LJ CMS Recommendation Report
Presented to:
Commission on Technology
October 9, 2008

Prepared by:

Name	***LJ CMS Ad-Hoc Committee***
Court	***Arizona Supreme Court***
Date	***October 9, 2008***

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Section I. Business and Technology Assessment

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Project Investment Name	*Date*
Limited Jurisdiction Case Management System	October 9, 2008

This section describes the business issues, objectives and operational goals of the project. It describes the proposed changes, current problems, and the technology to be implemented, major deliverables, personnel involved, other alternatives studied and a summary project schedule.

A. Management Summary

The purpose of the LJ CMS project is to provide a fully automated, state-of-the-art, Case Management System (CMS) for all limited jurisdiction courts in the Arizona Judicial Branch. The project will encompass the replacement of the current CMS, AZTEC, a legacy application and will also provide a replacement system for other non-AOC supported LJ Courts:

- Phoenix Municipal Court
- Mesa Municipal Court
- Pima County Consolidated Justice Courts

Program management for the new statewide CMS is the responsibility of the Administrative Office of the Courts (AOC) and the Commission on Technology (COT), which will operate with the assistance of its employees, various elected officials, consultants and local governmental units.

The LJ CMS project will include enhancement of the vendor package currently rolling-out in the General Jurisdiction courts, training, deployment, support services and an implementation plan. The elements of the CMS implementation will include the ability to integrate and/or interface with other state agencies including, but not limited to, the Arizona Motor Vehicle Department (MVD), the Department of Public Safety (DPS), the Department of Corrections (DOC), the National Crime Information Center (NCIC), the Supreme Court Data Warehouse, the Fines/Fees and Restitution Enforcement program (FARE), the Department of Revenue (DOR), outside collection agencies and other entities as determined by the AOC.

The new CMS will meet the functional requirements established by the AOC and will comply with the Supreme Court Minimum Accounting Standards requirements.

Is this project mandated by law, court case or rule? No
No specific law, court case or rule exists, but Arizona Code of Judicial Administration § 1-501 specifies that Arizona Court Automation Project (ACAP) courts shall use the statewide standard case management system.

B. Proposed Changes and Objectives, "To Be"

The Arizona Judicial Branch has an excellent track record of aggressively planning and implementing new technology projects to improve the provision and administration of justice. Courts depend upon technology to facilitate mandated record keeping, communications, and funds distribution activities. Basic case and cash management systems, having common data definitions, standard codes, and consistent data recording practices in courts across the state support the requirements for the Judiciary to gather, track, and analyze information. Various high value projects are predicated on all courts' case and cash management data being in electronic form.

The courts embarked on the first wave of statewide automation in the late 1980s with a goal of implementing a statewide network, electronic mail, and standard case, financial, and jury management systems statewide to replace manual processes. The Arizona Judicial Information Network (AJIN), a statewide network connecting courts, was established in 1994, and began to carry electronic mail almost immediately. The AZTEC case management system was deployed to 147 courts by the end of the decade. In the late 1990s, the courts constructed a back-end data warehouse to accomplish some integration among systems. Though the first wave of automation worked well for its day, these systems had the unintended impact of increasing the workload of the court, in the end, as personnel entered data into multiple systems in addition to wielding the paper. The approach was encyclopedic rather than workflow process-based to be able to accommodate a wide variety of court business practices.

The courts now stand on the brink of a second wave of automation. The approach being undertaken is standards based, component based, and focused on re-use of building blocks across various systems that can be modified and flexed. Doing so requires clear standards in both technology and business processes. The systems are designed from the standpoint of innovation more than generation; most of the data courts work with comes from somewhere else. The court acts as a hub of information more than an originator. Second-generation systems pick up information from law enforcement and attorneys' systems, reducing workload by moving the responsibility for input to the source, thereby getting the clerk out of the data entry business. New systems contain workflow right out of the box, providing an inherent standard business process, removing the need for understanding the entire process before being able to perform any part of it. They also are exception based, triggering alerts whenever items fall outside specified parameters.

The Judiciary has several second-generation statewide automation projects underway and completing them remains a top priority in the Branch's strategic plan. They provide for probation, case, and cash management for the various levels and/or departments within the Judiciary, using shared core services that leverage development efforts following clearly defined standards.

The software solution that will be implemented statewide for the limited jurisdiction courts has two possible products - the **Tempe CMS** application currently under development in the Tempe Municipal Court and/or **AmCad's AiCMS**, a vendor-developed, integrated case management system that has been selected as the second-generation general jurisdiction courts (GJ) case management system (CMS), replacing AZTEC.

American Cadastre, LLC, "AmCad" has been contracted to develop basic enhancements to its existing feature rich system for statewide deployment of the GJ CMS. The AOC has negotiated to obtain the source code for the AiCMS product, ensuring the product will be supported even in the unlikely event the vendor should exit the market and the right to deploy the system in limited jurisdiction courts with no additional license costs. The case management system has been developed within the .NET framework standard adopted by the Judiciary utilizing SQL Server as the database.

Tempe Municipal Court began development of a case and financial management system to replace its outdated, legacy application in October of 2004. This effort would move the Tempe Municipal Court from its present COBOL/Hewlett Packard Turbo Image implementation to a system utilizing Visual Basic.NET/Microsoft SQL Server. In this process, the Court's present application would be re-architected to a component-based, multi-tiered design with a graphical user interface (GUI) to be developed as a replacement for the application's existing character-based user interface. The Tempe Municipal Court's current application, including all current functionality, would serve as a baseline for initial deployment of the proposed case/financial management system development. Additionally, it is anticipated that the initial deployment would include some enhancements, like improved calendaring functionality, specialized electronic disposition reporting to the Arizona Department of Public Safety, nightly export of information to the state judiciary's data warehouse, and the ability to integrate with the FARE project. Additionally, Tempe Municipal Court staff has been working closely with staff from the AOC to better ensure that the application under development will have the potential to be part of a statewide deployment, should such actions be ultimately agreeable to both the AOC and other limited jurisdiction courts.

The LJ CMS ad-hoc committee is recommending that the AmCad AiCMS application be the chosen baseline product. They are further recommending that "favored functionality" developed within the Tempe Municipal Court application be incorporated into the AiCMS application, as well as specialized business processes for larger courts. Based on assessment to date, forthcoming comprehensive gap analysis and further required development, the committee believes this "blended" solution will meet 100 percent of the 300+ functional requirements defined by customers of the current statewide CMS, AZTEC, and make use of systems analysis and design that has already been utilized within the Tempe CMS development project. Please refer to **Appendix A** for the complete list of functional requirements compiled by users.

Documented pros and cons of this blended application approach are:

Blended	
Pros	**Cons**
• No license costs	• Additional requirements from gap analysis will produce an unknown product
• Large volume processes for municipal courts	• Make up and management of oversight team o Self interest vs. global view
• Tailored to meet Arizona business processes	
• Contractual maintenance and enhancements in place	• Specification for AZ could isolate or diminish the vendor's ability to continue to offer enhancements in the future
• Available resources will improve the capacity to have multiple tasks accomplished within a given timeline	• Conversion experience for non-ACAP courts is unknown
• Conversion experience with ACAP courts	• Reliance on vendor for all future enhancements reduces control of courts
• Will have completed interfaces	
• JP court civil processing will be available with initial rollout	

• Limited training issues with statewide system • Deployment options are increased with the additional resources that are available • Statewide code distribution • Mature development and quality assurance • Maintenance/enhancement options (in-house) • Future proof – enhancement of the product will continuously be available to Arizona courts • A product that will benefit all LJ courts will yield a more significant commitment from LJ Court community • Best of both applications • Win Win solution	

Use of this vendor system within the Limited Jurisdiction courts will also provide the same benefits as have been defined for the General Jurisdiction implementation:

- **Ensure ongoing maintenance support** from both software and hardware vendors.
- **Increase the return on the technical investment** by leveraging existing functional components, as well as sharing newly developed components.
- **Maximize return on investment** by providing the ability to 'plug' market developed functionality modules (e.g. calendar) into in-house developed applications.
- **Enhance decision support capabilities** by standardizing reporting within the application to be consistent with the AOC architectural standard ad-hoc reporting tool.
- **Enhance standardization and increase the feasibility of information sharing and interoperability** by using the justice XML and COT architectural standards.
- **Increase the assurance of availability of skilled development staff** by moving to a current development language and contracting the vendor to provide skilled resources the state has difficulty acquiring a nd retaining.
- **Increase the ability to exchange data** between related automation systems based on the new system architecture and information exchange standards.
- **Reduce the risk** of utilizing obsolete and non-sustainable technology

Differences in case processing workflows and volumes initially prompted the possibility of acquiring separate systems for general jurisdiction courts and limited jurisdiction courts, as well as continued used of specialized case management systems within the LJ courts. This was especially desirable for the larger metropolitan courts. After further review, user assessments and business analysis, it has become clear that while the larger courts may process larger volumes of cases, all limited jurisdiction courts utilize or would benefit from many standardized business processes and automatic case processing workflows.

This LJ CMS solution takes advantage of a great opportunity to adopt a standardized case management system that meets the needs of all the Arizona Limited Jurisdiction Courts. This solution will also dramatically reduce the number of existing LJ systems required to be supported in the state. Courts not participating in this solution initially could join in as their current applications age and become un-supportable.

Many large volume, non-AOC supported courts are prepared to collaborate with the AOC and the vendor, through the provision of resources, funding and business analysis to build upon the existing AiCMS application. This solution provides the ability to leverage the funding and resources necessary to support this standardized case management system for the benefit of all Arizona LJ courts - large or small, rural or metropolitan.

This collaboration would result in the creation of an LJ Steering Committee, made up of LJ Court Leadership representatives, with well defined by-laws, operating procedures and oversight processes. All by-laws, procedures and processes still need to be fully developed and documented but the following diagrams depicts a possible process and how this concept could work.

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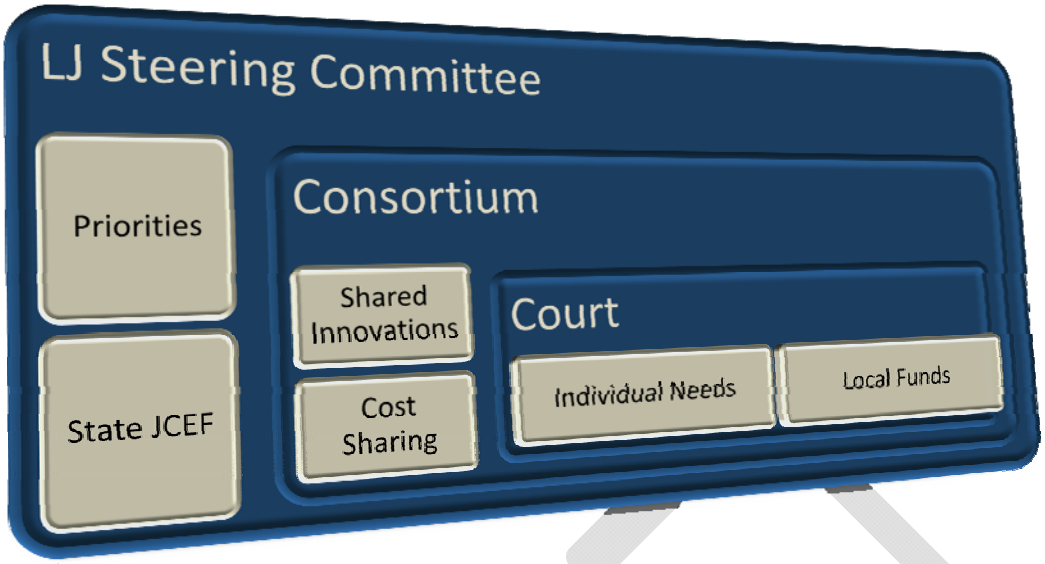

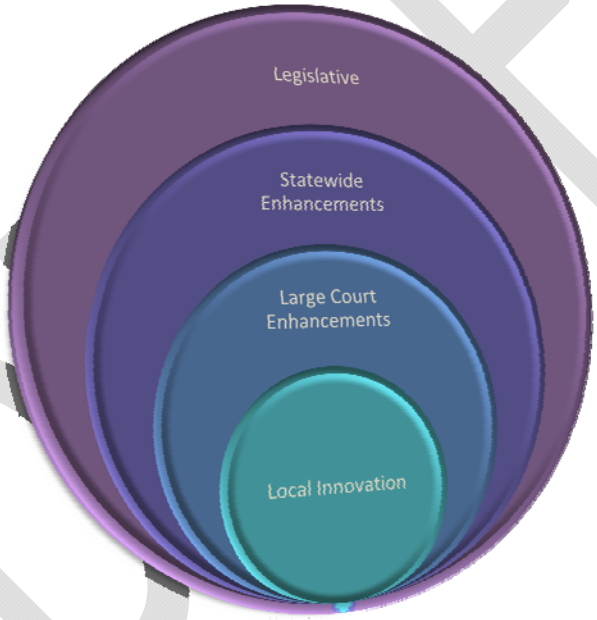

C. Existing Situation and Problem, "As Is"

The existing case and financial management system for AOC supported limited jurisdiction courts is AZTEC, which is implemented in justice and municipal courts in all 15 counties. There are other limited jurisdiction courts utilizing a case management application that differs from the AOC statewide standard. There are approximately 10 different case management systems operating within the Arizona limited jurisdiction courts.

AZTEC is a generalized and parameterized system that provides functionality for both limited and general jurisdiction courts. In a strategic planning session for 2004-2006, the court's technology governance body, the Commission on Technology (COT), determined the AZTEC system to be reaching the end of its life cycle because of aging technology. The product is becoming increasingly difficult to support, especially finding staff knowledgeable in the AZTEC development tool, Panther. Though development staff and software support were originally provided by a vendor, the Arizona Judicial Branch obtained rights to the software for use in Arizona courts and began directing and performing the development of enhancements and modifications. Today, the dwindling AZTEC development team continues to address legislated requirements, deficiencies in the system, and required enhancements balanced by end-of-life considerations. AZTEC's risk of failure increases with each successive layer of code added to address legislative changes, since the court must continue to maintain the code related to all laws affecting open cases. Simply put, the system is no longer maintainable. Failure of AZTEC would not only cripple the courts' day-to-day functions but also the complex distribution of funds collected by courts to other government agencies as mandated by statute.

D. Proposed Technology

AmCad is a full service application solutions provider for local government agencies with a focus on Clerks of the Circuit Court and their court and land records applications. Their solution addresses 93 percent of Arizona general jurisdiction courts' functional requirements out of the box. AmCad was formed in 1986 to work with government in the development and implementation of "automating" technologies –specifically in the realm of public records. The company is dedicated to the management of court and public records and the systems and solutions that facilitate the smooth transition to new technology to increase workflow, staff efficiency, and improve constituent service. AmCad is extremely familiar with the complexities of working with the Arizona court system, having several CMS installations in place already and having two Arizona GJ courts currently in pilot implementation status.

Completed in 2006 on a state-of-the-art Microsoft .NET architecture that takes advantage of the latest server, network, and data technologies, the system has been developed within the .NET framework utilizing SQL Server as the database. AiCMS combines the ease of deployment of a web application with the presentation layer and performance strengths of a thick client application. It uses Smart Client distributed tools at the presentation layer to deliver a friendly and intuitive interface to the user. This approach allows AiCMS to deliver optimal performance at the presentation, business, and data layers but utilizing the strengths of both the client and the server while maintaining a web-based environment and deployment. From the presentation level the application communicates with a local SQL Server Express database to maintain performance and prevent loss of information due to an interruption of the session or network connection, accidental closing of the browser window, or external events (such as a power outage). The data is then transferred upon saving back to the server via a middleware service running on the server serving as the business layer. The middleware service processes the data, communicating with the main SQL Server 2005 database, and returns any values or information back to the client as necessary.

The following network protocols are necessary for the client to run the application:
1. HTTP/HTTPS
2. TCP/IP
3. SOAP
4. MSMQ

AiCMS fully supports all Microsoft technologies and utilizes Microsoft Word for forms, signatures, and importing outside documents.

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AiCMS complies with architectural and security guidelines outlined by the Commission on Technology, a standing committee of the Arizona Judicial Council which sets standards for judicial automation (http://www.supreme.state.az.us/cot/).

The application is written within the .NET framework, complying with the court target development environment. The backend database is SQL server, a court target technology. Hardware (including the operating system), communication equipment (including software), database, and application development tools will all be maintained at a vendor-supported version to ensure long-term supportability of this enterprise application.

Note that the Arizona Judicial branch has its own enterprise architectural standards and therefore the project conformance responses reflect compliance to those standards.

Enterprise Architecture (EA) Technology Domain Definitions	Project EA Conformance* (Yes/ No)	List EA Standards reviewed for this PIJ
Network: Defines policies and standards for the State's communications infrastructure, which includes the various topologies and protocols necessary to facilitate the interconnection of server platforms, mainframes, intra-building and office networks (LANs), and inter-building and mall/campus networks (WANs).	YES	ACJA 1-505
Security: Identifies security technologies, policies, and standards necessary to protect the information assets of the State and to ensure isolation and confidentiality of information, integrity of data, and the availability of IT resources to the State's workforce and citizens, as appropriate.	YES	ACJA 1-505
Platform: Defines policies and standards for IT devices and associated operating systems, which include mainframes, mid-size computers, servers, storage devices, client platforms (PCs, workstations, PDAs, telephony, etc.).	YES	ACJA 1-505
Software/Application: Defines policies and standards for software applications, application development tools, productivity software tools, etc.	YES	ACJA 1-505
Data/Information: Defines policies and standards for the organization of information related to citizens, locations, and objects the State must collect, store, maintain, and access.	YES	ACJA 1-505

	Service Oriented Architecture Planning and Implementation	Y/N
1.	Does this project qualify as an SOA application by improving application delivery for technology reuse, and/or application reuse and/or services reuse?	Y
2.	Can this project provide reuse benefits to other agencies, departments and/or divisions within state government as an SOA application through web services?	Y
3.	Can this project provide reuse benefits to other political sub-divisions via Internet web services?	Y
4.	Can this project provide reuse benefits to the private sector or the Federal government through web services?	Y
5.	Can this project eliminate redundant processes and/or services as an SOA application through web services?	Y
6.	Can this project, as an SOA application improve efficiencies and effectiveness in state government for increased productivity and performance and/or by eliminating waste and fraud?	Y
7.	Does the agency have the necessary technical skills, application suites, tool sets, workbenches, etc., to implement this project as an SOA application?	Y

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1. **Security**
   Hardware, Software, and Data Access will follow the security guidelines as adopted by the Arizona Supreme Court's Commission on Technology. In addition to application level auditing and security, AiCMS maintains a set of user application rights that can be assigned to a specific user or group. These rights help ensure that no user can access a part of the application that they do not have rights to, or even a case type that they are not allowed to view.

2. **Conversion**
   Extensive data conversion will be necessary. Data conversions will take place with each specific court rollout. Data conversion and ongoing data quality assurance will be established with each court rollout. Documentation is being created by both the vendor and AOC to ensure the process and application of data conversion is complete and understood. AmCad has provided deliverables, a Data Conversion Strategy Report, Data Conversion Assessment Report and Data Conversion Plan to ensure that the conversion development can progress correctly for the general jurisdiction pilot court implementations. This documentation and strategy/plan will be utilized, as much as possible, for the AZTEC limited jurisdiction database conversions. AOC will be managing each phase of the documentation deliveries as well as the development of conversion scripts, the court self-help web site, and the actual conversion of court data as well as the testing to ensure the conversion is correct. Data conversions for each non-AOC supported court will need to be analyzed and funded at the local court level, as preparation for their individual court implementation.

3. **Training and Documentation**
   - Technical and Business Staff Training: Technical training will include training and mentoring on .NET framework development and the CMS code itself, since AOC has negotiated full rights. Business Staff training will include training and mentoring on business requirements, design, user test scripts, and the conversion tool(s) developed.
   - Technical Documentation: Source control, change management and development standards are included as deliverables within the project plan.
   - User Documentation: User documentation will be integrated into the application itself as much as possible, using hover help and online help text.
   - Training Documentation: Training documentation will be developed both for traditional instructor led, interactive training and for CDs for refreshers and new staff training.
   - Training: Training will be provided to LJ court staff via face to face, video conferencing, and CD. Training documentation will be updated with each ongoing release and posted to the LJ CMS intranet site for online review and download. Training will be conducted initially by the vendor of the case management system. AOC/Consortium process analysts/trainers will be trained by the vendor as part of the development phase of the project, and will also train the court users during the deployment phase. AOC/Consortium employees will assist in the training during deployment such that they can become the training staff once the project moves into full production. Local court personnel designated as trainers will be initially trained at the AOC and then assist with training during court implementation as one-on-one mentors. The vendor is contracted to provide all training personnel and documentation, including user manuals, for the development phase (two pilot courts) and potentially through the complete deployment. The cost of training is included in the services portion of the contract as a total amount for the pilot court phase and a per court cost during deployment. The payment of training/services will be upon acceptance by the AOC Project Management.
   - AmCad will provide all training for the technical staff of the AOC to become completely self sufficient on the maintenance and delivery of the CMS software as developed. AOC technical staff will continue to gain knowledge and understanding of the process by preparing for the Pilot Court process and co-management of the deployment to the remaining LJ court locations.

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E. Major Deliverables and Outcomes

The replacement CMS is built upon state-of-the-art architecture and therefore provides citizens and court users with a long-term, sustainable solution using improved technologies. The new CMS also supports improved court business processes and will provide significantly improved case processing. Ensuring that the project is successful will be determined by acceptance criteria outlined by the contract and detailed in the project schedules and detailed project plan (TBD). Critical milestones will include initial acceptance of the vendor software, modified to ensure that it meets Arizona limited jurisdiction statewide business requirements prior to the implementation of the first pilot court. Further, each pilot court will have an acceptance phase upon completion of implementation with a second milestone of software acceptance at the end of the development / pilot implementation. This software acceptance sets the baseline for the system that will be deployed to the remaining LJ statewide courts.

Deliverables for the project will include the modified software that has been developed via a carefully detailed review of the vendor supplied base case management system and a comparison process to the COT developed requirements matrix. The comparison will result in a gap analysis document that will form the basis of modification. A series of document deliverables that are stated in the contract and detailed in the project schedule and plan will be required of the vendor during the development phase of the project. The major system enhancements will include ease of case processing and significantly improved interfaces with other data systems such as JOLTSaz as well as other agencies such as MVD, DOR, and the DPS criminal history system.

F. Roles and Responsibilities

Project Manager is Project Management Professional (PMP) Certified	No	
Project Manager is State of Arizona Certified	Yes	

Project Sponsor: **Karl Heckart**
AOC Project Manager: **Adele May**
Business Project Manager:
Chief Architect: **William Earl**
Operations Manager: **Paul Hrisho**

Business Support Staff:
- AOC/ITD LJ CMS Project Staff
  - Systems Analyst — Amy Somma
  - Systems Analyst — Jimmy Siow
- AOC/Courts Services assigned staff
- Phoenix Municipal Court Staff
  - Business Analyst — Rebecca Mietzner
  - Business Analyst — Mike Ricuito
  - Business Analyst — John Overholtz

Technical Support Staff:
- Phoenix Municipal Court Staff
  - Technical Support
  - Technical Support
- Scottsdale City Court
  - Technical Support

Court User Staff:

Flagstaff Municipal Court staff
Yuma Justice Court staff
(To be determined by each participating court)

Vendor Staff

Louise Cook
Visagar Shyamsundar

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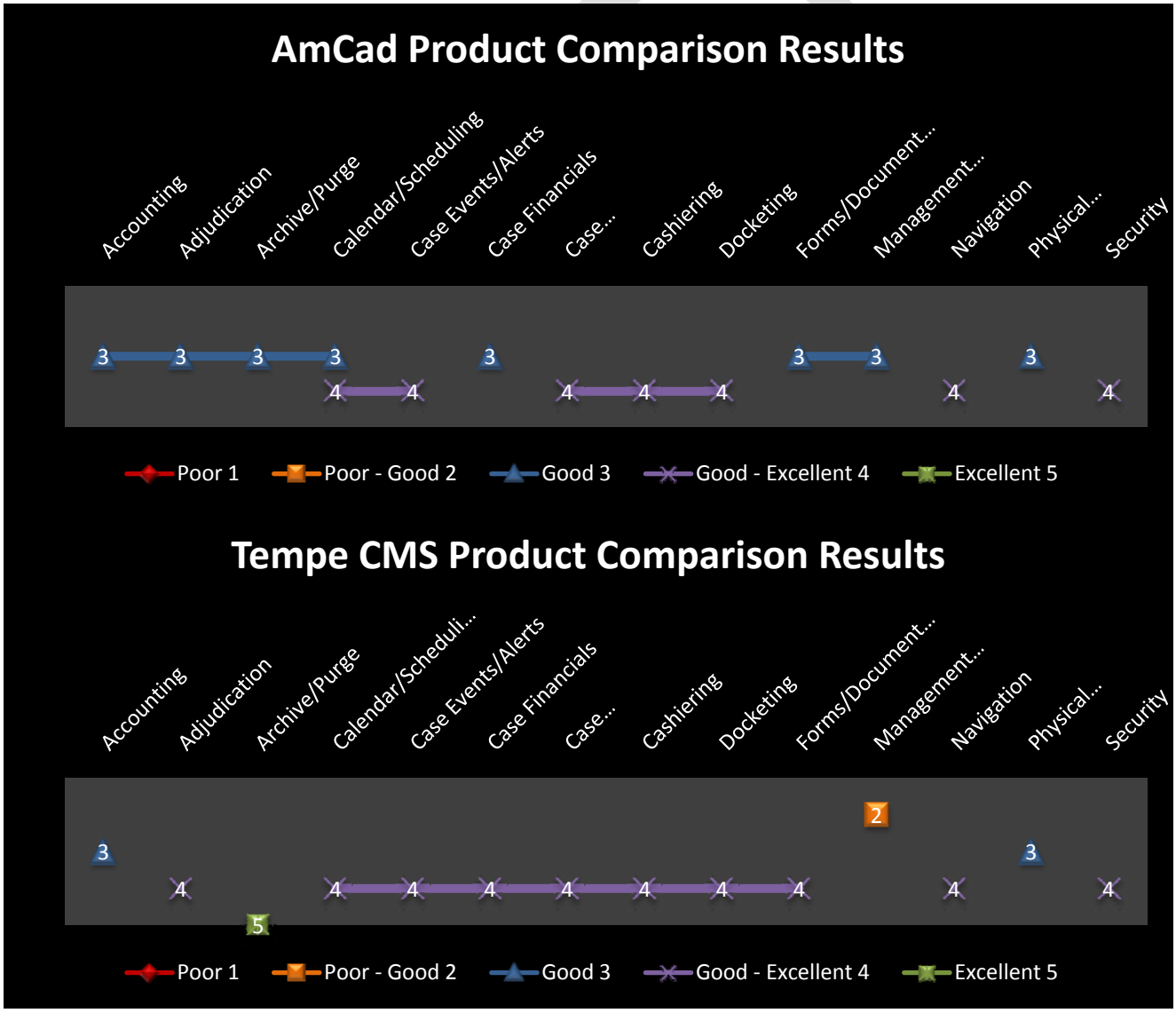
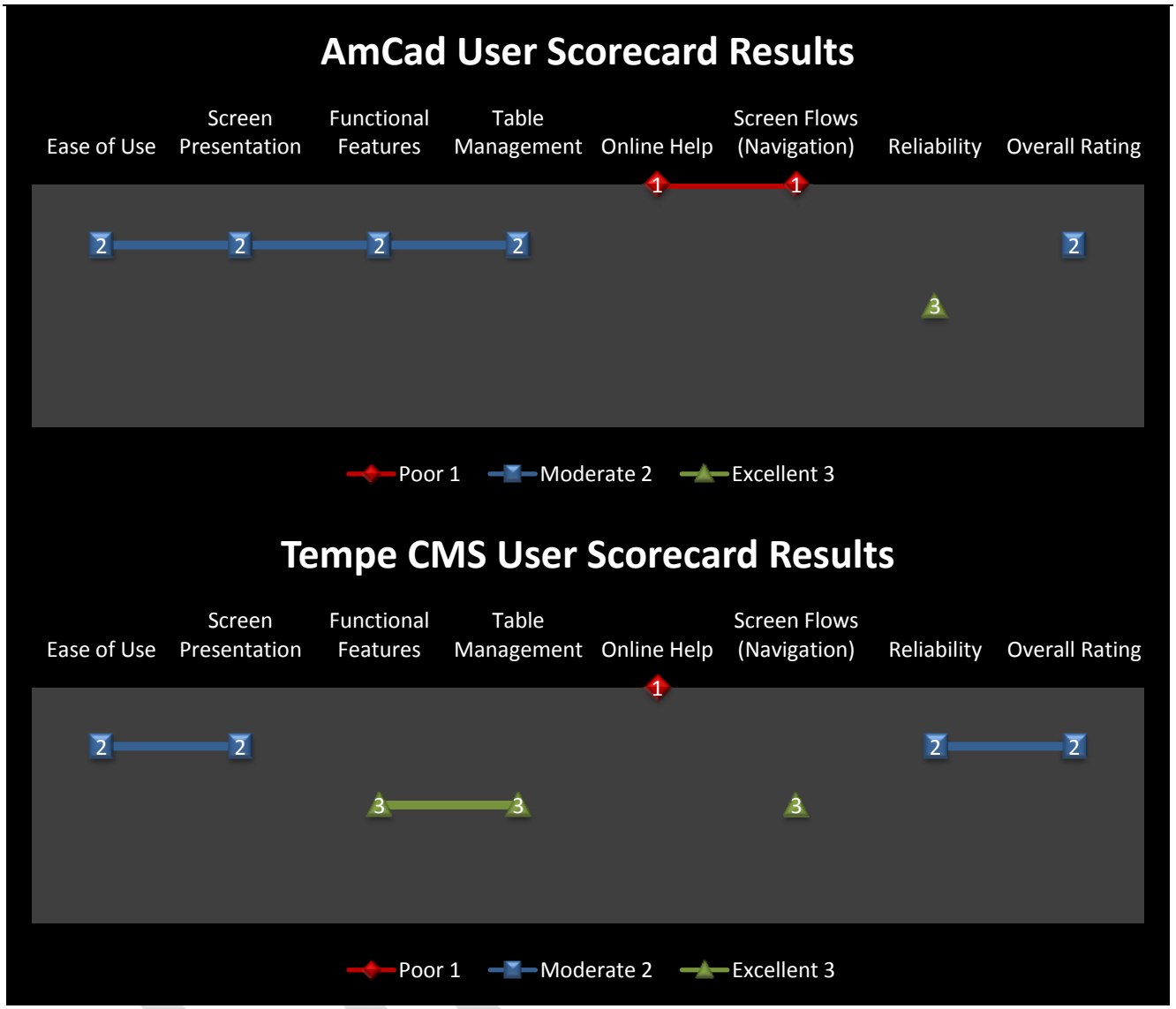
G. Other Alternatives Considered

In order to reach a decision between the two candidate applications, AmCad AiCMS and Tempe CMS, a number of assessment activities began to be facilitated by AOC staff from March, 2007 through August, 2008. The detailed Functional Requirements Matrix was defined and then further re-defined. A total of 380 requirements for an LJ CMS have been recorded in this document. This document was given to both candidate suppliers for a self assessment of their application functionality against the required functionality. The results of these self assessments are attached as **Appendix B.**

Hands on User Assessments were conducted that invited participants from LJ courts across the state to come in and see scenario based demonstrations of both applications to provide them the means to compare the user friendliness and system functionality of both candidate applications. Participants were required to provide feedback on general likes/dislikes; pros/cons of each system and scorecards/surveys of both systems. The results of these assessments strongly indicated a split on user preference. As the results below indicate, neither application was the clear user choice.





On September 5 a presentation of the LJ Assessment activities to date was given to the Commission on Technology with the request for approval to form a special ad-hoc committee to further review and recommend a final LJ CMS direction and decision. Both application suppliers were provided with a specific list of system "must haves" and were asked to provide a system demonstration of these requirements to the committee. Much discussion on the pros and cons of each system has ensued and the committee agrees that both applications have strong case management functionality and both applications require additional programming/development in order to be implemented in all state-wide limited jurisdiction courts.

Tempe CMS	
Pros	**Cons**
• No license costs • Large volume processes for municipal courts • Tailored to Arizona business processes	• Limited resources • Conversion experience is unknown • JP court civil processing does not exist

• Easier to learn and train • Positive user experience feedback • Documentation (user and technical) in place	• Not available until 08/09 • Maintenance/support • Two systems (LJ and GJ) statewide

AmCad	
Pros	**Cons**
• No license costs • Contractual maintenance and enhancements in place • Available resources will improve the capacity to have multiple tasks accomplished within a given timeline • Conversion experience with ACAP courts • Will have completed interfaces • JP court civil processing will be available with initial rollout • Limited training issues with statewide system • 6 mo. development cycle (TBD) • Preliminary deployment in GJ • Deployment options are increased with the additional resources that are available • Documentation (user and technical) in place • Statewide code distribution • Mature development and quality assurance • Maintenance/enhancement options (in-house) • Future proof – enhancement of the product will continuously be available to Arizona courts	• Conversion experience – non-ACAP courts is unknown • Generic CMS • Reliance on vendor for all future enhancements reduces control of courts

H. Summary Project Management Schedule

Upon acceptance of this proposed LJ CMS solution by COT and AJC, the AOC will begin contract negotiations with AmCad in order to formalize all agreements and associated project costs and provide the foundation for the implementation of the new CMS to all AOC and Consortium sponsored limited jurisdiction court locations in the state.

The final contract will require a detailed and comprehensive project schedule be developed and utilized as the primary source for ensuring vendor performance and the ability of AOC project managers to manage the vendor.

AmCad, the vendor, will be contracted to develop all functionality necessary for statewide deployment of the CMS. They will prepare for two pilot courts; one of relative limited filings and users, and another of significantly more filings and users. This development timeframe is anticipated to be 13 months.

Once the pilot process completes successfully, AOC personnel will direct AmCad in deployment of the application to all supported limited jurisdiction statewide courts. This deployment schedule is anticipated to take up to 36 months to complete.

Inasmuch as maintaining certain funding levels has been paramount, and because the vendor is contracted to provide the numbers of personnel necessary to ensure success, AOC personnel for the project are primarily drawn from existing staff in the Information Technology Division, Court Services Division and participating Consortium court personnel. The acquisition of new personnel will be limited.

Initial efforts necessary to beginning this project will be a comprehensive gap and business process analysis. A preliminary timeline for these efforts and a brief description of roles and responsibilities is listed below:

Gap Analysis Timeline:

What	When	Who	Frequency
Gap Analysis	November, 2008 through February, 2009	Business Analysts from: • AOC • Consortium Courts AmCad Technical Staff	At least 3 times per week
Gap Analysis Process Review	November, 2008 through February, 2009	Gap Analysis BA's and Technical Staff Court Administrators IT Directors/Management	

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Section II. Financial Assessment

The full project costs for this LJ CMS development and implementation are yet to be defined. AmCad presented the following baseline project costs and phases to the LJ CMS Committee during final assessment and application review meeting on September 25, 2008. This table represents the approximate cost for the first year of project costs including analysis, development, conversion and pilot.

Phase	Deliverables	Time Frame	Cost
I	Software Design/Gap Analysis	November 1, 2008 – February 28, 2009	
II	Development/Testing	February 1, 2009 – May 31, 2009	
III	Pilot Customization/Conversion	April 1, 2009 – June 30, 2009 OR	
	(additional conversion necessary)	April 1, 2009 – August 31 , 2009	
IV	Pilot Implementation/Training	July 1, 2009 – September 30, 2009 OR	
	(if additional conversion was necessary in Phase III)	July 1, 2009 – November 30, 2009	
V	Statewide Implementation	January 1, 2010 - ???	
	Approximate Costs for project first year (analysis through pilot)		$1.2 – 2.9M

The above project phases and projected (estimated) costs are for a standard ACAP court LJ CMS replacement. Costs for adding in Large Volume court specialized case processing would mean an increase in overall project phase timelines and associated costs. Estimated costs for this scenario could be $2.5 – 4.3M.

Complete project costs will be determined following acceptance of this proposal and contract negotiations with the vendor but it is anticipate that full project lifecycle costs for this LJ CMS project could be between $10 – 18M.

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Appendices

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