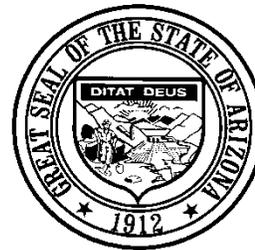


Judicial Project Investment Justification

*A Statewide Standard Document for Information Technology Projects
for the Arizona Judicial Branch*

Project Title: ***Pima County Consolidated Justice
Court Case Management System
Replacement Project***



Version 2.0

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Introduction

An Information Technology (IT) project is defined as a specific series of activities involving the implementation of new or enhanced IT systems. This document is used for two purposes:

1. A Judicial Project Investment Justification (JPIJ) document is completed for all projects of \$250,000 or more in development costs, regardless of funding source.
2. It is also used as part of the documentation to request an exception to standards as defined by the Arizona Code of Judicial Administration §§ 1-501 and 1-505.

Project information includes operating costs to enable life cycle analysis. Life cycle analysis is an evaluation of costs and benefits over a prescribed period not greater than 5 years.

A. Document Information

Information is included in each section to assist in preparing the JPIJ document. The JPIJ format presented here [adapted from the State-standard Project Investment Justification (PIJ) document maintained by the Government Information Technology Agency (GITA)] is the Arizona Judicial Branch standard for project and/or standard exceptions justification and must include all required sections in the order specified in the Table of Contents. Information about the GITA PIJ including the PIJ Policy, Standard and Procedure can be found at the GITA web site at <http://www.azgita.gov/nav/pij.htm>. Although not required under statute, the Arizona Judicial Branch is using this modified version of the standard state document to capture information for court projects.

Section I. **Business and Technology Assessment** provides a project overview, describes the existing situation and problem, defines the proposed changes and objectives, and outlines the quantitative business case for the proposed technology solution.

Section II. **Project Approach** defines the proposed technology, illustrates viable alternatives, lists major deliverables, other projects on which it depends, other projects that are depending on it, and provides the anticipated development timeline for the project.

Section III. **Policies, Standards & Procedures** includes enterprise architecture compliance, conformance with Judicial Branch goals, and other key technical considerations for the project.

Section IV. **Roles and Responsibilities** documents the titles and responsibilities of key personnel involved in the project.

Section V. **Public Value and Benefits** documents improved management or performance that brings new value to court users, stakeholders, and citizens. This section identifies quantitative and qualitative benefits that may be gained by completing this project.

Section VI. **Project Financials** identifies the development and operating costs, summary of costs, and funding source(s) for the project.

Section VII. **Risk Assessment** measures the impact of the project on the court in key categories. Each category is described and contains conditions pertaining to risks that correspond to point values.

Section VIII. **Project Approvals** provides a summary of various project values, a management review checklist and an area for the court management to approve the project by signature, establishing accountability. The Presiding Judge will review and sign all JPIJ documents.

The ***Appendices section*** provides attachments to the JPIJ document. An itemized list of costs is required to substantiate the Financial Assessment. A connectivity diagram and a Gantt chart indicating major project milestones are also required.

B. Procedure

The COT staff review cycle is not more than thirty (30) working days from the date received to the date the court is notified of the recommendation being made. During the review staff may be in contact with you to request additional information. Please include your email address and FAX number to facilitate communications. Review by the Commission on Technology will occur at its regularly scheduled meetings.

The Commission on Technology will issue a response letter to the submitter in the submitting court indicating the results of the review and a recommendation. ***Approval of a project does not approve funding or procurement of technology projects.*** It is the responsibility of the court to secure additional approvals that may be required by local or other funding bodies.

Section I. Business and Technology Assessment

<i>Court Name and Address</i>	<i>Contact Name, Phone, FAX, email</i>
Pima County Consolidated Justice Court 115 N. Church Ave., 2nd Fl. Tucson, AZ 85701	Charles Drake Information Technology Manager W: 520-243-5141 F: 520-243-5138 cdrake@jp.pima.gov

<i>Project Investment Name</i>	<i>Date</i>
PCCJC CMS Replacement Project	November 15, 2012

This section briefly describes the business issues, technology to be implemented and general business case for the project.

A. Management Summary

Provide a concise management-level summary of key information described in more detail in the body of the JPIJ, including the objectives of the project in terms of what problem is expected to be addressed, the specific solution being proposed to accomplish those objectives, and, to the extent it exists, a quantified justification explaining why/how the solution is needed to deliver the expected business objectives. This section should be completed last, once the remaining sections of the JPIJ have been filled in.

Overview of the Court

The Pima County Consolidated Justice Court is the largest justice court in the state. In FY12 we received approximately 135,000 filings, over 430,000 people passed through our doors and our call center managed an average of 16,000 telephone calls per month. We have eight justices of the peace, 30 pro tems and hearing officers and a staff of 138 strong. During the past five years the court has implemented several specialty courts: Domestic Violence, Mental Health, Homeless and Animal Welfare.

Our court is the only consolidated justice court in the state where eight precincts are truly integrated in very unique ways with unique business processes and challenges. All of the precincts share equally in the filings regardless of origination, as well as share administration and staff. We have over 40 different law enforcement agencies that file into the court compared to a municipal court that receives filings from a single agency, its police department.

Ineffectiveness of Existing CMS

In spite of our size and complexity the court continues to operate with a case management system (NIHIL) that was custom built in the mid 1980's. It served the court's needs for many years but for the last decade has been nothing more than a stumbling block to progress. Technology is advancing at a phenomenal pace. We are expected by our constituents, as well as the AOC, to keep that pace and implement new initiatives that are on the cutting-edge. The reality is that we cannot and have not. Like other high volume courts, we rely heavily on our CMS to manage our daily business. While the hardware and infrastructure are stable the software has failed, and it takes days to recover when the system is unavailable for only a few hours. Any small glitch in our system significantly impacts our operations and service levels to our constituents.

The lack of capacity interferes appreciably with our ability to provide even basic participation in some programs such as FARE and AZTurboCourt, and we continue to be an exception court for the automated Defensive Driving Program. We cannot track community service or court-ordered counseling. We are unable to accurately calculate the age of our cases because we cannot exclude Rule 8 or warrant time. Consequently, we will always be a "Plan B" court as it pertains to the DUI Case Management Plan. Mandates

by the legislature can practically cripple us. For example, when Photo Enforcement was enacted, it took us over six months to develop a method to accept electronic citations. The most recent enacted legislation allows the court to impose a convenience fee to offset credit card fees. The programming effort required to give us the ability to impose this fee is nearly impossible. These are just a few of the deficiencies of our CMS; more are detailed in Section I, B below.

Efforts to Acquire a New CMS

The court has worked since 2006 to acquire a new CMS. We initially considered iCIS as an interim solution but for a variety of reasons that effort failed. We made a proposal to COT in 2007 to rebuild our current CMS using modern technology, but that proposal failed to pass five years ago given the desire to develop a statewide system. Since the COT gave its approval in October 2008 to develop a statewide CMS for limited jurisdiction courts we have actively participated in the development effort. The initial timeline for rolling out the system to the two pilot courts was the fall of 2009, and general implementation in the spring of 2010. We have waited patiently as deadlines have slipped and responsibility for building the statewide CMS moved from AOC to City of Phoenix and, in March 2011, to the Mesa Municipal Court. Scope and effort estimates changed and with those changes, implementation for the pilot courts was delayed to 2011, then 2012 and now 2013. Each time the development effort moved to another court it required yet another gap analysis.

While Mesa has made great strides in its development it has been reported that much of the functionality is exclusive to Mesa and the civil functionality will only work for a one judge court (see Section II, B). Further because of their urgency to go live in the summer of 2013, there is dramatically shortened test and conversion cycle. The majority of large volume courts, including ours, have indicated that they will conduct another analysis to determine if there are any gaps in functionality of the final product. Given the uniqueness of our consolidation as well as our large volume of civil cases, it is anticipated that we will have to contract with AmCad to close the gaps as well as further develop the civil component. It is possible, in some future time, that AJACS will have the functionality that we require but at a very high cost of ownership. The time it will take to do the gap analysis, submit proposals to the approval process, have the proposals queued for work by AmCad, negotiate the contract with AmCad, development time, testing, adding the change to the release schedule, and any inevitable delays in these processes could take months and years to see in production. That doesn't include the contractual costs to AmCad for change requests and the high annual support fees (see Section I, D).

Costs of Ownership: Agave vs. AJACS

PCJCC will realize significant savings by adopting the Agave system over AJACS. Initially the court will save nearly \$60,000 in the development costs and nearly \$625,000 in operating costs over the next five years. Our initial quote from AmCad to install a test/development system was \$10,000. For Mesa, AmCad quoted \$20,000 to nearly \$60,000 per request for including Mesa specific items in their system. Based on our testing of version 3.9 we know that we will have to contract with AmCad to expand the civil functionality to meet the needs of a large volume court. Even if AJACS can be implemented in our court without any change, which is highly unlikely, the 5 year total cost of ownership is much higher with AJACS than with Agave. For example, in the Statement of Work provided to Mesa Municipal Court, AmCad quoted \$120,000 for the first year of system support, increasing 5% each year. In year 5 the cost of support will be \$145,000 and in year 10 that will be over \$186,000, assuming the cost continues to increase 5% each year.

With regard to EDMS, there is no cost to the court with the Agave since it is incorporated in the CMS. With AJACS we would utilize Hyland OnBase. Maintenance and licensing fees are approximately \$13,000/year. There is also a biannual cost associated with recertifying our OnBase Advance Administrator and API. Adding additional users is \$300 per license.

In difficult economic times, fiscal savings cannot and should not be overlooked. Our desire to proceed with Agave demonstrates our commitment to preserve local and state resources while providing our staff a comprehensive CMS solution.

Proposed Solution

We are requesting an exception to the LJ CMS statewide standard and seeking approval to implement the Pima County Superior Court's Agave CMS. Agave received COT approval and was developed as a joint effort by the Pima County Superior Court and Pima County Superior Court Clerk. Since then the system's been dependable and reliable, and the AOC has confidence in the system to pilot AZTurboCourt efilings and JOLTZaz. Agave's advantages over the AJACS system are ease of use, lower overall cost of ownership, a much shorter implementation timeline, ease in extending functionality for new initiatives, and the ability to provide unique opportunities to share efforts with our county justice partners.

In early 2012 we received approval from the Chief Justice to conduct a gap analysis to determine if Agave was a viable solution for our court. We embarked upon a 12 week comprehensive analysis and identified a 20% gap, primarily in the civil traffic functionality. We have the funding, resources, knowledge and capability of implementing Agave within 12-18 months as well as the ability to maintain and support the system in the years ahead. Our project plan includes contingencies for budget and time. Our managers and staff are committed to the success of the project, and will do whatever they can to ensure that success.

B. Existing Situation and Problem, “As Is”

Explain the current business and technology processes and issues being addressed, and their weaknesses. Provide specific information about current staffing and procedures that negatively affect the processes. Identify specific hardware, software, and network inadequacies. If requesting an exception to standards, also specify the advantages of the new standard in comparison to the inadequacies of the current standard.

Our current case management system is a character-user-interface (CUI) system developed in the 1980’s. The system hardware is a DEC AlphaServer DS25. The operating system is OpenVMS v.7.3-2. Data definitions and data manipulations are transacted through DEC DataTrieve, and forms are created/edited through DEC FMS. Overall the CMS lacks reliability, functionality and extensibility to allow the court to participate in statewide programs such as FARE, AzTurboCourt and Defensive Driving.

Our court staff has developed many workarounds to address the inherent reliability issues in the system. The most common is record locks, or the system’s inability to allow more than one user to work on a particular case at any given time. Another common issue is the system’s inability to process fines and fees in the correct order of priority whenever two have the same priority. Correcting fines and fees consume a tremendous amount of our finance department’s time.

Most fields in the CMS data entry screens are text fields that allow almost any kind of data which comprises the integrity of our data. The system is not a Windows interface and there is no mouse, so users must employ the “Tab” and “Enter” keys to get the cursor in the correct place to enter data. Experienced clerks will often count or “feel” how many times they’ve pressed the Tab key before entering data. Occasionally, they will misenter data in the fields without looking and press Enter for the next screen without being aware that a data error occurred. The system does not validate numeric data in all fields. Occasionally there is text data where a dollar amount should be. Not only does this create inaccurate accounting for the case, but requires defensive programming efforts for any bolt-on applications that use those data fields.

The CMS requires the entry of the same case information in different places. This can result in inconsistencies since the data is not validated. We have developed exception reports that identify mismatched information but it consumes an enormous amount of staff resources to correct these errors.

We are unable to implement many of the CourTools recommended by the National Center for State Courts because we cannot accurately age our criminal cases. NIHIL does not allow for excluding Rule 8 and warrant time. Consequently we cannot accurately calculate time from filing to disposition.

Another major reliability issue has to do with the way data is saved and stored. The CMS stores data in records which have a fixed number of fields and each field has a fixed size. Whenever updates are made to a case record, for instance when new warrant is issued, the new warrant issue date overwrites the existing data in that field. These results in hundreds of criminal records where the warrant issue date is after the warrant quash date, because there was a previous warrant issued and quashed and a new warrant issued.

The CMS has one termination type and terminate date field. In the case of civil traffic default judgment, a termination type is entered, termination date is entered, and a request to suspend license is sent to MVD. When the defendant pays the fine and the suspension is lifted, we overwrite the termination date and termination type with the new entries, and then overwrite the disposition code that is sent to MVD. Thus, for many important fields for managing the lifecycle of a case the previous entries are overwritten with new entries. Critical data is lost and there is no history in the CMS that captures the lost data. The only way to determine the history of a case is by reviewing the physical case file.

In addition, there is no means of identifying the employee that created, read, updated or deleted data in our CMS. Each record has a single revision user and revision date field that is overwritten with changes. There is no consistent means of changing or overwriting the fields in the system. Sometimes the revision user is changed when there is an update to one field in the record but other times it is changed when a user views the record and

makes no changes. If a user makes a change the revision user field is updated but there is no way to know what the change was since the field is overwritten with new data.

When NIHIL was developed the primary vendor support was with Digital Equipment Corporation (DEC). It is no longer in business so we have contracted with a number of vendors for support:

- HP for some of the hardware and software
- Oracle for the Rdb product necessary for data management
- Parsec Group for general support and current DS25 hardware purchases
- Connx Solutions, Inc., for synchronizing data to a Microsoft SQL Server and data access for custom bolt-on applications.
- Other vendors for DLT backup tape technology as needed
- Other software vendors for telnet terminal emulation so our staff can use the system

The vendor support could not be more fragmented, and annually we budget \$26,000 directly to the above vendors' for licensing, maintenance and support contracts.

Given the above, we have difficulty extending the features and functions of the CMS to meet new needs. For one example, we cannot change our system to capture the "16-passenger vehicle" field on the citation for MVD reporting. Even with the various vendors mentioned above, none of them have the expertise to natively enhance and modify our system. Parsec Group, our closest vendor, assisted us twice with migrating our system software and OS to updated hardware platforms but with minimal changes to any of the code. In a recent RFP, we requested changes to our CMS code so the system could, for instance, allow more than six accounting codes on a criminal case. Negotiations with the vendor did not result in a contract since our CMS is so specialized we could not agree on timelines, scope and costs. Simply put, we have not been able to find engineers with the knowledge, skills and abilities to maintain our system.

Consequently we have written dozens of interstitial applications and developed skills to natively modify the existing system to satisfy changing court needs. Our IT analysts/developers have been able to make some minor changes and adjustments in the native code. For instance, they can change values or add a line or two of code whenever there are new legislative changes. Typically, our CMS enhancements are created by IT staff that work with court managers to develop custom "bolt-on" solutions. Some examples include applications for calendaring cases, providing live data to our IVR system and web site, reporting defaults to MVD, creating statistical reports and accepting eCitations from law enforcement via AOC's MQ server. We have in place nearly one hundred applications and hundreds of reports that enhance or extend the functionality of our CMS.

However there are many required changes that extend beyond our ability and that of our support vendors. We are unable to configure NIHIL to allow us to participate in FARE or AzTurboCourt and we remain an exception court with the statewide Defensive Driving schools.

Although NIHIL served the court's needs in the 1980's and 1990's it is no longer a viable system for a court of our size and complexity. It is easy to see that the need cannot be greater for our court to be on a reliable, dependable case management system. Each day we continue on the current system we will fall further behind the AOC's technology changes, more mistakes will occur, and more time will be spent with creating workarounds for what should be ordinary tasks.

C. Proposed Changes and Objectives, “To Be”

Explain the new technology processes to be implemented with respect to customer service, productivity, quality, performance, and technology. Describe how the new system will address current problems and how it will impact the organization’s policies, procedures, standards, staffing, costs, and funding. Also, describe the functional elements of the new system and how court personnel will use them.

If a new system is required to meet certain standards, provide detailed information or attach copies of the documents. Describe the impact of the new system on help desk functions, operations, disk storage, computer processing, network, testing environment, other projects, and other customer services.

We propose adapting the Agave case management system, currently in use by the Superior Court in Pima County and Clerk of the Court, for use in our court as a replacement to NIHIL. The Agave system was approved by COT and has been successfully operational for six years. Further, the Pima County Superior Court is the model court for development of statewide e-filing. We have an added advantage that PCJCC and the Superior Court are located directly across the street from one another making it very convenient to share resources.

AGAVE Gap Analysis and Functionality

In March 2012, with the concurrence of the Chief Justice, we embarked upon a 12-week comprehensive gap analysis comparing Agave to NIHIL. We identified a 20% gap, primarily in the civil traffic functionality, including interfaces with DDS, MVD, and DPS. Agave has the capability of handling a high volume of criminal and civil cases and its financial component is extremely well developed and intuitive.

PCJCC is the only consolidated court in the state and has the most filings of any justice court. Consolidation is much more complex than co-location where the precincts serve their own constituents and share administrative staff. As cases are filed, they must be balanced among the eight justices of the peace and there has to be flexibility in reassigning cases while maintaining an equal balance. We employ a hybrid calendaring system whereby cases are individually assigned at time of filing but we utilize a master calendar approach to arraignments, in-custody pre-trials and no bond in-custody hearings. Agave functionality meets these needs and its calendaring system requires no modification.

Key PCJCC staff has spent hundreds of hours with the Agave system, AJACS and Tempe’s system and has found Agave much easier to use than the others. They report that the system is visually and functionally designed to aid the user with their tasks. Our finance staff determined that the functionality offered in Agave will save dozens of person-hours per month on common tasks such as financial adjustments on cases. Business practices and tasks will take less time to complete and increase the volume of transactions per day. Payment receipting clerks will have fewer windows or screens to look at when processing payments from customers, decreasing time per customer and increasing efficiency. With minimal training, they were able to feel their way around the system and find information where they expected it. We have not been able to successfully navigate through AJACS version 3.9 and with regard to the civil module have been advised by AOC staff that it will have to be configured by the court. The AJACS project director has indicated that the civil component will work for a one judge justice court but does not have the functionality to meet PCJCC requirements.

The Agave system, like NIHIL, is case-based so data migration/conversion will be relatively easy. In comparison, AJACS is person-based making data migration/conversion difficult. The largest number of filings in PCJCC is civil traffic and civil filings. There are rare instances where person matching is necessary for civil traffic and no instances where person matching is necessary for civil case processing. The Agave system does not have the added functional overhead and does not require any business process changes of a person-based system. Agave has a feature to associate cases, so that staff may link cases together as business needs determine. But, since Agave does not run a person matching routine for every case created, there will be less complexity involved and case creation will be easier to automate.

The court receives electronic filings from many different sources: Long form complaints from the Pima County Attorney, Small Claims filings from Pima County Finance and booking information from the Pima County Jail. Each has complex business processes but represent significant time savings since the staff involved are not processing paper filings and performing the data entry. Agave contains built-in functionality for accepting county attorney filings. We have the ability and knowledge to continue accepting electronic citations from Pima County Finance as well as booking information from the jail.

E-citations present their own complexity. DPS and the Pima County Sheriff's Department (PCSD) utilize different e-Citation vendors and automation. The approved printed version of them is different and the application to print each citation is different. DPS sends us one XML file per citation through the MQ channel, but PCSD sends us up to five files per citation. We have capable but very unique processes in place to process each type of e-Citation. We will be able to modify Agave's source code to handle the complexity in the same way.

Although the PCJCC receives a higher volume of filings than the Superior Court, the Superior Court manages significantly more documents. The Agave EDMS is very well built and seamlessly integrated into the system. Clerk of the Court's annual self-audit demonstrates that it is fully compliant on ACJA 1-507 requirements. Agave is also built with several modules that generate notices on events. Our court automatically prints dozens of notices in response to user actions, and we batch print hundreds more in the evening. There is no way we could manage the mountain of paper generated without automation in place. Since most case events are the same as ours, we will need only to change the notice form that is generated.

The PCJCC deputy court administrator often remarks that the court collects 17 million dollars, twenty bucks at a time. Given the large volume of transactions, 208,000+ transactions accounting for \$17.1 million gross revenue in 2011, the court depends upon automation to maintain MAS compliance with current staffing levels. The court takes payments via its website and IVR systems. Clients can pay their fines and fees, plead responsible on civil traffic and parking citations, and pay their filing fees when filing a small claims case. Last calendar year the website and IVR processed through Bank of America over 30,000 transactions accounting for \$2.8 million in gross revenue. The Agave financial modules contain all of the business rules for processing fines and fees, and include accounting rules for federal, state and county business practices.

Continued Support and Development

Documentation is essential to support any system. The Superior Court and Clerk of the Court possess an abundance of documentation on the Agave system. Our project plan includes writers that will enhance, extend and standardize the Agave documentation for our court. It will include data flow diagrams, process diagrams, database diagrams, data dictionaries, use cases and help files for staff. The extensive documentation is essential reference for current IT staff and valuable training material for new IT staff.

Industry recognized standards, and the AOC's Enterprise Architectural Standards are also important to supporting a system. The Agave platform is built using the Microsoft .NET framework, and is hosted on Microsoft SQL servers and application servers. We have Microsoft support contracts in place for this infrastructure. Our staff has completed hundreds of classroom hours learning to develop and support these technologies, and our job requirements specify that any new IT staff have Microsoft specific experience.

In addition, the contractor's that participated in the development of Agave are available and ready to enter into contracts with PCJCC. Our IT department and managers have a great working relationship, and a history of developing custom applications for our court. We can develop synergies with Superior Court's and Clerk of the Court's IT, and work with them on changes for new AOC rules and statewide initiatives. We will be able to work with other Pima county partners on local enhancements and improved data interchanges.

We will realize new opportunities for cooperation and sharing with this platform, and a unique opportunity to share parallel development efforts with Superior Court's and Clerk of the Court's IT staff. We will have a unique opportunity to share integration efforts with Superior Court, Juvenile Court and County Attorney's office in ways that will be most difficult with other systems. Perhaps most important to us is the unique opportunity to unify many of our 100 custom built applications into one common system and the ability to write our court's uniqueness into the system.

Cost-Savings

There is considerable cost savings by implementing Agave compared to AJACS. We will save thousands of dollars on initial development, and implementation costs, and system annual support fees. (See Section I, D). We will further save on the costs of new changes since we can control time, scope and resources for projects, and we will not depend on a vendor's availability and competing projects.

Utilization of the Clerk of Court's EDMS rather than OnBase will also achieve significant savings as documented in Section I, D. since there will be no annual maintenance fees.

Timeliness of Implementation

We have developed a 12-18 month project plan (see Appendix C) for development and implementation of Agave, a much shorter timeframe than what we believe is realistic with AJACS. Upon receiving COT approval we are ready to enter into contracts with the programmers who developed Agave as well as our IT staff who has in-depth knowledge of the programming language and technology. Our court analysts and subject matter experts have a thorough understanding of our uniqueness and business processes.

By comparison, we will have to begin a new gap session with AJACS version 3.10 after spring of 2013 and then contract with AmCad for development after vetting through the JPIG process. There are a number of unknowns, including available AOC and AmCad staff while they roll out AJACS to the rural LJ courts and other large volume courts. Having reviewed the civil functionality in version 3.9 it is apparent that AmCad will have to do a significant amount of work for the civil component to work in a large volume court. We do not anticipate that AJACS could be a reality for our court any sooner than fall 2014.

D. Quantified Justification

Describe, to the extent they exist, the quantitative benefits that may be gained by completing the project, along with the increased value being brought to the court, stakeholders, and court users.

Two Year Development Costs in Thousands (\$000)		
Description	<i>Agave System</i>	<i>AmCad's AJACS System</i>
Local Court IT and Staff FTE	\$237 ¹	\$237
IT Professional Services	\$265 ²	\$300 ³
AmCad Annual Support	\$0	\$24
Software	\$2	
Total	\$504	\$561

1. Local Court FTEs are maximum budgeted.
2. Expected costs for contract labor for design and development.
3. Expected AmCad costs for data migration and conversion, large volume civil functionality, local automation conversions.

AmCad's AJACS 5 Year Operating Costs in Thousands (\$000)						
Description	<i>FY13-14</i>	<i>FY14-15</i>	<i>FY15-16</i>	<i>FY16-17</i>	<i>FY17-18</i>	<i>Total*</i>
IT FTE COST	\$474 [§]	\$485	\$597	\$609	\$621	\$2786
IT Services: Current, AmCad and OnBase	\$26	\$26	\$50*	\$50	\$50	\$202
AmCad Annual Support Fee	\$0	\$0	\$120 [±]	\$126	\$132	\$378
OnBase Maintenance Fees	\$13	\$13	\$13	\$13	\$13	\$65
Total	\$513	\$524	\$780	\$798	\$816	\$3,431

Agave 5 Year Operating Costs in Thousands (\$000)						
Description	<i>FY13-14</i>	<i>FY14-15</i>	<i>FY15-16</i>	<i>FY16-17</i>	<i>FY17-18</i>	<i>Total*</i>
IT FTE COST	\$474 [§]	\$485	\$597	\$609	\$621	\$2,786
IT Services, Current	\$26	\$26 [†]	\$0	\$0	\$0	\$52
OnBase Maintenance Fees	\$13	\$13 [†]	\$0	\$0	\$0	\$36
Total	\$513	\$524	\$597	\$609	\$621	\$2,864

§ The following years assume a 2% increase per year in total FTE costs of wages and benefits. The first two years are reduced by \$100K each due to development.

* Estimate is based on AOC approved change requests that are contracted through AmCad and OSAM.

± Estimate is based on AmCad system annual support quoted to Mesa Municipal Court, and assumes a 5% increase per year.

† Current CMS and OnBase support discontinues after Agave implementation

5 Year Total Costs of Operating in Thousands (\$000)	First Year (Development + Operating)	Second Year (Development + Operating)	Third Year	Fourth Year	Fifth Year	Total 5 Yrs
AJACS	\$794	\$804	\$780	\$798	\$816	\$3,992
Agave	\$767	\$774	\$597	\$609	\$621	\$3,368

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Total Costs of Operating in Thousands (\$000)	Sixth Year	Seventh Year	Eighth Year	Ninth Year	Tenth Year	Total 10 Yrs
AJACS	\$835	\$855	\$875	\$895	\$916	\$8,368
Agave	\$633	\$646	\$659	\$672	\$685	\$6,663

As demonstrated in the tables above, PCJCC will realize significant savings by adopting the Agave system. Initially the court will save nearly \$60,000 in the development costs and nearly \$625,000 in total development and operating costs over the next five years. By extension, after seven years the savings will be over \$1 million, and after ten years the savings will be over \$1.7 million.

Even if AJACS can be implemented in our court without any change, which is highly unlikely, the 5 year total cost of ownership is much higher with AJACS than with Agave. In difficult economic times, fiscal savings cannot and should not be overlooked. Our desire to proceed with Agave demonstrates our commitment to preserve local and state resources while providing our staff a comprehensive CMS solution.

There are various other tangible savings we expect to achieve with the Agave system. Some examples include:

- Records management: Agave is compliant with ACJA 1-507, so document imaging, retention, and the ability to view documents in Agave will save staff time. There will be fewer physical files moved throughout the court, and better tracking of files. We will also be able to save floor space by archiving files to offsite locations.
- Statistics: we will be able to capture reliable, meaningful statistics in ways that are not possible now. We will be better able to determine case aging and when a case is closed without looking at each physical file and counting. Court managers will have better information at their disposal to determine actions.
- Data entry/manipulation: Staff will be able to save time with single data entry, reduce data entry errors, and save time from cross checking case data with the physical file. Data manipulations will be easier since the system contains several field validations that assist the user with inputting correct values into case data.

Section II. Project Approach

A. Proposed Technology

Describe hardware, software, and communications. Describe the strengths and weaknesses of the proposed solution. Describe software modules to be developed and any maintenance required. Describe the processing impact on the current environment and any enhancement or improvements that may be necessary in the future. Include any terms or conditions required by the vendor for the new technology. Describe any converting or migrating of information and the overall method, timing and costs.

The Agave software architecture will be a three tiered system – a Data tier, a Businessware tier and a Presentation tier. The hardware and infrastructure will be an optimum environment of a storage area network (SAN), VMWare virtual environment, and physical servers.

The strengths of the system are that it meets industry standards and conforms to the Enterprise Architecture Standards 2012, and that our staff is trained, experienced and skilled with Microsoft software tools and programming. The major weakness is licensing and maintenance costs; however, since we use Microsoft products in all other areas of court technology, there will be no additional costs above what currently exist.

Agave Software Architecture

The Data Tier

The Data tier is a relational database management system hosted on Microsoft SQL Server 2012 Enterprise Edition (MSSQL). The choice to use MSSQL is driven by three primary considerations: one, our IT staff is trained, skilled and experienced with current and previous editions of Microsoft SQL Server; two, our information infrastructure is centered around Microsoft servers and software; three, the new SQL Server 2012 AlwaysOn Failover Cluster Instance will significantly increase our ability to achieve maximum application availability, data security and data protection. The physical servers are two Dell R710s with redundant power and network interfaces, with the datastores hosted on the storage area networks. A third “witness” server in the cluster is a virtual server that assists with maintaining the health of the cluster.

The Businessware Tier

The Businessware Tier will be an optimized combination of Dynamic-Link Libraries (DLLs) and ASP.NET Web Services. The DLLs will be installed on the local machine with the Presentation Tier, and the web services will be installed on internal and external Microsoft IIS web servers. The major advantage is developers can separate the business logic from the raw backend data and the presentation of clean data to the user.

The Presentation Tier

The Presentation Tier will consist of a thick-client user application that is installed on staff PCs, an Integrated Voice Response (IVR) phone application, and web applications that can be accessed by outside agencies and clients.

The thick-client user application will provide staff with the primary means of accessing all case management functions. It will have a modern look-and-feel, including window items such as tabs and frames to group information and enable it to be easy to use. It will have multiple methods of accessing common functions. For instance, the user will have options to use keyboard commands, mouse clicks, or right-click context sensitive menus.

The court’s IVR system currently has functions to accept payments for fines and fees, provide case information and next court date and time, and extend due dates for defensive driving school. The system will continue to provide this service to the public.

The web applications will have multiple pages accessible for public information and other pages accessible for only authorized users. The public will have the ability to make payments, look up case information, look up

calendar information, and find general information about court processes. Authorized users via password authentication will be able to get more detailed case information and updated times for court dates.

Court Supporting Hardware and Infrastructure

Our datacenter network consists of redundant Cisco ASA 5520 firewalls and Barracuda web filter device connected to Pima County's protected network backbone. This puts a double wall between the local court's network and the Internet at large. Our storage area network consists of Dell EquiLogic 4100 series and 6100 series disk arrays with the primary arrays collocated at the datacenter and secondary, replicant arrays at an offsite location. The EquiLogic devices are configured with redundant power and network interfaces, and contain state of the art features such as auto-replication, RAID load balancing, storage pools and thin provisioning.

Server virtualization and private cloud technologies are state of the art for data centers. Two primary reasons are increased security and dependability at reduced costs. VMware is a leading provider of virtualization software and technologies. The VMware environment consists of the SAN for the data store, three ESXi servers to host the virtual machines and a Dell server to host the vCenter server.

Software Modules to be Developed

Software module to be developed include

- Changes to civil and criminal case management functions
- Additional functionality for civil traffic case management functions
- Changes to eCitations filing, photo enforcement efilings, county attorney efilings, county finance efilings, county jail booking efilings
- Changes to statistical reporting
- Changes to bench automation
- Changes to financial management functions
- Changes to public website for payments, case search and calendar search
- Changes to public IVR for payments, case search and outbound autodialer functions
- Changes to batch processes

Impact on Current Environment

Throughout the development process there will be no impact on current processes.

Converting and Migrating Data

Data conversion and migration will be a slow and careful process. There is a large amount of court data in the current CMS, and there is a certain amount of court data on other internal databases. Not only will there be data conversion and migration concerns, but also data integration concerns as well. However, since Agave is case-based as our system is, and our business processes are oriented toward a case-based system, data migration and integration should be easier than with person-based system, such as AJACS.

We will begin by developing a data conversion plan that describes how our data will "fit" into the Agave database, and a data exception plan that identifies what does not "fit". For instance, there are instances where our current CMS contains data in a single text field, but the Agave database has an entire table dedicated to that type of data. The data conversion plan will show how the data maps from the current CMS to the Agave database and the exception plan will show data that does not map. The exception mitigation strategy document will show how we will handle exceptions.

Following this, we will develop intermediate staging tables where we can move, convert data types, clean, and combine data. The intermediate staging tables will all be on the MSSQL Server, making the final migrations easier.

There will be as many as four iterations of data migration, and possibly more, depending on success. Each will have the same steps. First is to analyze the data and develop a script to move the data from the staging tables to the Agave database. Second is to execute the scripts and migrate the data. Third is to compile exceptions, or data that did not migrate for whatever reason: bad data values, null data values, widening conversions and narrowing conversions. When the scripts and exception data are analyzed the scripts will be updated and another iteration of data migration will occur.

As we perform the test data migrations the users will be able to log into the test interface and view the results. Is the system still functional, from the user's perspective? That will also give us another measure of success.

B. Other Alternatives Considered

Describe other solutions that were evaluated and explain why they were rejected. Include their strengths and weaknesses. “Do nothing” is an alternative. Evaluating all other viable alternatives is evidence of objectivity and proof the best alternative was selected. If no other alternative besides “Do Nothing” is cited, an explanation may be required.

AmCad’s AJACS for Arizona’s Limited Jurisdiction Courts

Development of a CMS for a municipal court is much different than for a consolidated justice court as our business practices and processes are different. For example, the municipal court has one citing law enforcement agency whereas our court receives citations from over 40 different law enforcement agencies.

We learned through CACC as well as the LJ CMS Steering Committee that Mesa is extensively modifying AJACS to meet their business requirements. Some of the large volume courts have indicated that they will conduct another gap once version 3.10 is released to determine the functionality of the product. We have attempted to review version 3.9 but there are difficulties since we cannot complete a workflow without the system stopping us. We work through common court functions, such as creating a criminal case, but drop downs are not populated or a system error occurs. Consequently, extensive work will be required to determine if the functionality, exclusive of the civil component, will meet our needs.

Performing a gap analysis on an evolving system still in development presents huge challenges. The first challenge is access to the development system. If we were to install our own development system, AmCad quotes a \$10,000 services fee for installation plus \$12,000 for annual support. After that, it will likely take several months for the installation effort to be completed. Alternatively, some staff at our court can access the development system via a VPN connection. That system has experienced outages and failures, and we commonly have system errors and crashes while performing seemingly regular tasks. While we cannot offer a detailed side-by-side comparison of the functionalities between NIHIL, AJACS and AmCad, there are three essential reasons for acquiring the AJAC’s CMS that we have identified: ease of use, time to implementation and change requests, and high cost of ownership.

Ease of Use

PCJCC staff has spent hundreds of hours working with AJACS, Tempe’s CMS and Agave. The majority of our staff, and many of the participants in the sessions, identified Tempe’s CMS as more intuitive and user friendly than AJACS. It was decided by the user group at the initial gap to blend many “Tempe-isms” with AJACS for the LJ CMS system. As the gap sessions continued and new users participated, users have indicated that AJACS is difficult to navigate without the necessary introduction to the system.

Our experience testing Agave has been very different. The product is easy to navigate and users required minimal introduction. The functionality is intuitive and our management team has indicated that using Agave will most likely reduce our need for FTE’s.

Time to Implementation and Change Requests

Although the technology exists to extend the AJACS system to meet all of the requirements of PCJCC, it will take longer to develop and implement those changes. We will need to do complete gap assessment on version 3.10 to determine what development efforts are required. Most likely we will have to contract with AmCad for data migration, developing certain modules to maintain our level of automation, and training. It seems conclusive from our testing of version 3.9 and information we have received at CACC that the civil functionality will have to be greatly expanded. The current AJACS 3.9 release has functions to create and modify cases, but many operations are not configured for use. The system is not ready for civil fees, and some of the drop downs are not populated which create system errors. Indeed, the civil component seems to contain pieces from criminal functions – you can add criminal charges to a civil case! Our staff spent dozens of hours

looking at the civil components of AJACS and forwarding our notes to AOC. There has been little response from these notes, and most of the responses indicate that our comments will be “discussed further with the LJ Team.” It also appears that there are no scheduled changes to the civil component in versions 3.10 and 3.11. We may be competing with other courts for AmCad resources for development. Development efforts will likely not begin before September 2013 and could take 12-18 months. At the earliest, we will be able to test the Fall 2014 version or the later Spring 2015 version of AJACS before we can put it into production. We are confident that Agave will be in production as early as November 2013.

Cost of Ownership

The cost of ownership for AJACS is much greater than Agave and will increase annually. In the Statement of Work provided to Mesa Municipal Court, AmCad quoted \$120,000 for the first year of system support and increasing that to 5% per year; in year 5 that support will be over \$145,000 and in year 10 that will be over \$186,000. Moreover, every change request we make will have unspecified contract costs. A quote for installation of a test/dev system was \$10,000, and it is not difficult to see how development costs could be much more for each request. For Mesa, AmCad quoted \$20,000 to nearly \$60,000 per request for including Mesa specific items in their system. Setting aside the dollar amount of the change request, there are hidden costs associated with staff time used in workarounds or shadow systems that provide the functionality not found in the system. With regard to the EDMS, we currently have Hyland OnBase, since that is the EDMS that AJACS is designed for, and the maintenance/licensing fees are about \$13,000 per year. We also have a certified OnBase Advanced Administrator and API who are required to recertify every two years at a cost. Adding additional users for scanning costs \$300 per license and a percentage of that is added to the annual fees.

C. Major Deliverables and Outcomes

Describe what your court, internal and external customers, and the citizens of Arizona will receive as a result of the project. Describe critical factors and criteria you will use to determine project success. Deliverables include the system hardware and software, application features and functions, system enhancements that improve productivity, new or improved services provided to stakeholders.

The major deliverable outcome will be a robust, integrated case management system that will truly assist our staff as they serve the needs of our customers. Our customer facing staff will have ready access to information and case documents and can efficiently provide a level of service that is not available today. Our back staff will be able to see case data in new ways, and process that data with better automation than is available today. Our information technology staff will be able to take advantage of the efficiencies in the system to develop new services as legislation changes and new local and state initiatives are introduced. Moreover, we will be able to compile more reliable statistics on case data, follow case processing to successful termination and deliver to our managers better information for their decisions.

To do this we will have:

- 1) Source code for the system written in updated .NET framework languages that are modular, easy to maintain and traceable to documented business functions.
- 2) Executables and modules that are install on the PC client that is stable, dependable and compatible with current and near future hardware releases.
- 3) Web pages, executables and modules that are installed on our public web server and IVR application server.
- 4) A database and application server software that is reliable and maintains high availability to the clients.
- 5) Comprehensive documentation for the system that includes database diagrams, flow charts, use cases and data diagrams.
- 6) Training documentation that includes screenshots, descriptions and scenarios for training current and new staff.
- 7) Onboard help, tips and tricks to using the software that assists the staff with new functions with the ability to integrate court procedures and policies with the help files.

D. Project Dependencies

List projects currently underway or being planned that have business deliverables on which your project depends. Provide the project name, project manager name and business deliverable being depended on.

There are no dependencies.

Project Name	Project Manager	Business Deliverable

List projects currently underway or being planned that depends on business deliverables being provided as part of your project.

There are no dependencies.

Name of Business Deliverable	Project Name	Project Manager

E. Project Development Timeline

Provide the estimated schedule for the development of this project. These dates are estimates only. If the project is approved, COT monitoring staff will review the project plan and may ask for additional information or updates.

**Development
Start Date:**

November 2012

**Development
End Date:**

November 2013

Section III. Policies, Standards, & Procedures

INSTRUCTIONS

Answer YES or NO to the following questions in regard to current Policies, Standards & Procedures. By selecting YES on any of the questions, the court is agreeing to the statement and can provide specific details if requested. If selecting NO, the court understands additional justification may be required.

A. Enterprise Architecture

Yes **No** - Does this project meet all standards and protocols for technology solutions, as defined in Judicial Branch Enterprise Architecture published at <http://www.azcourts.gov/cot/EnterpriseArchitectureStandards.aspx?>

If NO please describe NEW or EXCEPTIONS to standards or protocols needed.

B. Disaster Recovery Plan/Business Continuity Plan

Yes **No** - Does this project require a Disaster Recovery Plan and Business Continuity Plan?

C. Project Operations

Yes **No** - Is there a written assessment of short-term and long-term effects the project will have on operations?

D. Judicial Strategic Plan Objectives

Please check which goal the project is in support of; if more than one, indicate only the primary goal.

- Strengthening the Administration of Justice
- Maintaining a Professional Workforce
- Improving Operational Efficiencies
- Improving Communications
- Protecting Children, Families, and Communities
- Improving the Legal Profession

Section IV. Roles and Responsibilities

Provide the names, job titles and responsibilities of key personnel involved in the project. These should include the Project Sponsor and Project Managers (Technical Project Manager, Business Project Manager). If a steering committee will oversee the project, include roles or titles of members and meeting frequency.

Implementation Committee

(Meets weekly)

Keith Bee, PCCJC Presiding Judge

Lisa Royal, Court Administrator

Doug Kooi, Deputy Court Administrator

Barbara Daniels, Court Operations Manager

Micci Tilton, Court Operations Manager

Charles Drake, Information Technology Manager

Subject Matter Experts

- Cross-functional integration, quality assurance, testing – Elvia Cariño
- Criminal case processing – Micci Tilton, Farris Burke
- Traffic case processing – Micci Tilton, Ralph Garcia
- Judicial/Courtroom Services – Micci Tilton, Nancy Custer, Judge Maria Felix
- Civil case processing– Barbara Daniels, Ann Neuman
- Records, OnBase – Barbara Daniels, Jane Carter
- Statistical Reports – Lisa Royal, Barbara Daniels, Micci Tilton
- Finance – Doug Kooi, Jeannie Patino
- IVR integration – Micci Tilton, Ralph Garcia
- Website integration – Lisa Royal, Doug Kooi, Jeannie Patino, Micci Tilton
- Security – Brandon Kimmel
- Case creation, case load balancing – Micci Tilton, Barbara Daniels, Jane Carter, Ralph Garcia

IT Staff

- Charles Drake, IT Manager
- Jesse Hamberger, Programmer Analyst, Senior
- Roger Emery, Programmer Analyst
- Pradip Patel, Programmer Analyst
- Tom Sandidge, Database Administrator
- Mark Dickinson, System Administrator
- Aleks Panić, Technical Support Specialist, Senior
- Mary Rhodes, Help Desk Support

Section V. Public Value and Benefits

A. Value to the Public

INSTRUCTIONS

Evaluate the impact the project will have on state and local citizens and Judicial Branch customers and clients. Note the sum of measurable benefits, including a description and method of calculation.

Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.

<i>Detail Description of Project Benefits: VALUE TO THE PUBLIC</i>	<i>Score</i>
Client Satisfaction: Describe how stakeholders will likely respond to the anticipated changes or improvements.	4
Customer Service: Describe anticipated improvements to internal or external service delivery including faster response time, increased access to information, reduction in client in-person visits, etc.	5
Life/Safety Functions: Describe how the project will reduce risk in functions related to public protection, health, environment, and safety.	4
Public Service Functions: Describe how project enhances licensing, maintenance, or payments to public entities.	5
Legal Requirements: Cite the federal or state mandate and/or describe any interfaces with federal, state, or local entities.	4
Other: List any other valuable benefit to the public. – Court Efficiencies	5
TOTAL	27

FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION

Client Satisfaction: There will be significant improvements to case initiation, case management, workflows and docketing. Stakeholders will likely respond very positively, since staff will have case data and case document images together in the same interface. Moreover, Agave provides the ability to associate cases with the same defendant, so staff will have more and better information available to them than ever before.

Customer Service: There will be significant improvements to internal and external service delivery. Customers will spend less time at the service windows since clerk will be able to process payments and other common functions more efficiently. Likewise, our phone team clerks will be able to provide more and better data to customers that call in for case information.

Life/Safety Functions: The Agave system will help reduce risk in functions related to public protection since we will be able to provide more timely information to law enforcement officials. The system has integrated business rules and practices related to Pima County Juvenile Court, Attorney's Office, Public Defender's Office and Sheriff's Office.

Public Service Functions: There will be significant improvements to finance staff since licensing and payment functions will be improved. We will be able to manage our case financials in ways we cannot today, and more accurately track case compliance. The system has integrated Pima County, state and federal financial business rules and practices and MAS compliance.

Legal Requirements: The system contains all the legal requirements that address mandates on courts in Pima County. New state legislation and local ordinances can be implemented more quickly and easily with source code and documentation readily available.

B. Benefits to the State and Local Judiciary

INSTRUCTIONS

Describe the economic impact the project may have on your court, the State or the public. Improved performance can produce either monetary savings or increased revenues. Cost avoidance activities may be noted in both value to the public and benefits to the state. Labor savings may be included if they represent a reduction in force, or avoidance of new hires. Note the sum of measurable economic benefits, including a description and method of calculation.

Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.

<i>Factors to Include</i>	<i>Score/\$</i>
Court Performance: The extent to which duties and processes will improve or positively affect business functions. Consider reduced redundancy and improved consistency for the court.	4
Productivity Increase: The improvements in quantity or timeliness of services or deliverables. Consider improved turnaround time or expanded capacity of key processes.	4
Operational Efficiency: Rating may be based on improved use of resources, greater flexibility in court responses to stakeholder requests, reduction or elimination of paperwork, legacy systems, or manual tasks.	4
Accomplishment Probability: The extent to which this project is expected to have a high level of success in completing all requirements for the division or court.	5
Functional Integration: The impact the project will have in eliminating redundancy or improve consistency. Consider the impact of information sharing between departments or divisions, or between agencies in the State.	4
Technology Sensitive: The implementation of the right types of technology to meet clear and defined goals and to support key functions. Consider technologies and systems already proven within the court, division, or other similar organizations.	5
Other: List any other applicable benefit.	5
TOTAL	31

FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION

Court Performance: The Agave system will significantly improve business functions, reduce redundancy and improve consistency for our court. The ability to enter data once during case initiation will save time and reduce errors. Workflows and case management will improve since staff will have case data and document images together in the same interface to provide them with more information than possible today.

Productivity Increase: Replacing our court's legacy case management system with a modern system will improve system data access speed and efficiency. Staff will have fewer manual tasks to perform since the new system will automate functions that are not possible today.

Accomplishment Probability: We expect a high level of success in implementing the Agave system in our court, and completing all of the requirements.

Functional Integration: The Agave system contains significant integration that will eliminate redundancy and improve consistency. We will have better data manage available to create improved data sharing with our local justice partners and state agencies.

Technology Sensitive: The Agave system is a proven case management system in the Superior Court in Pima County. The system is based on modern, reliable and dependable technologies that support the court's goals and all of their key functions.

Other: There will be a significant economic benefit to the state and local judiciary since the system will improve efficiencies within our court and allow staff to spend more productive time serving the needs of our customers.

Section VI. Project Financials

Development and Operating Cost INSTRUCTIONS

Development Costs are the sum of all start up expenditures. Operating Costs are the sum of all ongoing expenditures after initial startup. A detail listing of the kinds of costs to be included can be found in the *Statewide Standard P-340 S-340, Cost Factors Table*. This document is available on the GITA web site at www.azgita.gov/policies_standards/.

Lease/Purchase is a development cost since leasing is a financing mechanism to enable procurement. Upgrades or software license increases may be included in these costs.

For exceptions to standards, an analysis of implementing both the standard and the proposed exception solution should be included.

ALL COSTS MUST BE SUBSTANTIATED IN APPENDIX A. ITEMIZED LIST WITH COSTS.

1. *Professional and Outside Consultants Cost*

The dollars expended for all third-party consultants and contractors, such as project leaders, operations or technical support, communications, and LAN administrators. In Appendix A, include the billing rate, number of hours, and the tasks to be performed.

2. *Hardware*

All costs related to computer hardware and peripherals used on a project, including mainframes, midrange, micro- and mini-processors, laptops, hand-held devices, and peripheral devices such as disk drives and printers.

3. *Software*

All costs related to applications and systems related software for the project.

4. *Communications*

All costs related to analog and digital networks, communication processors, software, frame relays, phone switches, cabling, wiring, LAN/WAN, and other items associated with communications.

5. *Facilities*

All costs related to improvements or expansions of existing facilities required to support this project, as well as rentals, leases or purchase of new IT facilities.

6. *Licensing and Maintenance Fees*

All licensing and maintenance fees that might apply to hardware, software and any other products included as up-front costs in this project (ongoing costs are considered operational not development).

7. *Other*

Other IT costs not included above, such as documentation, manuals, travel, training and living expenses.

Training costs should be included if expenditures are specifically incurred for this project. If there is an in-house training department and the cost of the training is absorbed, no costs should be reported. Travel costs should be the amount of expenditures and not the value of automobiles, trucks, or other goods.

NOTE: FTE costs may be included in section C. below, as required.

A. Development and Operational Project Funding Details

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

DEVELOPMENT COSTS						
Category	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY16-17	Total
Professional & Outside Services	\$ 133,000	\$ 132,000				\$ 265,000
Hardware		\$ -				\$ -
Software	\$ 1,500	\$ -				\$ 1,500
Communications	\$ -	\$ -				\$ -
Facilities	\$ -	\$ -				\$ -
License & Maintenance Fees		\$ -				\$ -
Other (50% Contingency Fund)	\$ 66,225	\$ 66,225				\$ 132,450
Total Development Costs	\$ 200,725	\$ 198,225	\$ -	\$ -	\$ -	\$ 398,950

Enter Total Development Cost (above) in Project Values table on Approvals page.

OPERATIONAL COSTS						
Category	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY16-17	Total
Professional & Outside Services						\$ -
Hardware						\$ -
Software						\$ -
Communications						\$ -
Facilities						\$ -
License & Maintenance Fees						\$ -
Other (DR/BC Projects)						\$ -
Total Operational Costs						\$ -

Enter Total Project Cost (below) in Project Values table on Approvals page.

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY16-17	Total*
TOTAL PROJECT COSTS *(Includes development and operational costs)	\$ 200,725	\$ 198,225	\$ -	\$ -	\$ -	\$ 398,950

B. Funding Source

Funding Source INSTRUCTIONS

Identify all funding sources such as city/county General Fund, State/Local Judicial Collections Enhancement Funds, Document Storage and Retrieval Funds, Federal matching funds and block grants, and any other funds that may apply to this project. Add total project dollars by development and operational budget to the columns for “Currently Available” and “New Appropriations Request” by Funding Source category. If you have requested new additional appropriations, or additional spending authority, use the “New Appropriations Request” column.

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

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Funding Source Category	Name of Funding Source	Currently Available (\$)		New Appropriations Request (\$)		Total (\$)
		Development Budget	Operational Budget	Development Budget	Operational Budget	
Local General Fund						\$ -
State JCEF						\$ -
Other Local Fund	Local Ordinance	\$ 1,300,000		\$ -	\$ -	\$ 1,300,000
Federal Funds						\$ -
Other Non Appropriated Funds						\$ -
TOTAL PROJECT COSTS		\$ 1,300,000		\$ -	\$ -	\$ 1,300,000
Totals should = development and operational totals above						

C. Full Time Employee (FTE) Project Hours

Provide estimated FTE Development hours that will be utilized for the duration of the project. Include IT as well as Business Unit FTE hours, if available. **Enter into Project Values table on Approvals page.** Enter FTE costs (if known) as well.

Total Full Time Employee Hours	9,396
Total Full Time Employee Cost	\$237,180

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JPIJ Project Classification & Risk Evaluation					
Risk Factor	Low (0)	Medium (1)	High (2)	Very High (3)	Score
Project Management Complexity					
Project Team Size (# of people)	1-5	6-10	11-15	> 15	1
Project Manager (PM) Experience	Deep experience in this type of project	Some experience in this type of project and able to leverage subject matter experts	Some experience in this type of project and has limited support from subject matter experts	New to this type of project	1
Team Member Availability	Dedicated staff for project activities only as assigned	Staff n place, few interrupts for non project tasks are expected and have been accounted for	Available, some turnover expected, some interrupts for non project issues likely	Dedicated team not available; staff will be assigned based on capacity	1
# of Entities Involved in Development Activity	1	2	3	> 3	2
Vendor (if used)	No Vendor required	Vendor has been used previously with success	Vendor has been used previously with some management support required	New Vendor and/or multiple vendors	0
Project Schedule	Schedule is flexible	Schedule can handle minor variations, but deadlines are somewhat firm	Scope or budget can handle minor variations, but deadlines are firm	Scope, Budget and Deadlines are fixed and cannot be changed	0
Project Scope	Scope is defined and approved	Scope is defined and pending approval	Scope being defined	High level definition only at this point	2
Budget Constraints	Funds allocated	Funds pending approval	Allocation of funds in doubt or subject to change without notice	No funding allocated	0
Project Methodology	Defined methodology	Defined methodology, no templates	High level methodology framework only	No formal methodology	0
IT Solution Complexity					
Product Maturity (if purchased)	Product implemented & working in > 1 gov't agency or business of similar size	Product implemented & working in 1 agency or business of similar size	Product implemented & working only in an agency or business of smaller size	Product not implemented in any agency or business	1
Solution Dependencies	No dependencies or interrelated projects	Some minor dependencies or interrelated projects but considered low risk	Some major dependencies or interrelated projects but considered medium risk	Major high-risk dependencies or interrelated projects	0
System Interface Profile	No other system interfaces	1-2 required interfaces	3-4 required interfaces	> 4 required interfaces	3
IT Architectural Impact	Follows COT-approved design; principles, practice & standards	New to the court but follows established industry standards	Evolving "industry standard"	No standards, leading edge technology	0
Deployment Impact					
Process Impact	No business process changes	Agency wide process changes	Multi-State Agency process changes	State-wide process changes	1
Scope of End User Impact	Department or Division level only	Multiple Dept. or Court-wide impacts	Multi-Court impacts	Statewide impacts	1
Training Impact	No training is required	Minimal training is required	Considerable training is required	Extensive training is required	2
Total Risk Score					15

Section VIII. Project Approvals

Management Review Checklist

Key Management Information		Yes	No
1. Is this project for a mission critical application system?		✓	
2. Is this project referenced in your court's/county's IT Strategic plan?		✓	
3. Is this project consistent with COT policies, standards and procedures?		✓	
4. Is this project in compliance with the Arizona Revised Statutes and court rules?		✓	
6. Is this project mandated by law, court case or rule? If yes, cite the federal requirement, ARS Reference, Court Rule or Case.			
Details: <i>Provide details related to technology as part of the requirement.</i>			

Project Values

The following table contains summary information taken from the other sections of the JPIJ document.

Description	Section	Significance
Value Rating	V. A. Value to the Public	26
Economic Benefits	V. B. Benefits to the State and Local Judiciary	Score 31 \$
Total Development Cost	VI. A. Development Costs	\$398,950
Total Project Cost	VI. A. Total Project Costs	\$398,950
FTE Hours	VI.C FTE Project Hours	9396
Project Risk Factors	VII. Risk Assessment Score (Maximum 48)	15

Formal Project Approvals

The JPIJ must be transmitted to AOC/COT by email. The project approvals block may be sent via mail or FAX. Please include the Project Title for identification.

Project Title:

<i>Responsibility</i>	<i>Approval Signature and Title</i>	<i>Date</i>
Presiding Judge:	Keith Bee	
Clerk of Court/Court Administrator:	Lisa Royal	
Project Manager	Charles Drake	
Project Sponsor or Other	Lisa Royal, Court Administrator	

Appendices

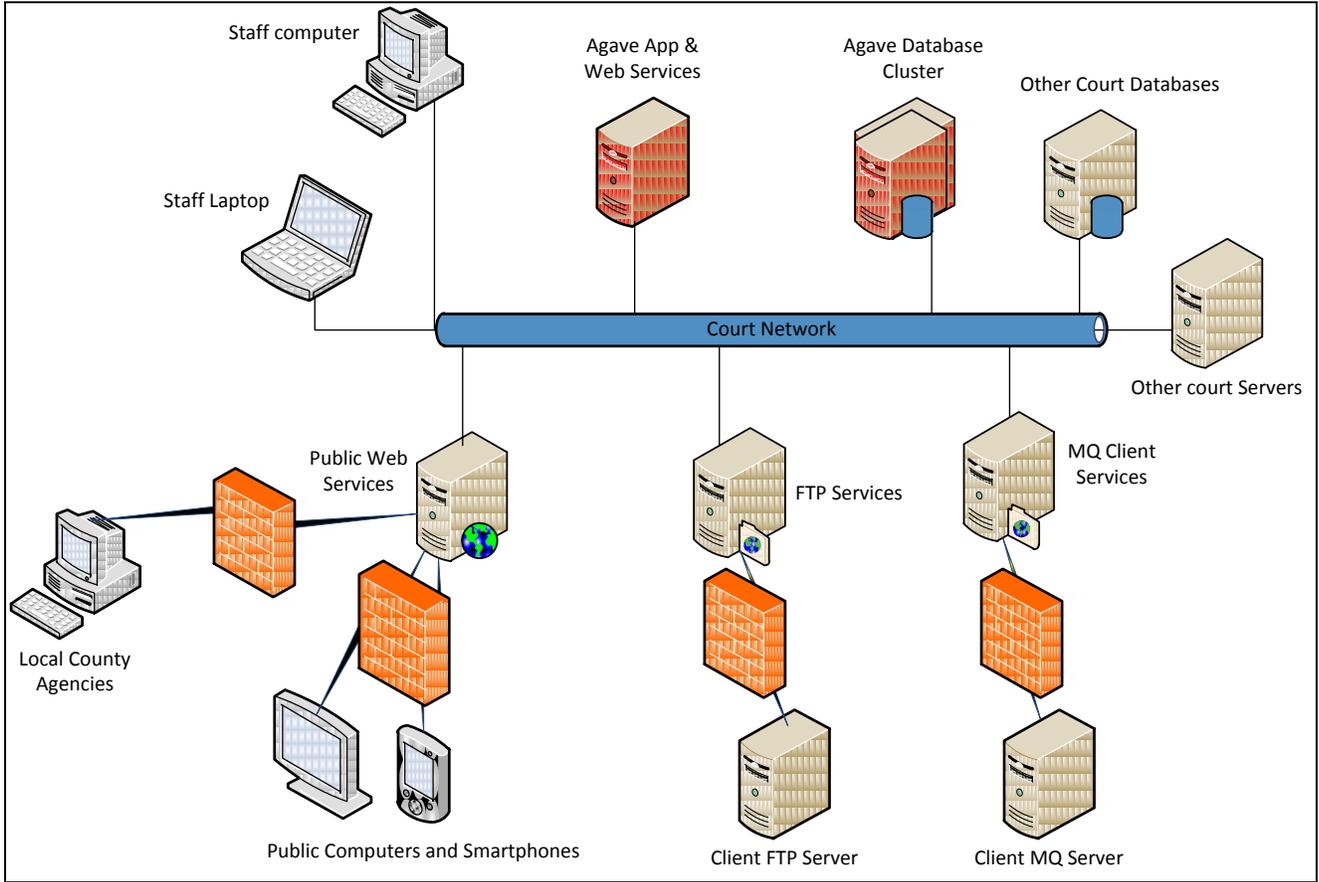
A. Itemized List with Costs

Attach a detailed list of expenditures including unit costs and extensions. Ensure the total agrees with the TOTAL column on tables labeled “Development Costs” and “Operating Costs.” This list should contain all items associated with the total project investment, including hardware purchase costs, software purchase costs, software licensing costs, professional and outside services costs, consulting costs, communication costs, facilities costs such as cabling or wiring, training costs, travel costs, and all other costs.

Category	FY 12-13	FY 13-14
Professional and Outside Services		
9 Contract developers: 3532 hrs @ \$75/hr	\$132,420	\$132,420
Software		
Dev Xpress software license	\$1,500	
Other		
50% Contingency Fund	\$66,225	\$66,225
Totals	\$200,725	\$198,225

B. Connectivity Diagram

Attach a high-level schematic drawing, indicating major hardware components. If your project is an expansion of existing facilities, clearly indicate existing and new components. A hand-drafted drawing is acceptable.



C. Project Schedule -- Gantt Chart, Project Management Timeline

Include a computer-generated Gantt Chart or a textual list of major project phases and milestones. Include the estimated time of completion for each milestone, and the total elapsed time for the entire project. Do not include a detailed list. If a vendor is involved, insure the plan is consistent with the vendor's proposed schedule. This Gantt Chart will be used as the basis for project oversight.

See Attached.

Glossary

If special terminology and acronyms are used, consider including a glossary of terms.

AiCMS – AmCad Integrated Case Management System

AJACS – Arizona Judicial Automated Case System

AOC – Administrative Office of the Courts

COT – Commission on Technology

CUI – Character User Interface; typically menu driven with no Windows or mouse

DPS – Department of Public Safety

FARE – Fines/Fees and Restitution Enforcement program

GUI – Graphical User Interface; typically mouse driven with Windows and icons

IVR – Interactive Voice Response

MAS – Minimum Accounting Standards

MQ – Message Queue

MVD – Motor Vehicle Division

PCAO – Pima County Attorney's Office

PCSD – Pima County Sheriff's Department

SAN – Storage Area Network

VMWare – vendor for virtualization and cloud technologies

Document Information

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