

**State of Vermont
Joint Fiscal Office**

**Independent Review
of
State Information Technology Projects
and Operations
(H.492 Sec. 36 / H.519 Sec. 32)**

**Project: Next Generation Case
Management System (Judiciary)**

**Interim Update #3
September 30, 2017**

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Project Overview:

- **Last full report: January 12, 2016**
- **Last interim update: September 30, 2016**
- **Next scheduled interim update: June 30, 2018**

In 2015 the Vermont Judiciary, recognizing that its legacy Case Management System is no longer able to support current and future organizational objectives and imperatives, began an initiative to select and implement a Next Generation Case Management System (NG-CMS). This project was originally reviewed by the Joint Fiscal Office (JFO) in late 2015 and early 2016, and the resulting analysis was completed on January 12, 2016 and subsequently presented to the Senate and House Institutions Committees. In order to effectively support the intent of the original review the JFO will be conducting interim updates through project completion. These updates will be normally scheduled when there have been significant changes in project status, project risk, or project finances.

Project Status:

At the time of the last Interim Update (September 30, 2016) the Judiciary's NG-CMS project was late in the Planning stage: the Request for Proposal (RFP) had closed, responses had been received, and initial evaluations of the responding vendors had been completed. Since that time a vendor has been selected (12/5/2016), a contract was negotiated and signed (June 30, 2017), and the project has moved into the Execution phase (July 3, 2017). For approximately the next 40 months the project will continue in this phase as the new system is installed, configured, tested, and deployed, and if all goes as planned the project will enter the Closing phase during the first two months of 2021.

Project Analysis:

The Next Generation Case Management System project continues to be Strong overall, which is unchanged from the previous report. The primary activities during the past several months related to the selection of the NG-CMS vendor and product (Tyler Industries / Odyssey unified case management system), contract negotiation, contract signing, and project kickoff. While the project schedule calls for approximately 40 months of implementation and deployment before completion, in reality visible progress should be achieved much sooner due to the phased implementation schedule. Given the relatively low-risk nature of the chosen technical approach (a proven commercial off the shelf product), at this time the primary risks to successful project completion are:

- Committed funding is insufficient to allow project completion. The lack of full funding would require either project cancellation, a slower deployment schedule, or a reduction in scope. All would have a severe impact on project success;
- System implementation and deployment might be unsuccessful. Deficiencies in implementation, whether functional gaps, legacy data transfer issues, or integration problems, could lead to a less than satisfactory outcome;
- Project stakeholders may be unable to successfully adapt to the new solution.

These risks can be addressed as follows:

- The Legislature lives up to language in the current Capital Bill, H.519: “It is the intent of the General Assembly to provide funding to complete the project described in subsection (a) of this section in FY 2019”;
- Project Leadership and Project Management continue to be effective throughout the Execution phase. This includes the production of realistic plans and schedules, ensuring that activities are conducted in accordance with those plans and schedules, and requiring that all vendor deliverables meet expected quality control / quality assurance standards;
- Project stakeholders are kept actively engaged, required business process changes are identified and implemented, and change management plans are prepared and executed as required.

Project Analysis Trends:

Overall Status: Previous: Strong / Current: **Strong** / Trend: Steady

1. Project Justification: Previous: Excellent / Current: **Excellent** / Trend: Steady
2. Clarity of Purpose: Previous: Strong / Current: **Strong** / Trend: Steady
3. Organizational Support: Previous: Strong / Current: **Strong** / Trend: Steady
4. Project Leadership: Previous: Strong / Current: **Strong** / Trend: Steady
5. Project Management: Previous: Strong / Current: **Excellent** / Trend: Steady
6. Financial Considerations: Previous: Neutral / Current: **Neutral** / Trend: Steady
7. Technical Approach: Previous: Neutral / Current: **Strong** / Trend: **Improving**

Previously Scheduled Milestones:

Based on the previous high-level Project Schedule, the following items were expected to be complete by the time of this Interim Update (September 30, 2017); actual completion dates or other status are shown in parenthesis:

- Vendor selection complete (completed 12/5/2016)
- Contract negotiated and signed (completed June 30, 2017)
- Project Execution phase starts (completed July 3, 2017)
- Project Execution Kick Off meeting (completed 9/26/2017)

Upcoming Milestones:

Based on the current high-level Project Schedule, the following items are expected to be complete or in progress by the time of the next Interim Update scheduled for June 30, 2018; completion targets are shown in parenthesis:

- Project completion funding request prepared and submitted to Executive/Legislative entities (completion target 1/15/2018)
- Requirements Traceability Matrix Developed (completion target 3/26/2018)
- Business Process Review Conducted (completion target 3/26/2018)
- Implementation Work Plan Developed (completion target 3/26/2018)
- Data Conversion Analysis Conducted (completion target 3/26/2018)
- Phase 1 Implementation at the Judicial Bureau (commencement target 3/26/2018)

Future Updates:

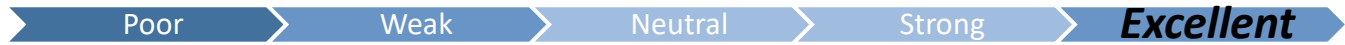
Based on the project phase, schedule, and progress to date, the next Interim Update should be scheduled for June 30, 2018. At that time project should be several months into the Phase 1 Implementation at the Judicial Bureau, and there should be additional information as to how well the project is progressing. If delays were encountered or this information is not yet available, the Interim Update should be delayed until September 30, 2018.

Overall Status:



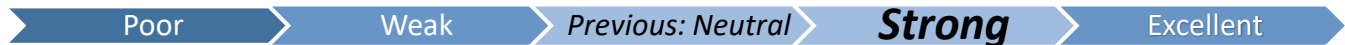
The Judiciary has selected a Commercial Off the Shelf (COTS) product to replace their legacy Case Management System. The use of a widely used and proven system, coupled with strong organizational and project management support, will serve to minimize technical and financial risks as the project moves into the execution/implementation stage.

1. Project Justification: (Why are we doing this? Is the project necessary and beneficial?)



The legacy system from 1990 (VTADS) is overdue for replacement with a modern, more capable system.

2. Clarity of Purpose: (Is there a clear definition of success? Is the scope statement complete?)



The Project Charter (March 2016), in concert with the Functional and Technical Requirements Document (May 2016) contains sufficient details on scope for this phase of the project. These documents will also be supported by the upcoming Project Management Plan (October 2017) and related contractor deliverables.

3. Organizational Support: (Is the organization ready to undertake this project? Has the potential need for business process change been acknowledged, and is there a Change Management Plan?)



Organizational support has been and continues to be solid. As recognized earlier and documented in project artifacts, effective organizational change management will play a critical role in the success of the project as the NG-CMS is implemented.

4. Project Leadership: (Has a qualified person been designated to lead the project, and has that person been empowered to do so?)



Project leadership has been assigned to one individual, and this has been documented in the Project Charter and other project artifacts. This leader must be continually empowered by the key stakeholders to drive the project to a successful conclusion.

5. Project Management: (Is the project management staff appropriate, and will project management conform to State of Vermont standards?)



Project Managers (internal, contracted, and vendor) continue to produce quality PM artifacts (Charter, Schedule, Project Management Plan, etc.). PM activities to date reflect excellent work, and are expected to minimize risks as the project matures.

6. Financial Considerations: (How much will it cost to complete the project, how much will it cost to maintain and operate the system, and how it will all be paid for?)



The cost of the selected system (purchase and operation) is in line with previous estimates, and is appropriate for this solution. However, the project is not yet fully funded. In order for this rating to improve Legislative commitments to the remaining funding must be fulfilled to eliminate a major risk to project completion and success.

7. Technical Approach: (Is the proposed solution achievable, realistic, and appropriate?)



The selected vendor (Tyler Technologies) and system (Odyssey unified case management system) is appropriate for the project goals. This represents a commercially available solution that is proven in several other states, and if implemented correctly should meet technical and business expectations.

Judiciary Comments on the 9/30/2017 Interim Update

The following comments were provided by the Judiciary CIO on 10/03/2017:

Our announcement in late June that we contracted with Tyler Technologies to implement their Odyssey® unified case management system in Vermont was an important milestone for the Judiciary. Tyler, which was selected following an extensive Request for Proposal (RFP) process, is the most widely adopted commercial case management system nationwide, being used in twelve statewide implementations and installed and operational in over 400 trial courts. This proven, best-practice-based success in implementing court case management systems will allow us to realize the needed organizational and business process transformation that will move us from a paper-driven to an electronic-focused business model.

Rigorous project planning and governance remains a key area of focus. Now that Tyler is engaged in our project, we have an established Project Management Office consisting of Project Managers from the Judiciary, BerryDunn, and Tyler. While each has unique responsibilities and resources to manage, they will be working together day-to-day within our defined governance structure to ensure the success of the Project. The Judiciary NG-CMS Project Team has also been established, with full time representatives from the Courts. The team, whose prior responsibilities are being back-filled, each represent specific functional areas and are located in dedicated NG-CMS project space at 111 State St. They will be supplemented by additional, ad-hoc subject matter experts as required during the project.

We appreciate the support of the Legislature in establishing initial funding of the project by appropriations in 2015 and 2017. As noted in your report, the commitment by the Legislature to complete needed project funding in FY2019 must be fulfilled in order to eliminate a major risk to the project and to ensure success.