table in Part 2 of this report, to each assessed area.

Part 3 of this report provides details of our observations, assessed risks, and recommendations in the format of our "QA Dashboard." In addition to the details provided in Part 3 of this report, we have started our own internal log of potential risk areas and other areas for assessment that we will be working on in April and later months. We have not included those logs as a part of this report as our intent is not to overwhelm the reader with details of our work but to focus on key areas of immediate concern.

Here in Part 1, we provide a summary for executive management and project management of the key findings and recommendations described in Part 3.

During our first twenty days with AOC management and staff, we evaluated many areas of project activities. Based on our initial observations, we have identified eleven areas, summarized in the table below, of noteworthy risks for consideration by the executive sponsors and project team.

Reference Number	Category	Track	Area of Assessment	Assessed Status
M0001	Management	Schedule	Request for Proposal (RFP) Review	
M0002	Management	Project Structure	Positioning of Project Manager (PM) Role in AOC	
M0003	Management	RFP Development	Evaluation Criteria	
M0004	Management	Project Management	Project Management Plans	
M0005	Management	Project Management	Project Management Processes	
M0006	Management	Project Management	System Development Lifecycle (SDLC) Plans	
M0007	Management	Project Management	System Development Lifecycle (SDLC) Management Processes	
M0008	Management	Project Management	Procurement Management	
M0009	Management	Project Management	Project Manager Responsibilities	
P0001	People	Resources	Procurement	
A0001	Application	Interfaces	Dependencies Related to Information Networking Hub (INH) and Commercial-Off-the-Shelf Preparation (COTS Prep) Projects	

We recognize that simultaneously addressing all eleven of the risk areas identified above is a daunting task – and not advisable. Therefore, we've prioritized the eleven items as:

1. Potential Impact to the RFP Release – Very Urgent Consideration
2. Potential Impact to the Procurement – Urgent Consideration
3. Potential Impact to the Successful Management of the Project – Serious Consideration

Our summary discussion below of the eleven noteworthy risks is presented by the three priority categories.

Potential Impacts to the RFP Release – Very Urgent Considerations

- **Item M0001 – RFP Review** (Management Category, Schedule Track)
    - **Summary:** The time allotted for RFP Steering Committee and AOC internal stakeholders to make comments and have them incorporated into the RFP document is very aggressive. There is risk to the quality of the RFP document and of undesirable consequences in subsequent phases of the project.
    - **Assessed Status:**
    - **Recommendations:**
        - At the end of the internal RFP review, ascertain degree to which reviewers support the content of the RFP. If support is weak, identify tasks to obtain full support.
        - If there is insufficient time to make all content modifications to the RFP prior to release of the RFP, then issue addendums within a few weeks of release.
- **Item P0001 – Procurement** (People Category, Resources Track)
    - **Summary:** The Acquisition Vendor will likely be the best resource for answering many of the questions or problems that will inevitably arise during the remainder of the procurement. In addition, needs may arise to develop addendums to the RFP. Also, questions may be raised concerning the content of the RFP during evaluation.
    - **Assessed Status:**
    - **Recommendation:** Extend the contract of the Acquisition Vendor through award of the systems integrator contract.

Potential Impacts to the Procurement – Urgent Considerations

- **Item M0003 – Evaluation Criteria** (Management Category, RFP Development Track)
    - **Summary:** The subjectivity of the non-scored, qualitative vendor reference evaluations may create an unacceptable level of vulnerability to protests from

non-Apparently Successful Vendors (non-ASVs). Such protests have been known to “tie-up” procurements for many months.

- **Assessed Status:**
- **Recommendations:**
  - Consider the advice of the Special Assistant Attorney General (SAAG) in making a decision on how to conduct, document, and use the vendor reference evaluations.
  - If a decision is made to continue to use the non-scored, qualitative evaluation method, then it may be possible to establish an "alternative protest process" that allows the project to proceed while under protest and limits the protest period to 45 days. This approach has been used successfully in other states.

- **Item M0008 – Procurement Management** (Management Category, Project Management Track)
  - **Summary:** There are multiple managers responsible for procurement activities. Currently, both the Vendor Relations Coordinator and the Project Manager are responsible for procurement activities.
  - **Assessed Status:**
  - **Recommendation:** Assign responsibility for the procurement to the Vendor Relations Coordinator or to another appropriate AOC procurement expert. Free the Project Manager to lead the project and ensure that project activities are being executed according to plan. (See next item, which is closely related.)

- **Item M0009 – Project Manager Responsibilities** (Management Category, Project Management Track)
  - **Summary:** The Project Manager is performing project tasks including maintaining the project schedule, writing project plans, preparing agendas, taking minutes, and scheduling meetings. The Project Manager should manage the project and ensure that tasks are being completed according to plan, schedule, and budget but ***should not perform project tasks***. The Project Manager does have administrative support (e.g., minute taker) in some meetings. However, the support should be broader and more consistent.
  - **Assessed Status:**

- **Recommendations:** Free the Project Manager to lead the project and ensure that project activities are being executed according to plan.

Potential Impacts to the Successful Management of the Project – Serious Considerations

- **Item M0002 – Positioning of PM Role in AOC** (Management Category, Project Structure Track)

  - **Summary:** The SC-CMS Project Manager role is too deeply "buried" in the AOC organization and is not broad enough to encompass business stakeholders. The Project Manager role does not have sufficient authority over the areas in the organization that will participate in the implementation of SC-CMS including procurement, business process improvement, infrastructure readiness, and software development. The significance and complexity of the SC-CMS project requires a strong leader with experience in leading projects of similar size and complexity.

  - **Assessed Status:**

  - **Recommendations:**

    - Have the SC-CMS Project Manager role report to co-sponsors (the Information Services Division [ISD] Director and Judicial Services Division [JSD] Director) and to the executive sponsors (AOC Administrator and Judicial Information Systems Committee (JISC) Chairperson). While the SC-CMS Project is at its very core a largely IT effort, it should be positioned as an "AOC transformational project" in all communications (in other words, not "just" an IT project).

    - If necessary, procure an experienced Level 3 Project Manager who will mentor the current SC-CMS Project Manager and groom her to assume the broader role of overall Project Manager. In other words, make one deliverable of the contract that the procured Project Manager works his/her way out of the job and becomes support to the internal AOC Project Manager for a period of time.

- **Item M0004 – Project Management Plans** (Management Category, Project Management Track)

  - **Summary:** Although some project management plans have been developed or are under development, the majority of project management plans have not been developed or published. The process of developing project management plans tends to foment agreement on how the project will be managed, which project

activities will be performed and how those activities will be performed. The absence of project management plans (and the process of developing them) creates a risk that project management processes will be performed inconsistently or not at all.

- **Assessed Status:**
- **Recommendation:** Publish a set of project management plans preferably by modifying a standard set of plans provided by the AOC Project Management Office (PMO). The following additional project management plans should be published:
  - Master Project Management Plan
  - Schedule Management Plan
  - Governance Management Plan
  - Risk Management Plan
  - Issue Management Plan
  - Change Management Plan
  - Cost Management Plan

- **Item M0005 – Project Management Processes** (Management Category, Project Management Track)
  - **Summary:** Although some project management processes are being used (including periodic project meetings, project schedule updates, and risk identification), project processes are not being fully utilized by the project. When industry best practices are ***adapted to the specific context of SC-CMS***, they become practical tools and offer pragmatic approaches to reducing risk. Utilization of project management processes reduces the risk of project delays, budget overruns, miscommunication, and lack of stakeholder support.
  - **Assessed Status:**
  - **Recommendation:** In conjunction with development and publication of project management plans, increase utilization of project management processes.

- **Item M0006 – System Development Lifecycle (SDLC) Plans** (Management Category, Project Management Track)
  - **Summary:** Although many of the SDLC plans will be provided by the System Integration (SI) vendor, some SDLC plans should be published prior to the SI coming on-board. Currently, no SDLC plans for the project have been published.

SDLC plans identify the methods with which the system will be implemented. The SDLC plans provide guidance to the project team on how to conduct implementation activities.

- **Assessed Status:**

- **Recommendation:** Publish SDLC plans appropriate for each phase of the project, preferably by modifying a standard set of plans provided by the AOC PMO. (Suggestions are provided in our detailed QA Dashboard in Part 3 of this report.)

- **Item M0007 – System Development Lifecycle (SDLC) Management Processes** (Management Category, Project Management Track)

  - **Summary:** SDLC processes appropriate for this phase of the project are not being fully utilized by the project.

  - **Assessed Status:**

  - **Recommendation:** In conjunction with development and publication of SDLC plans, increase utilization of SDLC processes in order to reduce the risk of the implemented system not meeting business needs.

- **Item A0001 – Dependencies Related to Information Networking Hub (INH) and Commercial-Off-the-Shelf Preparation (COTS Prep)** (Application Category, Interfaces Track)

  - **Summary:** Because of the uncertainty in estimating the work required to complete the Information Networking Hub (INH) and Commercial-Off-the-Shelf Preparation (COTS Prep) projects, there is risk that these projects may not be completed in the timeframe required for implementing the SC-CMS project.

  - **Assessed Status:**

  - **Recommendation:** Detailed project schedules for both the INH and COTS Prep projects should be developed, maintained, and tracked. Major milestone dependencies should be linked to the SC-CMS project schedule. A contingency plan has been identified that will be implemented if the INH project is not available when SC-CMS is implemented. A similar contingency plan should be developed for the COTS Prep project which may require assigning priorities for re-scoping or de-scoping the project, should such actions become necessary.

Part 2: Review of *bluecrane* Approach

We began our Quality Assurance engagement for the AOC SC-CMS Project by developing an understanding of the project at a macro level. We started by analyzing "Categories" of project activities and risks. Our approach and tools are flexible enough to permit us to define any Categories that we find appropriate. However, experience has shown that the following five Categories are typically comprehensive in understanding what a project is all about and what risks the project will face:

- ***Management***
- ***People***
- **Application**
- **Data**
- ***Infrastructure Technology***

It is not our practice to duplicate Project Management activities by following and analyzing each task and each deliverable that our clients are tracking in their project management software (such as Microsoft Project). Rather, we identify those groups of tasks and deliverables that are key "signposts" in the project. While there are numerous tasks that may slip a few days or even weeks, get rescheduled, and not have a major impact on the project, there are always a number of significant "task groups" and deliverables which should be tracked over time because any risk to those items – in terms of schedule, scope, or cost – have a potentially significant impact on project success.

We de-compose the five categories listed above into the next lower level of our assessment taxonomy. We refer to this next lower level as the "track" level. We further breakdown tracks into "areas of assessment."

For each area of assessment within a track and category, we document in our QA Dashboard our observations, any issues and/or risks that we have assessed, and our recommendations. We provide the full QA Dashboard in Part 3 of our monthly report, and we summarize the Dashboard in Part 1 of our monthly report for review with client executives and project management.

Assessed status is rated at a macro-level using the scale shown in the table on the following page.

Assessed Status	Meaning
	Extreme Risk: a risk that project management must address or the entire project is at risk of failure; these risks are "show-stoppers"
	Risk: a risk that is significant enough to merit management attention but not one that is deemed a "show-stopper"
	Risk Being Addressed: a risk item in this category is one that was formerly red or yellow, but in our opinion, is now being addressed adequately and should be reviewed at the next assessment with an expectation that this item becomes green at that time
	No Risk: "All Systems Go" for this item
	Not Started: this particular item has not started yet or is not yet assessed
	Completed/Not Applicable: this particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes

Rating risks at the macro-level using the scale above provides a method for creating a snapshot that project personnel and executive management can review quickly, getting an immediate sense of project risks. The macro-level ratings are further refined by describing in detail what the risk/issue is and what remedial actions are being taken/should be taken to address the risk/issue.

The analysis described here provides AOC SC-CMS management with a framework for evaluating project risks – in terms of business objectives and traditional project management tasks.

Part 3: Full Report from *bluecrane* Dashboard

bluecrane Quality Assurance Dashboard for the Washington AOC SC-CMS Project	
Category Summary	
Category	**Highest Level of Assessed Risk**
Management	
People	
Application	
Data	Not assessed to-date
Infrastructure Technology	Not assessed to-date

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0001	**Schedule**	RFP Review		Time allotted for RFP Steering Committee and AOC internal stakeholders to make comments and have them incorporated into the RFP document is very aggressive. There is significant risk to the planned May 7 RFP release date. The SC-CMS Project Manager is managing the process vigilantly.	If reviewers are not given sufficient time to review the RFP, there may be problems in the content of the RFP that will have undesirable effects in subsequent phases of the project. In addition, stakeholder support for the RFP may suffer because of the short review timeframe. If time for making revisions to the RFP is insufficient, there may be errors in the RFP content. If the reviewers and editors cannot meet the scheduled review and update timeframes, the schedule for RFP release may be extended. If the RFP release data is extended, then support from stakeholders may decrease.	1. At the end of the internal RFP review, ascertain the degree to which reviewers support the then current content of the RFP. If support is weak, identify tasks to obtain full support. 2. If there is insufficient time to make all content modifications to the RFP prior to release of the RFP, then issue addendums within a few weeks of release.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0002	**Project Structure**	Positioning of PM Role in AOC		The SC-CMS Project Manager role is too deeply "buried" in the AOC organization and is not broad enough to encompass business stakeholders. The current SC-CMS Project Manager appears quite capable but has never led a Level 3 project before SC-CMS.	The Project Manager role does not have sufficient authority over the areas in the organization that will participate in the implementation of SC-CMS including procurement, business process improvement, infrastructure readiness, and software development. Conflicts will arise over resource allocation, decision making, and project expenditures. It is important for the SC-CMS Project Manager to be on the same level in the organization as her counterparts that control resources that will be matrixed to the project. The significance and complexity of the SC-CMS project requires a strong leader with experience in leading projects of similar size and complexity.	1. Have the SC-CMS Project Manager role report to co-sponsors (the ISD Director and JSD Director) and to executive sponsors (AOC Administrator and JISC Chairperson). While the SC-CMS Project is at its very core a largely IT effort, it should be positioned as an "AOC transformational project" in all communications (in other words, not "just" an IT project). 2. If necessary, procure an experienced Level 3 Project Manager who will mentor the current SC-CMS Project Manager and groom her to assume the broader role of overall Project Manager. In other words, make one deliverable of the contract that the procured Project Manager works his/her way out of the job and becomes support to the internal AOC Project Manager for a period of time.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0003	**RFP Development**	Evaluation Criteria		The current plan is to evaluate vendor references as a non-scored, qualitative assessment that will determine which vendor is chosen as the Apparently Successful Vendor (ASV) when all other things are equal. The AOC CIO has asked the SAAG how AOC should conduct and document the reference checks to minimize AOC's vulnerability to protests from non-ASVs.	The subjectivity of the vendor reference evaluations may create an unacceptable level of vulnerability to protests from non-ASVs. Such protests have been known to "tie-up" procurements for many months.	1. Consider the advice of the SAAG in making a decision on how to conduct, document, and use the vendor reference evaluations. 2. If a decision is made to continue to use the non-scored, qualitative evaluation method, then it may be possible to establish an "alternative protest process" that allows the project to proceed while under protest and limits the protest period to 45 days. This approach has been used successfully in other states.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0004	**Project Management**	Project Management Plans		Although some project management plans have been developed or are under development, the majority of project management plans have not been developed or published. The following project management plans have been established: • Project Charter • Acquisition Plan The following project management plans are under development: • Staffing Plan • Communication Plan	Project management plans identify the methods with which the project will be managed. The project management plans provide guidance to the project team on how to conduct project activities. The process of developing project management plans tends to foment agreement on how the project will be managed, which project activities will be performed and how those activities will be performed. The absence of project management plans (and the process of developing them) creates a risk that project management processes will be performed inconsistently or not at all.	Publish a set of project management plans preferably by modifying a standard set of plans provided by the AOC PMO. The following additional project management plans should be published: • Master Project Management Plan • Schedule Management Plan • Governance Management Plan • Risk Management Plan • Issue Management Plan • Change Management Plan • Cost Management Plan

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0005	**Project Management**	Project Management Processes		Although some project processes are being used including periodic project meetings, project schedule updates, and risk identification, project processes are not being fully utilized by the project. When industry best practices are adapted to ***the specific context of SC-CMS***, they become practical tools and offer pragmatic approaches to reducing risk.	Utilization of project management processes reduces the risk of project delays, budget overruns, miscommunication, and lack of stakeholder support.	In conjunction with development and publication of project management plans, increase utilization of project management processes.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0006	**Project Management**	System Development Lifecycle (SDLC) Plans		Although many of the SDLC plans will be provided by the System Integration (SI) vendor, some SDLC plans should be published prior to the SI coming on-board. Currently, no SDLC plans for the project have been published. SCLC plans identify the methods with which the system will be implemented. SDLC plans provide guidance to the project team on how to conduct implementation activities.	Without a documented set of SDLC plans, SDLC processes may be performed inconsistently or not at all. In more practical terms, agreement is lacking on how the implementation will be managed, which implementation activities will be performed, and how those activities will be performed – and this increases risks for the project.	Publish SDLC plans appropriate for each phase of the project, preferably by modifying a standard set of plans provided by the AOC PMO. The following SDLC plans should be published for the current phase of the project: • System Architecture Plan • Requirements Management Plan • Organizational Change Management Plan Additional plans will be published for later phases of the project, including: • Training Plan • Testing Plan • Conversion Plan • Deployment Plan • Maintenance Plan

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0007	**Project Management**	System Development Lifecycle (SDLC) Management Processes		SDLC processes appropriate for this phase of the project are not being fully utilized by the project.	Utilization of SDLC processes reduces the risk of the implemented system not meeting business needs.	In conjunction with development and publication of SDLC plans, increase utilization of SDLC processes.
M0008	**Project Management**	Procurement Management		There are multiple managers responsible for procurement activities. Currently, both the Vendor Relations Coordinator and the Project Manager are responsible for procurement activities.	Lack of a single management focus in this (or any other) project area can result in miscommunications and lack of coordination.	Assign responsibility for the procurement to the Vendor Relations Coordinator or to another appropriate AOC procurement expert. Free the Project Manager to lead the project and ensure that project activities are being executed according to plan.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0009	**Project Management**	Project Manager Responsibilities		The Project Manager is performing project tasks including maintaining the project schedule, writing project plans, preparing agendas, taking minutes, and scheduling meetings. The Project Manager should manage the project and ensure that tasks are being completed according to plan, schedule, and budget but ***should not perform project tasks***. The Project Manager does have administrative support (e.g., minute taker) in some meetings. However, the support should be broader and more consistent.	If the Project Manager is too involved in detailed project activities, the result may be insufficient coordination, planning, and communication.	1. The project should have a project administrator who can take notes in meetings, send out agendas and minutes, schedule meetings, maintain the project library, and other administrative tasks. 2. The project should have project management office staff assigned who can develop project reports, maintain the project schedule, maintain project management plans, and maintain project logs such as the risk, issue, and decision logs. Free the Project Manager to lead the project and ensure that project activities are being executed according to plan.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0010	**Project Management**	Project Charter		Project Charter is in place.		
M0011	**Project Management**	Project Scope and Objectives		Further analysis needed as we move past the current urgency related to the RFP release.		Need to determine if the project's scope, objectives, and deliverables are clearly defined, supported by management and stakeholders, and routinely revisited for continuing validity and achievability.
M0012	**Project Structure**	Business Organization's Structure		Further analysis required to determine if the business organization is structured to be effective, given the project's needs.		Need to review the new Court Business Office (CBO) organization.

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0013	**Stakeholder Management**	Active Engagement		Further analysis required to determine if executive sponsors, key executives, and other stakeholders are adequately engaged in the project.		
M0014	**Stakeholder Management**	Two-Way Communication		Further analysis is required to determine if routine and effective two-way communication is occurring with executive sponsors, key executives, and other stakeholders.		At a minimum, ensure that appropriate project meetings are taking place and that reporting has been established.
M0015	**Stakeholder Management**	Project Steering Committee		Project Steering Committee has been established and is active in overseeing the project.		

Category: MANAGEMENT

Ref. No.	Management Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
M0016	**Stakeholder Management**	Project Governance		Governance for the RFP has been defined. However, project, business functionality, and technical governance have not been fully defined.	Not treating this area as a risk yet; however, we will continue to assess the evolution of project governance to ensure broader coverage.	
M0017	**Project Schedule and Planning**	Project Schedule		Milestones have been identified in the project schedule.		

Category: PEOPLE						
Ref. No.	**People Track**	**Area of Assessment**	**Assessed Status**	**Observation**	**Risks/Potential Impacts**	**Recommendations**
P0001	**Resources**	Procurement		The Acquisition Vendor contract is scheduled to end when the RFP is released.	The Acquisition Vendor will likely be the best resource for answering many of the questions or problems that will inevitably arise during the remainder of the procurement. In addition, needs may arise to develop addendums to the RFP. Also, questions may be raised concerning the content of the RFP during evaluation.	Extend the contract of the Acquisition Vendor through award of the systems integrator contract.

	Category: APPLICATION					
Ref. No.	**Application Track**	**Area of Assessment**	**Assessed Status**	**Observation**	**Risks/Potential Impacts**	**Recommendations**
A0001	**Interfaces**	Dependencies Related to Information Networking Hub (INH) and Commercial-Off-the-Shelf Preparation (COTS Prep) Projects		Because of the uncertainty in estimating the work required to complete the INH and COTS Prep projects, there is risk that these projects may not be completed in the timeframe required for implementing the SC-CMS project.	Without a "workaround", the SC-CMS implementation will be delayed if the INH and COTS Prep projects are not completed on time.	Detailed project schedules for both the INH and COTS Prep projects should be developed, maintained, and tracked. Major milestone dependencies should be linked to the SC-CMS project schedule. A contingency plan has been identified that will be implemented if the INH project is not available when SC-CMS is implemented. A similar contingency plan should be developed for the COTS Prep project which may require assigning priorities for re-scoping or de-scoping the project, should such actions become necessary.

Category: DATA

Ref. No.	Data Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
	No Assessments in this Category to-Date					

Category: INFRASTRUCTURE TECHNOLOGY

Ref. No.	Application Track	Area of Assessment	Assessed Status	Observation	Risks/Potential Impacts	Recommendations
	No Assessments in this Category to-Date					