Statement of Work

District of Columbia Superior Court
500 Indiana Ave NW
Washington, DC 20001

"Court"

CMS Implementation
Date: July 2019

"CMS Vendor"

Statement of Work (SOW)

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1. Introduction

Overview

This Statement of Work (SOW) presents the phases, tasks, and activities that CMS Vendor will execute to implement the CMS solution for the District of Columbia Superior Court (Court).

A successful CMS implementation project is dependent on many factors: setting up a strong governance structure; time, budget and scope management; designing a solution that meets the business needs of Court; and planning the implementation for success. The purpose of the project is to assist Court with transitioning away from the legacy case management system(s). The project will implement **CMS** for Court using a proven approach that has been successful in other jurisdictions across the nation.

Products and Licenses Included: The following products, license features, offices and case types are included and governed by this Statement of Work:

Table 1 - Licensed Products and In Scope Offices and Case Types

Licensed Products	

• CMS Case Manager
• CMS Financial Manager
• CMS Clerk Edition
• CMS Judge Edition
• CMS Financial Manager (Full)
• Reporting
• CMS Text Messaging
• CMS efiling
• Public Access Portal
• Electronic Payments
• Interface (API) Toolkit
	• Document Management
	    o Batch Scanning/Workflow
	    o Auto Attach
	    o Document Stamping
	    o Citation Image Zoom
	    o eSignatures
	    o eNotices
	    o Record on Appeal
	    o OCR Level 2
	• Session Sync
	• Socrata – Limited use as described within the SOW (this document)

In Scope Offices	In Scope Case Types*
• Civil Division • Criminal Division • Family Court Operations • Social Services Division – Read Only • Multi-Door Division • Probate Division • Domestic Violence Division • Tax Division • Auditor Master Office • Budget and Finance Division	• General Civil • Small Claims and Evictions • Criminal Felonies and Misdemeanors • Traffic • Divorce and Family • Juvenile Court: Juvenile Traffic, Delinquency, Status Offenses, Juvenile Social Files • Probate: Trusts, Estates, Adoptions, Marriage Licenses and Guardianships *Non-inclusive list. Please refer to RFP

	for full list

CMS Vendor will deliver the CMS software solution consistent with its responses delivered during the RFP process, specifically captured within Appendix J 11 – Functional and Technical Requirements.

Executive Summary and Deployment Strategy – Multi-Track

This project will be delivered as two distinct implementation tracks. The first track, referred to herein as either Track 1 or Civil, will focus on the delivery of CMS Case Manager, Judge Edition, and Financial Manager for the Civil case category, which includes General Civil, Small Claims and Evictions, Tax and Probate. The second track, referred to herein as Track 2, Criminal, will focus on the delivery of the CMS products for the following case categories: Criminal Felonies, Criminal Misdemeanors, Traffic. Juvenile Court and associated case types will be included with Track 2, Criminal. Furthermore, because of the unique connections between many of the participants in Juvenile matters, Family & Divorce case types will be included with Track 2, Criminal. Each implementation track will be independent of one another, each having their own distinct set of tasks and activities. It is also assumed that the tracks will run concurrently, in parallel.

CMS Vendor proposes this deployment approach to achieve the highest opportunity for success. Each track can focus on its unique needs and business practices during the Solution Deployment, Data Conversion, Validation, Training and Go-Live phases, while also sharing a single phase that is dedicated to the planning and initiation of the project. This multi-track model reduces risk to the project quality and timeline by ensuring that the focus and attention is applied to the right areas, at the right times. In this project, the needs of the Civil case management stakeholders are different than the needs of the groups that are involved in the Criminal delivery. Therefore, splitting the deployment into independent tracks assures each track receives the focus it needs. An additional benefit to splitting the tracks is that the go-live events are not directly connected; the implication here is that each track can focus on its own needs for going live and is not tied to or beholden to the other track's requirements. The Civil departments, for example, do not need to wait for a completed interface with a justice partner that only impacts the Criminal department before going live.

To keep the timeline in check, CMS Vendor proposes to organize the tracks so that they run concurrently. The Civil track would begin first, and the Criminal track would begin shortly after. This will require planning, coordination, and the appropriate allocation of project teams, but is a proven model that CMS Vendor has delivered successfully on many occasions.

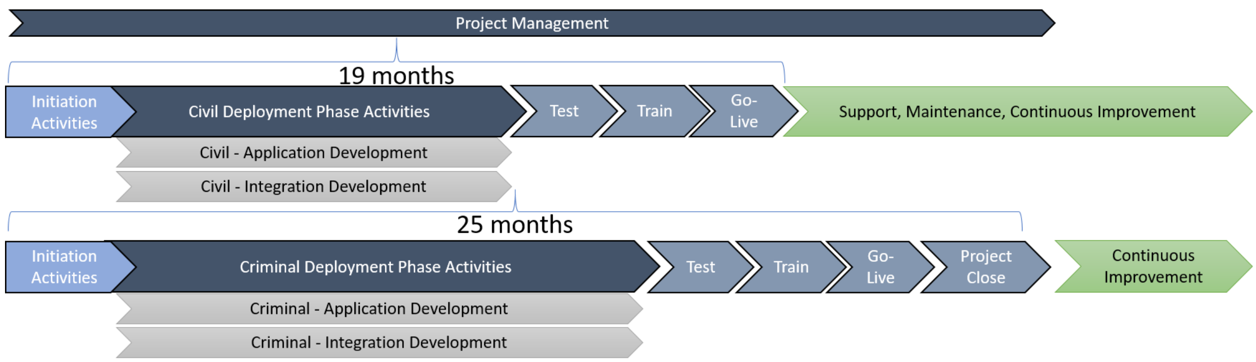
CMS Vendor and the Court understand that this dual track approach, though beneficial for the reasons listed above, creates operational challenges because of the need for the Court to use and maintain two systems between the two go-live periods. There is a potential risk that party (person) records may be inadvertently created in the legacy and CMS system during the interim period when both systems are operational; other challenging impacts to Court business may exist. CMS Vendor is committed to discussing with the Court, during the Business Process Review activity, options to help alleviate those operational challenges and will offer potential solutions available within the CMS application, to mitigate some of the challenges and potential operational impacts. Specifically, CMS Vendor will help the Court with the CMS Party Merge feature after the second go-live event, which will allow the Court to identify and consolidate (merge) duplicate party records. The use of external applications, building interfaces, or other mechanisms may be used by the Court to resolve these interim operational challenges, but those mechanisms, should the Court choose to use them, are the responsibility of the Court to implement. The Court may, for example, establish an interface that publishes party financial data from CMS to a separate application.

The project will be further grouped into four major delivery phases, with each phase consisting of tasks and deliverables. Note that phase 1, Project Initiation and Planning, will occur at the beginning of the project and will be completed once, while phases 2, 3, and 4 will be completed once per track. The expected duration from project kick-off to conclusion is twenty-five (25) months, with the first go-live for Civil expected to take place in or around month 19 and the Criminal go-live for track two taking place in or around month 24, with an additional month utilized for project closeout activities. The four major phases of delivery are:

- Phase 1: Project Initiation and Planning
- Phase 2: Solution Deployment
- Phase 3: Data Conversion
- Phase 4: Validation, Training and Go-Live

A simple timeline graphic has been provided to illustrate the multi-track approach:

*Figure 1 – Implementation Approach – 2 track model **



**Boxes do not represent an accurate time scale, rather they show the sequencing leading up to go-live*

In most CMS deployments there are many processes that overlap from one office to the next and the flow of information is multi directional. To that end each office will complete their own configuration, data review and training activities, but CMS Vendor recommends significant time spent with the offices working together to review business processes that impact each office. While each office will complete their own configuration, many configuration activities will be completed as a group within the track. For example, during the Configuration Sprint activities (Task 2.2) all of the project team members representing the offices involved in the Civil track will be together for the sprint activities and training sessions, as the content of the instruction can be universally applied to all offices.

In this Statement of Work the Phases are listed as a single set of activities. The descriptions of the tasks are indicative of the type of activity, the tasks that are required, CMS Vendor's delivery expectations for each one, and the expectations of the Court team for participating. In the Initiation and Planning Phase, CMS Vendor will work with the project and executive teams to determine the specific schedule and sequencing of the activities related to their completion with an individual office versus those activities that will be conducted in a multi-office setting.

It is important to note that Phase 2 (Solution Deployment) and Phase 3 (Conversion) will have connected and interdependent activities and will be run concurrently within their respective tracks.

Summaries of each of the major phases are described below:

Phase 1: Project Initiation and Planning involves project initiation, infrastructure planning, and the business process review. This phase feeds many of the subsequent activities in the project: configuration, application refinements, infrastructure, integration, etc. It also facilitates verifying that the sequencing, timing, and scope for the project are correct. This phase will be conducted once at the onset of the project, with a few unique items being repeated for the second track.

Phase 2: CMS Software Solution Deployment includes the installation and configuration of the CMS software solution. It is focused on validation that the infrastructure is properly prepared, and project tasks for addressing any mission critical application and integration developments for the overall solution. The phase will establish the technical infrastructure and application installation, application configuration and definition of business processes to meet Court's specific needs, and iterative refinement and testing of those same business processes and procedures. For purposes of this document the CMS software solution consists of the in-scope software components listed in table 1 above.

Phase 3: Data Conversions are a major effort in any CMS software implementation. CMS Vendor's conversion tools facilitate the predictable, repetitive, repeatable conversion process that is necessary. The tools have reports and metrics built in to measure the quality and breadth of the converted data. CMS Vendor proposes to take the lead on Court's data conversion, developing the conversion routines of Court's extracted legacy data to the CMS solution. Solution Validation and testing will occur once configuration activities and the data conversion process is complete.

As referenced above, Phase 2 and Phase 3 are independent, yet connected activities and will be run concurrently. In Phase 2, the project teams will build the necessary CMS CMS configuration details to support the new procedures that Court will utilize within CMS but will also need to build configuration sufficient to convert the legacy data. Additionally, Data Conversion will be an integral part of Solution Validation and will of course be the catalyst for the final cut over to the new CMS system, addressed as the Go-Live event in Phase 4. Though Phases 2 and 3 have a separate set of tasks and deliverables, these will effectively be run as parallel and interconnected phases.

Phase 4: Validation, Training and Go-Live: CMS Vendor employs a dedicated team of experienced trainers who are ready to transition Court user community to the CMS application. Training will involve Court team members as well as CMS Vendor experts and will last 4 weeks leading up to Go-Live events; CMS Vendor will conduct the end-user training sessions. After production Go-Live, the focus shifts to careful support and surveillance of the system. This includes onsite support and remedial training in preparation for turnover to Court personnel and ongoing maintenance.

This project will complete the implementation of CMS and the licensed products within the Court. As noted above, this Statement of Work assumes a two-track approach, with the Civil case types and courts representing track 1, while the case types, offices and processes involved in the Criminal implementation represent track 2.

2. Definitions

The following terms and definitions shall be used through this Statement of Work

1. Agile means the method of software design and delivery utilized by CMS Vendor's product development organization.
2. Authorization Order means an order to use custom development hours. Authorization Orders will be governed by this SOW upon execution by both parties.
3. Business Process means the practice, policy, procedure, guidelines, or functionality that the Court uses to complete a specific job function. Example: How are requests for ex parte hearings handled? Note, this process may include steps that involve the legacy system, steps that do not use the legacy system, or a combination of both.
4. Business Process Review means a discussion and review of the Court's legacy system and processes for the purposes of understanding the proposed configuration options and business process modifications recommended by the Court when utilizing CMS for the same set of processes.
5. Configuration means the set of completed user and system defined code tables and workflow rules within the Administration Section of CMS. Examples: Case Types, Hearing Types, Commissary Items, Bond Companies, Offense Types, Payment Methods
6. Conversion Cycle means the steps and sequence required to populate data from the legacy system into CMS. The sequence starts with an extract of legacy data, continues with data mapping, mapping of legacy code values to CMS code values, application of conversion programs and scripts, populating data into CMS Vendor's Intermediate File Layout (IFL, also see definition in this list), and pushing data from the IFL into CMS, culminating in a data review.
7. Conversion Push means the final act in a conversion cycle, populating legacy data into CMS
8. Data Review means a qualitative and quantitative investigation of the data that was populated into CMS during a Conversion Push.
9. End User Training means the set of activities intended to educate the future users of CMS on the functionality of the CMS software for the purposes of completing their job functions.
10. Fit Analysis (means a detailed review of the Court's current processes in its Legacy System to determine if each process has a sufficient and equivalent partner process in CMS. May also be referred to as "Gap Analysis" in other project documents. Intent is to seek customization or software enhancement opportunities.
11. Interface **means a connection to and potential exchange of data with an external, non-CMS, system or application. Interfaces may be one way, with data leaving CMS to the other system or data entering CMS from the other system, or they may be bi-directional with data both leaving and entering CMS and the other system.**
12. Integration **means a native exchange or sharing of common data within the CMS system, between CMS Vendor applications.**
13. IFL means CMS Vendor's proprietary Intermediate File Layout, used for conversion cycles and pushes.
14. Legacy System means the primary computer system, database, and/or end user software application in use by the Court which is being replaced by this project.

15. CMS Case/Jail/Attorney Management System Solution or CMS means the CMS Software License and components as defined in the table of licensed products in the Overview section.
16. Project Manager or Project Managers means the person or persons responsible for the planning, monitoring, and execution of this project for CMS Vendor and/or the Court.
17. Solution Validation means the complete set of tests and testing activities when the full CMS solution has been deployed; This activity consists of a review of data, testing of business processes and practices, validation of completed configuration, interfaces and interchanges, and any custom software enhancements. This activity is a pre-cursor to End User Training activities.
18. Subject Matter Experts (SME) means the person or persons most familiar with a process, function, or operating procedure for any given set of activities or process areas. Persons may be considered a SME in multiple areas.
19. Terms Not Otherwise Defined shall have the meaning as set forth in the Master Agreement.
20. Use Case Scenarios mean the description of the business process or scenario that needs to be solved. Example: The court requires a 20-day time-waiver for certain filings. A Use Case Scenario would be the narrative description of what the process is (20-day time-waiver), which filings require it, and what the requirements are for completing the process.
21. Test scripts mean the steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
22. Data means digital or computer generated and stored information, documents, images, audio files, video files, and related materials necessary for the Courts to utilize the CMS platform.

3. Roles, Responsibilities, and Governance

In every CMS implementation, governance is extremely important for ensuring that the project is on schedule, that quality is maintained, and the key drivers and guiding principles are adhered to. For the Go-Live event, there will be a designated governance structure that assists with organizing the decision-making for the group. During the project initiation, CMS Vendor and Court will discuss and determine several project operational plans, including the governance structure, communication plans, change management, escalation, and risk management plans. These are all key elements of an effective project structure.

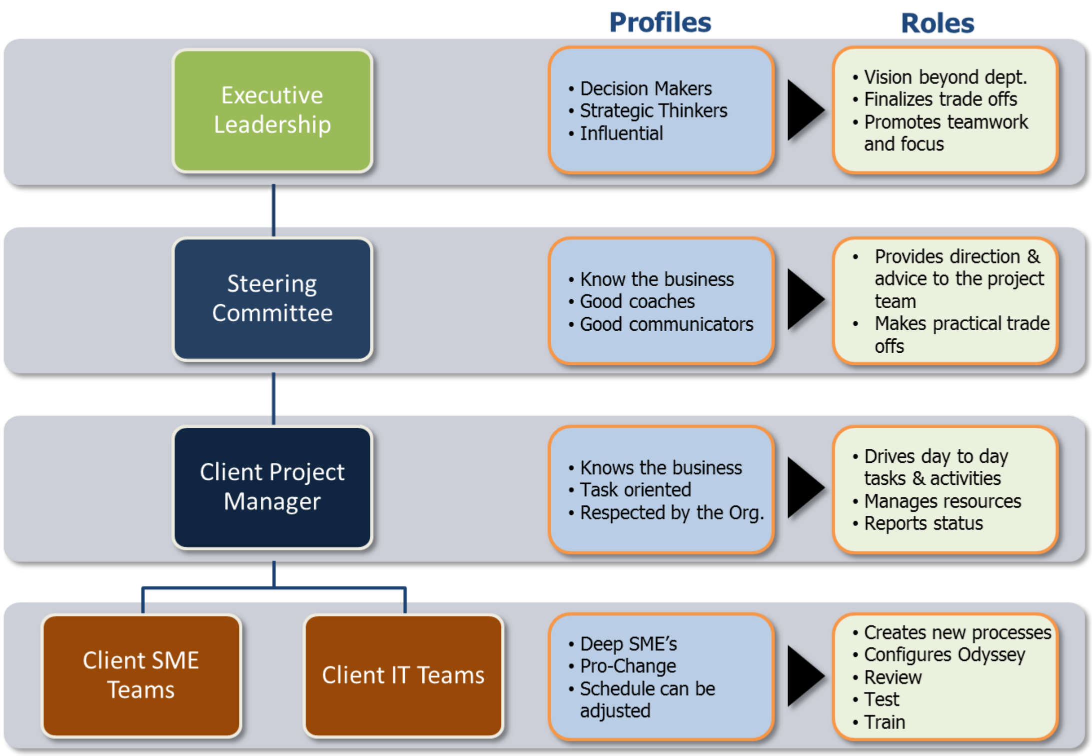
In line with CMS Vendor's experience with similar projects, the table below indicates the general roles expected for the Court team, along with a suggested composition of resources for that group or individual.

Group	Composition
Executive Team (IT Steering Committee)	This group is comprised of representatives from the key stakeholder offices involved with this project. These are the decision makers, strategic thinkers, and have influence across the organization. This group should have a vision beyond their department, is capable of finalizing project tradeoffs, while promoting teamwork and focus.
Steering Committee (Management	This group may consist of members of the Executive Team but could include a different set of stakeholders or

Implementation Team)	leadership. This group should know the business, be effective coaches and communicators. They can provide direction and advice to the project team and makes practical tradeoffs. This group has the backing of the Executive Team and is focused on driving towards the overall goals of the project.
Data Governance Group	This group is responsible for tracking and enforcing conformance to Court data policies, standards, architecture, and procedures. In this role it will be their responsibility to manage and resolve data related issues that come up during the implementation of the CMS solution including data conversion and future data usage issues.
Court Project Manager	This individual will serve as the primary and central point of contact for Court that will work closely with the CMS Vendor Project Manager. This individual will also represent the interests of all the Court stakeholders. Further information on the responsibilities of this individual is provided below.
Court Project and Subject Matter Expert Team	This group consists of Court operational, technical, and other resources with deep knowledge of the local processes, data, and functionality of the legacy systems. These are key members of the Project Team and are generally assigned to the project permanently, or at least in such a way as to be called upon as needed. Note, some SMEs will have unique expertise in a single area, where others may have a broader understanding of the operations and can speak as a subject matter expert in many areas. In many instances the Project Team includes team leads, often managers or supervisors, who may or may not be primary Subject Matter Experts. The “lead” role helps guide and influence, keeping focus on the overall project goals.
Court IT Team	This group consists of Court IT and other key technical personnel from potential integration partners, as determined by the Court and Courts.
External Stakeholders	This group includes all external parties to the project including the state- and federal- level justice partners and local law enforcement agencies’ representatives.
Project Management Office (PMO)	The PMO is a joint group consisting of the project managers and project leads from both CMS Vendor and Court

A successful governance profile illustration has been provided here to shows the structure and hierarchical nature of the relationship between each key group:

Figure 2 - Profiles for Successful Governance



It should be noted that the final project governance structures and mechanisms will be finalized during Phase 1 of the project.

Roles and Responsibilities – Court Project Team

The Court project team is an integral part of any successful CMS software implementation. The Governance section above outlined the general structure of the Court organization, but the detailed breakdown of the Court roles and responsibilities for the Project Team is listed in the table below. CMS Vendor strongly encourages the following when considering the Project Manager and Project Team structure:

- **Strong Subject Matter Expert** (SME) representation from key operational areas
  - Ability to fully **understand their process areas** and the upstream or downstream impact for all decisions
  - **Active participants** in Code Mapping and Data Review
- Command level **decision makers** must be present, and **empowered** to make and drive **key business decisions**
- **Escalations** to governance structure hierarchy **should be limited** to major obstacles only
  - **Escalations** and **decisions** must be **dealt with swiftly**

Note, that each project is unique, and the duration required for each participant type may change. Approximate percentages are given to help with staffing allocation.

Role Type	Role Description	Sample Activities	Project Utilization % Est.
Business Analyst	Understands current business practices; able to visualize and articulate the end-to-end process and help craft solutions with the software that meet the business needs	Business Process Review; Data Review; Custom Development Interaction (Agile sprint reviews); Solution Validation	50%
Data Conversion – Non-Technical*	Ability to understand and identify data elements as they migrate from the legacy system into CMS; Understands operation impacts of data; able to assist in explaining data rules to be applied to conversion programs	Data Reviews; Configuration; Code Mapping	60%
Data Conversion – Technical	Ability to understand the legacy data structure at the infrastructure or database level. Has an understanding of the current construct and data definitions of the legacy data; able to assist in extracting the legacy data; able to participate in CMS data reviews and in the conversion balancing process	Data Extracts; Data Pushes; Data Reviews	60%
ECR Creator	Ability to create Enterprise Custom Reports using SQL Server Reporting Services. Typically, a resource with a strong technical background in the area of SQL database knowledge	Enterprise Custom Report writing	Varies per project
Forms Creator	Intermediate to advanced user of Microsoft Word; Understands data token concepts and the mail merge concept; Having operational subject matter expertise is also helpful	Forms creation;	30%, depends on number and complexity of required forms
SME – Operations*	Deep knowledge and understanding of current business practices and policies; understands the "why" behind a given set of processes – possesses an attitude and understanding that questions the "we've always done it that way" ideal	Business Process Review; Data Reviews; Business Process Definition and Documentation; Configuration; Custom Development Interaction (Agile sprint reviews)	90%
SME – Technical /	Deep knowledge and understanding of	Infrastructure setup	25%

Infrastructure	the technical aspects of the legacy systems. This role usually has multiple facets, but generally consists of team members who are skilled in Microsoft Server, MS SQL, TCP/IP Networking, Firewalls, AntiVirus	and planning; infrastructure troubleshooting	
SME – Technical / Integrations	Ability to develop API and XML based integrations. Familiar with basic programming concepts; ability to build SOAP web services and SOAP web service Courts. See Integrations Development section for more details	API Toolkit Training; Integrations Development	Varies per project
***Note: In many implementations, the Operational SMEs act as the non-technical data conversion resource(s). In those instances, there is a single pool of SMEs who are engaged in all SME related activity, including the data reviews.**			

Roles and Responsibilities – CMS Vendor Team

CMS Vendor will bring a full complement of resources to this project in order to assure its success. CMS Vendor team members will partner directly with the Court teams, creating a cohesive unit that is dedicated to completing the scope of work required, but also will focus on creating long term solutions that offer sustainability and a platform for future improvements by the Court.

For this project CMS Vendor will utilize at least one Project Manager, one Implementation Consultant, and a Conversion Engineer. Other specialty resources are utilized through the life cycle of the project as needed, including Business Analysts, Quality Assurance Specialists, Integration experts, Software Engineers, Trainers, and Go-Live staff. In addition, CMS Vendor's management and executive teams are often engaged in the project's life cycle, playing a crucial part in the overall governance and execution.

Because no two projects are exactly alike, the duration required for each participant type may change but the roles and expectations for each player are consistent. Descriptions for the various resource types are listed here.

Role Type	Role Description	Sample Activities
Project Manager	Responsible for the overall management and progress of the project. Communicates project issues, risks, and status to all stakeholders. Partners with the Court Project Manager for activity and task scheduling, for project communications, and issue resolution. CMS Vendor Project Managers are also knowledgeable in the CMS application and in most Court business processes and are able to actively participate and guide many solution-	Project Planning, Activity Scheduling, Project Status Reports, Resource Coordination, Issue and Risk Management.

	oriented discussions.	
Implementation Consultant	Responsible for SME training, configuration and business process consulting and assistance, assisting with data reviews and helping with issue resolution	Configuration, Conversion Data Reviews, Training, Business Process Definition
Conversion Engineer	Sometimes referred to as a "DBA", this resource is a skilled SQL programmer, responsible for converting the Court legacy data into CMS using a combination of the IFL and related conversion programs, and custom SQL scripts	Data Conversion
Business Analyst	Understands Court business practices and CMS application functionality and options. Reviews incoming development project requests to determine feasibility and recommend solution alternatives. Helps document business processes and custom development features and functions	Business Process Review, Agile development reviews, business process documentation, enhancement documentation
Integration Consultant	Skilled technical resource, knowledgeable in CMS Vendor's API Toolkit and around integrations and data exchanges in general	Integrations Consulting, Integrations Development
Training Specialist	Skilled educator, understands CMS application functions, business practices and concepts, and is versed in teaching methods. Can help create training content and the development of a training plan	SME Training, End User Training, Train the Trainer

Activities with specific On-Site expectations

Many activities can be completed remotely by CMS Vendor staff working at their CMS Vendor office location. Status meetings, certain consulting activities and follow up items, and even certain training courses can be facilitated by remote mechanisms. Other activities, however, are more suited to an onsite presence. The following table of activities will indicate whether the activity will be conducted on site or remote. If an item can be completed either on site or remote, an indicator of "both" will be used. Note that this table represents CMS Vendor's typical approach, however flexibility with this model is encouraged to ensure the optimal location for each activity.

Activity	Location
Kick-Off	On Site
Business Process Review (BPR)	On Site
BPR Analysis	Remote
Infrastructure Certification	Both
Configuration Workshops	Both
Process & Configuration Consulting	Both
Status Reporting	Remote
Governance Meetings	Both

Data Conversion Planning	Both
Data Conversion Development & Pushes	Remote
Data Conversion Review	Both
Application Development	Remote
Integration Development	Remote
Solution Validation	On Site
End User Training	On Site
Go-Live	On Site

Change Management & Scope Control

Project Management governance principles hold that there are three connected constraints when moving forward on a project. Referred to as the "Triple Constraints", these are Cost, Scope, (quality, features), and Time (schedule). Each of these combines to determine the project's Scope. The project and executive teams will remain cognizant of these constraints when making impactful decisions, as a change in one side of the triangle will have an impact on another. A simple illustration of this triangle is included here, showing the connection of each item and their relational impact to the overall Scope.

Figure 2 - Triple Constraint Triangle

This SOW is creating the triangle. The timeline has been established, the cost is set forth in the Investment Summary and contract terms, and the scope is this document of services, the contracted software licenses, products, and features.

A pillar of any successful project is the ability to properly manage scope, while allowing the appropriate level of flexibility to incorporate approved changes. The following guidelines will be used to manage scope and changes within the project.

Change Control. It may become necessary to change the scope of this project due to unforeseeable circumstances (e.g., new constraints or opportunities are discovered). This project is being undertaken with the understanding that project scope, schedule, and/or cost may need to change to produce optimal results for stakeholders. Changes to contractual requirements will follow the change control process specified in the final contract, and as described below.

- **Change Control Board.** As a function of the governance process, the CMS Vendor and Court teams will establish a Change Control Board. This entity will be responsible for reviewing and approving all project scope changes, authorization orders, change orders, and approval or authorization documents related to changes in scope. CMS Vendor will act in an advisory and consultative capacity to the Change Control Board through the PM and Management teams, while the Court will determine the members of the board who will have the capacity and authority to authorize the proposed changes. Unless otherwise specified, the Court Steering Committee will act as the Change Control Board.

- Change Order Management. Should the need for a significant change to project scope, schedule, and/or cost be identified during the CMS Project, the change will be brought to the attention of the PMO and an assessment of the change will occur. While such changes may result in additional costs and possible delays relative to the implementation schedule, some changes may result in less cost to Court (i.e.; the Court decides it no longer needs a deliverable in whole or part) or less effort on the part of CMS Vendor. Promptly after any request or recommendation for a change is presented, the change request will be reviewed by the Change Control Board. If approved by the Change Control Board, the parties will work collaboratively to develop a Change Order and every effort will be made to adhere to the implementation schedule. Following joint development activities, CMS Vendor will submit a proposed Change Order to the Court for review identifying, at a minimum: (a) the nature of the change; (b) a good faith estimate of the additional cost or associated savings to the Court, if any, of implementing the change; (c) the timetable for implementing the change; and (d) the effect, if any, of the change on the anticipated implementation schedule. The Court will use its good faith efforts to either approve or disapprove any Change Order within ten (10) Business Days (or other period as reasonably requested by the Court); provided, however, that in no event will any delay in the approval or denial of a Change Order constitute a deemed approval by the Court. No such Change Order will be effective unless the State Court Administrator approves the Change Order in writing (Change Confirmation). Any Change Confirmation will constitute a formal amendment to the Statement of Work, will be deemed incorporated herein, and will be deemed to supersede any conflicting term in the Statement of Work.

  Unless otherwise specified, The Steering Committee will act as the Change Control Board for this project.

- Authorization Order Process. From time to time, the Court or CMS Vendor may discuss, request, and/or recommend specific Contractor obligations and an allocation of hours to fulfill such obligations pursuant to the Contract and the then-current Statement of Work, including to provide project management services, conversion services, configuration and training services, consultation services, or to develop “local enhancements.” Promptly after any request or recommendation for such allocation, CMS Vendor will submit a respective Authorization Order to the Court for review identifying, at a minimum: (a) the nature of the obligation; and (b) a good faith estimate of the number of hours to be allocated. Court may elect to: (i) request a Change Order; (ii) allocate hours from another project phase or project stage to cover the excess hours; (iii) reduce the scope of the requested services, or (iv) reject the Authorization Order. The Court will use its good faith efforts to either approve or disapprove any Authorization Order in a signed writing (any approved Authorization

Order being a "Authorization Confirmation") within ten (10) Business Days (or other period as reasonably requested by the Court), as applicable, in writing.

Decision-Making and Deliverable Approvals

As with other CMS implementations, the Project will involve many decisions to be made throughout the project. The decisions will vary from higher level strategy decisions to smaller, detailed project level decisions. It is critical to the success of the project that each Court office designate specific individuals for making decisions on behalf of their department, or "project leads".

Additionally, CMS Vendor strongly recommends that Court select a single individual as an acting project manager. This individual will represent the interests of all stakeholders and serve as the primary contact to work directly with the CMS Vendor Project Manager. Responsibilities of this individual include, but are not limited to, the following activities:

1. Coordinate the participation of Court's departments' representatives in all project activities, such as training, business process review, and workshops.
2. Coordinate the review of project deliverables and collecting feedback from the Court.
3. Coordinate approval of project deliverables.
4. Together with CMS Vendor's Project Manager, work towards keeping the project on schedule and on budget.
5. Communicate project status to the Executive Team.

The coordination of gaining Court feedback and approval on project deliverables will be critical to the success of this project. The Court Project Manager will strive to gain deliverable and decision approvals from all authorized Court representatives within 5 business days. Given that the designated decision-maker for each of the departments may not always be available throughout the project's duration, there will need to be a designated backup proxy authorization for each decision point in the project. Assignment of each proxy will be the responsibility of the leadership from each Court department. The proxies will be named individuals that have the authorization to make decisions on behalf of their department.

4. Project Approach

Throughout the project, CMS Vendor will leverage our extensive experience in similar projects, thereby allowing Court to focus on any strategic issues that need to be addressed as well as the strategic decisions that need to be made. The four major phases involve a series of distinct tasks and deliverables for configuring and deploying the CMS solution. The phases and associated tasks will be performed in this project are detailed below.

Phase 1: Project Initiation and Planning

This phase involves Pre-Implementation Planning and the Business Process Review and facilitates verifying that the sequencing, timing, and scope for the project are correct. The specific tasks of this phase are described below.

Project Management Services and Approach

CMS Vendor's implementation approach includes project management services to ensure correct management and successful completion of each aspect of the implementation.

The project manager will execute CMS Vendor's Project Implementation Methodology (PIM). The PIM is based upon a combination of Project Management Institute (PMI) standards, the Project Management Book of Knowledge (PMBOK), and years of successful CMS Vendor project management activity deploying justice solutions. Our methodology has been refined while implementing our courts and justice software in hundreds of courts.

Unlimited time and resources are luxuries that no project enjoys. In most cases, projects require informed trade-offs among competing constraints – budget, schedule, risk, and quality. The primary goal of project management is to complete the project goals with an acceptable balance among these constraints. When viewed objectively, projects that are on-time and on-budget are considered successful. But the project must also deliver on its objectives and achieve an acceptable level of quality while carefully managing risks.

CMS Vendor's project management approach seeks to effectively balance these constraints through:

- A statement of work that clearly defines project deliverables and constraints as well as a formal process for managing scope change,
- Clearly defined roles and responsibilities for both the Court and CMS Vendor, including well-defined authority for approving project goals and scope,
- Forthright and frequent communications,
- Continuous risk assessment and risk management, and
- Substantial participation by the Court in both the management and implementation of the project.

CMS Vendor has over 20 years of project management experience in implementing complex integrated justice systems. During this time, CMS Vendor's methodology has been built on best practices and its project management team has accumulated over 100 years of collective project management experience.

Because projects (even technology projects) involve people, the ability to interact with, communicate with, and motivate people is required. In addition to managing project constraints, activities, and deliverables, project managers are also called upon to mediate disputes, listen receptively and react constructively to criticism. They must also make decisions and communicate those decisions in a manner that promotes buy-in rather than confrontation. This "soft" side of project management is a critically important capability that CMS Vendor insists upon from its project managers.

CMS Vendor's methodology places the project manager in the key role of coordinating and directing the resource teams that are responsible for delivering CMS and its customer enhancements. Our project managers are experienced and operate with authority to make decisions that often are needed to meet project timelines. As such, CMS Vendor's project management teams coordinate all aspects of the project from requirements analysis and development monitoring to data conversion, training and implementation.

CMS Vendor's methodology also calls for detailed attention after the critical go-live date to ensure that CMS is meeting all business needs originally set forth and that appropriate levels of follow up training are delivered. The following are some of the highlights of this methodology:

Establish the Project Management Office

- Establish a project organization chart that includes the roles and responsibilities of each member of the Customer/CMS Vendor team.
- Establish project communication protocols and document standards.

Build the Project Business Strategy

- This can include the establishment of a development approach and priorities.
- Facilitate gap/fit analysis sessions if required.
- Perform a core product review.
- Identify required enhancements and delivery timing.

Build the Project Technical Strategy

- Understand specific software and hardware needs and lead evaluation efforts if required. This may include the definition of any pilot or test environments.
- Understand application data interfaces to other systems.

Build the Detailed Project Plan

- Provide regular updates on progress, milestones, issues and budget.
- Establish change control and risk mitigation processes.

Identify CMS Vendor Resources Dedicated to the Customer Project

- Identify Executive Sponsors, Business Analysts and Development Engineers.
- Identify Database Enhancements and Conversion Engineers.
- Identify Quality Assurance Technicians.
- Identify Training Developers, Instructors and Implementation Teams, including Application Technicians and Infrastructure Specialists.

Identify Customer Resources Dedicated to the Project

- Identify Executive Sponsors and Business Functionality Points of Contact.
- Identify Database Skill Sets and the Quality Assurance Team.
- Identify Training and Implementation Points of Contact.

Build and Oversee the Data Conversion Plan

- Identify requirements, monitor trial conversions and facilitate review of the data from a business standpoint.

<u>Ensure that Infrastructure Requirements are met</u>

- Establish performance objectives.
- Oversee system component acquisition and installation if needed.

<u>Ensure that the Customer's Training Objectives are met</u>

- Establish training plans, guidelines and resources.

<u>Establish Post Go-live Operational Considerations</u>

- Facilitate critical issue resolution.
- Ensure that post go-live training is delivered and is effective.
- Complete the project by facilitating executive signoffs.

The overriding theme of the above methodology is one of collaborating with the customer to accomplish goals. This methodology provides the framework that incorporates measurable goals, timely reporting, flexibility to the customer's business environment and a "road map" by which complexity can be managed and consistent results ensured.

Task 1.1 – Project Planning

CMS Vendor will work with Court to coordinate and plan a formal project kickoff meeting. This meeting signifies the start of the project and should be attended by representatives from each of the Court departments. Together during the meeting, the team will review the project organization, project governance, project tracking and reporting tools, implementation lifecycle, and product development lifecycle.

Additionally, CMS Vendor will introduce its implementation methodologies, terminology, and best practices to Court Project Team. This task will also present an opportunity for project managers and project sponsors to discuss the type of metrics and status reporting to be used to measure project progress and manage change. The attendees will leave the kickoff with an understanding of the project activities and their respective roles within each of the activities.

CMS Vendor will work together with Court Project Team to prepare and deliver the most important project planning components required for delivery. The activities will include creation and confirmation of the following project documents:

- Solution Validation Plan
- Training Plan
- Change Management Plan

The purpose of creating these plans early in the project is to establish the basic structure of each of these plans based on previous experience and known best practices. Each of these plans will continue to evolve and grow as the project progresses and additional details of the project emerge.

Assumptions

- The project kickoff will be conducted at single, central, location.
- The Court Project Team will provide a meeting room sufficient to conduct a project kickoff meeting.

Court Involvement

- The Executive Team and Project Team will attend the project kickoff.
- The Executive Team and Project Team will provide input and feedback into the Project Management Plan Deliverable.
- Court Project Team will provide feedback and input on the Project Operational Plan deliverable.

Deliverable	Description
1.1.1 Project Management Plan	This deliverable sets the foundation for the project by providing executive-level descriptions of the project vision, scope, methods of communication, and projected schedule. This document will be maintained throughout the duration of the project and kept up-to-date as changes to the project are decided upon. The deliverable's intent is to be a working document used to help manage, track, and assign project tasks and progress. This deliverable includes four components listed below: 1. **Project Charter**. This section of the deliverable authorizes the work of the project to begin and gives the Project Management Office the authority to manage the project. This document will include a description of the intent of the project and expected results for the project. 2. **Communication Plan**. This section of the deliverable details the flow of communication within the project. The deliverable includes communication between CMS Vendor and Court/Court resources, as well as those who need to be informed and in what situations. 3. **Statement of Work (SOW)**. The statement of work (this document) will be incorporated into the Project Management Plan. 4. **Project Schedule**. This section of the deliverable refines the proposed project plan, schedule, and organization; includes the identification of specific core and extended project team members from both CMS Vendor and Court. 5. **Change Management Plan**. This plan outlines the approach and activities that the combined project team will execute to proactively manage the level of organizational change. 6. **Issue and Risk Management Plan.** This plan details the agreed upon approach for identifying and tracking issues and risks.

Deliverables

<table>
<tr><th>Deliverable</th><th>Description</th></tr>
<tr><td>1.1.2 Project Operational Plans</td><td>The project operational plan is a combination of a number of smaller project operational plans combined together under a single document. The three major components of the project operational plan are defined below:

1. Solution Validation Plan. This document outlines the approach, plans, and resources necessary to conduct Solution Validation.
2. Training Plan. This document outlines the basic training approach, components, and curriculums. Assignment of end users to courses and curriculums will occur as the users are organized into roles and specific training needs are identified.
3. Data Conversion Plan. This document outlines the procedures governing the data migration effort. Will include legacy data extract parameters, push cycle sequence, data review expectations, and related information. This plan will be jointly determined between CMS Vendor and the Court, with significant input and oversight from the data conversion teams for each group.</td></tr>
<tr><td>1.1.3 Project Status Reports

1.1.3.1 – 1.1.3.N</td><td>CMS Vendor's project manager will produce periodic status reports through the course of the project, at least once per month. The status report may be comprised of multiple documents and shall at a minimum contain:
- Summary of issues and risks
- Schedule of upcoming tasks
- List of past due tasks
- Schedule status including relative % complete

It is anticipated that there will be 25 status reports produced. The exact number and cadence of delivery to be jointly determined by CMS Vendor and Court.</td></tr>
</table>

Task 1.2 – Business Process Review

The CMS products are mature, robust, feature-rich applications. Substantial development and industry knowledge have been invested in making CMS the premier court case management solution in the nation. CMS Vendor's Integrated Courts and Justice applications are built on the platform of out-of-the-box integration, making CMS the gold standard in criminal justice software solutions. CMS Vendor can offer a comprehensive solution that allows for the unique nature of each Court's business processes.

In line with our experience, one of the initial tasks of any CMS implementations is a Business Process Review (BPR). The primary purpose of this task is to perform a high-level walk through of the business unit needs and practices of Court to determine how those needs can be met with the CMS software via configuration and business process improvements. A secondary purpose of this task is to identify potential areas for CMS application enhancements to more closely align with the specific needs of Court. Though opportunities to enhance CMS may exist, CMS Vendor consistently recommends to our customers that they utilize the existing CMS functionality and, when necessary, adjust their business practices; application refinements and enhancements should only be considered when no viable solution for a given process is available within CMS.

The BPR will be conducted once per track, for a total of two (2) times. The first BPR will focus on the processes for the Civil track while the second BPR will focus on the Criminal track.

Prior to the start of each BPR, Court Project team will be involved in two activities, considered inputs to the BPR:

- **Conduct CMS Basics Overview** – Prior to the business process review, CMS Vendor will conduct an CMS Basics overview class for the business process review participants. The CMS Basics overview is a high-level training class that provides the participants with a basic understanding of the entire CMS software solution.
- **Gather and Prepare Use Case Scenarios** – CMS Vendor will ask Court Project Team to gather and prepare use case scenarios that are good representations of Court's major business process scenarios. Some examples of business processes or use cases are how cases are initiated, how requests for hearings are completed, or how the financials are assessed on a case. CMS Vendor will work with Court Project Team to arrange these scenarios into a schedule for the business process review.

As part of the business process review, the project teams will examine any current or required integration points, shared data, and shared processes. This activity will involve the representative(s) from each Court department as appropriate. The purpose of the activity and discussion is to understand the shared processes and data elements that exist between the Court offices; as part of an integrated Case Management system, there is a natural flow of case and party information between the offices, though the specific information available to each is determined by an appropriate level of security and access, which will be jointly determined in the configuration sessions. The purpose of this activity during the BPR is to understand the process flow between the offices.

During the sessions, CMS Vendor will conduct a walkthrough of Court's prepared use case scenarios within the legacy systems. The teams may also review potential solutions within CMS, though it is important to acknowledge at this stage in the implementation there will be limited or no configuration within CMS to complete a successful demonstration. The primary intent of this activity is to allow the Court team the ability to show CMS Vendor all existing processes, with emphasis on those that were gathered as part of the Use Case Scenarios, and for CMS Vendor to observe the processes to determine the best fit and approach within the CMS application for accomplishing the same or equivalent process. The Court Project Team will jointly review the solution within CMS Case Manager in relation to Court's business needs.

As a product of this review, CMS Vendor will prepare a business strategy document noting all recommended process changes, as well as any items that may be considered for application enhancement.

The outcome of each identified item in the BPR could have one of three actions:

1. Implementing a change to the existing business practice to accomplish the same objective, without a modification to the software.
2. Identifying a solution that can be accomplished through CMS configuration.
3. Identifying a modification (customization) to CMS to satisfy the requirement. Such a modification will have a separate scope and estimate defined and incorporated into the project's SOW. Application refinements are not considered to be in-scope for this engagement.

The business process results will be reviewed with the Executive Team and Court Project Team, with actions decided for each of the identified business needs. Results are also prioritized as to when each item needs to be delivered; prior to the initial go-live or after. As a proven approach for success, CMS Vendor encourages our Courts to only authorize those modifications necessary for day-one operations (for e.g., modifications to satisfy state law, local Court rules, etc.).

Assumptions

- A BPR Activity will be conducted once per track, for a total of two (2) times
- The business process review will involve Court representatives from all in scope offices.
- The CMS basics training will be conducted onsite at a single, centralized, location that can accommodate Court's designated participants.
- The Court IT Team will provide access to the current system environments for the purpose of conducting the business process review exercise.
- The Court Project Team will prepare business scenario documentation for the purposes of conducting the business process review (with direction from CMS Vendor).
- Appropriate SMEs from Court departments and their justice partners involved with any identified integrations will be available as needed during the integration portion of the business process review exercise.

Court Involvement

- The Court Project Team and Court IT Team will participate in the Business Process Review.
- The Court Project Team and Court IT Team will provide sufficient feedback and review of the Business Process Review Report.
- The Executive Team will finalize decisions on all identified CMS modifications.

Deliverables

Deliverable	Description
1.2.1 Business Process Review Report - Civil	Report capturing the results of the Business Process Review. This report will include: • Summary of the business process review results • Prioritized listing of critical items and estimated development (customization) needs • Listing of process redesign and business practice change opportunities
1.2.2 Business	Report capturing the results of the Business Process Review.

Process Review Report - Criminal	This report will include: • Summary of the business process review results • Prioritized listing of critical items and estimated development (customization) needs Listing of process redesign and business practice change opportunities

Task 1.3 – Infrastructure Planning – CMS Online / SaaS (See 2.1 SaaS)

During this task CMS Vendor will work with the Court IT Team to plan for and design the Court's CMS infrastructure. As part of this activity, CMS Vendor will also provide the Court IT Team with all CMS specifications and compatibility requirements for desktop hardware and peripheral devices. The Court IT Team can leverage these specifications to ensure that its hardware is of the correct type for use with CMS.

Specifically, CMS Vendor will be responsible for building the CMS Online environments hosted in Microsoft Azure GovCloud. Court is responsible for the installation and setup of the desktop applications, with guidance from CMS Vendor, and all peripheral devices.

Assumptions

- The Court IT Team will communicate any preferences or predispositions that pertain to system architecture, peripheral devices, and/or technical capabilities.
- The Court IT Team will provide input and feedback to the Solution Design document.

Court Involvement

- The Court IT Team and External Stakeholders will be designated by Court to contribute in architecture design discussions.
- The Court IT Team will be involved in the review and feedback on the Solution Design deliverable.

Deliverables

Deliverable	Description
1.3.1 Infrastructure Design Document	Documents the planned CMS Environments (e.g. Production, Testing, Staging), and the necessary underlying infrastructure. This document will serve as the basis of any necessary hardware procurement and provisioning of server and network resources, as well as a guide to initial installation and repeatable processes for managing the environments on a continual basis.

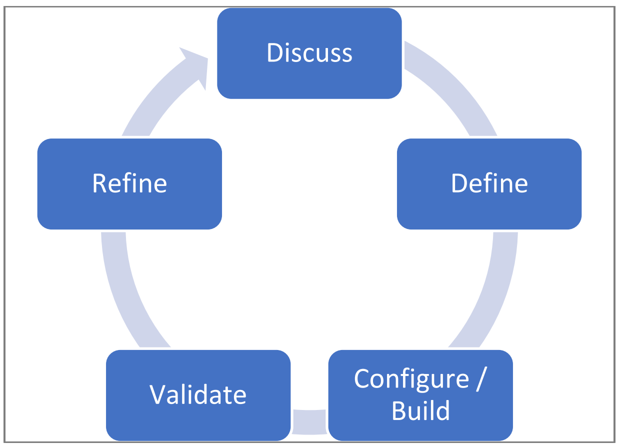
Phase 2: Solution Deployment & Development

This phase is focused on the design and deployment of the overall solution. This phase will establish the configuration of the CMS Case Manager solution to meet Court's specific needs; establishing the technical infrastructure and application installation processes; and iterative refinement and testing of business processes and procedures.

Testing Strategy, Organization, and Planning

Any successful system implementation requires a comprehensive and thorough approach to testing. It also should not be a single activity, nor the responsibility of one single person or group. Through the course of this implementation there will be incremental, iterative testing activities as the teams actively configure the solution. CMS Vendor's configuration process, for example, begins with a discussion to understand the need, then moves into constructing the configuration, then testing that function. This process is repeated and refined until the desired outcome for that unit of work is completed.

Figure 3 - Iterative Testing Model



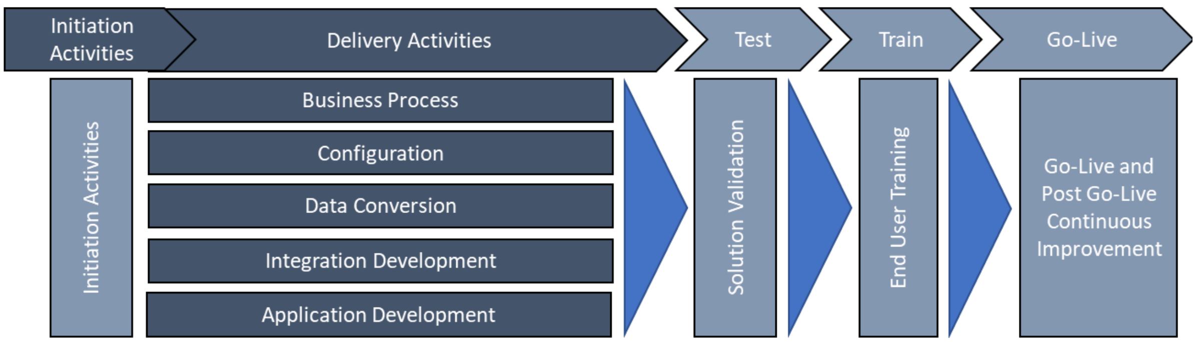
This same process is modeled through each phase of the project, so that the idea of testing and quality control is built into the delivery model. Whether addressing configuration, business process, data conversion, application or integration development, this iterative testing process is seen through the entire project delivery.

Coinciding with those individual, iterative testing patterns are unique issue, defect and resolution logs. The Configuration activity (Task 2.2) includes specific deliverables for tracking workbooks. Those workbooks identify the areas of the system that need to be configured, the business processes that rely on them, an overall indicator of completeness, and whether the item has been tested, and if tested, which action steps are required to resolve any issues. Data Conversion will have a separate tracking document to capture the unique issues to be resolved relative to that activity, and so on for each component of the delivery phases.

Each of those individual streams and component or functional tests are driving towards a singular goal: achieving a successful go-live and establishing the platform of continuous improvement. Accordingly, those streams are driving towards a comprehensive testing activity, as it is critically important to also validate each unit or piece as a part of the whole. The stakeholders need to experience the system in action to know that all aspects of the project work as intended, and that each process flows together in a useful and meaningful way.

Illustrated simply, one sees the individual and interconnected activities culminating in a large testing event, taking place prior to the End User Training activity. It is this testing activity that will validate all the pieces as a part of the whole, including aspects of the user experience, training documentation, business process decisions, the quality and impact of converted data, and any other go-live critical delivery areas.

Figure 4 - Delivery timeline leading to Solution Validation



CMS Vendor believes in testing that involves multiple levels of stakeholders and does not see testing as a vendor-centric activity. By involving the Court project team, the solution is validated through the eyes of the user, who are better able to identify issues that interrupt the user experience or uncover processes that do not flow efficiently. Though the testing will be led by CMS Vendor, true testing is a shared responsibility.

In addition to the comprehensive testing activities, CMS Vendor has a formalized Readiness Assessment process, which is intended to take an objective, holistic view to determining the organization's ability to successfully go-live. While not a testing document or activity by itself, this system health check also accounts for overall organizational readiness and provides measured statistics of each aspect of the implementation. This process includes pulling together senior leaders, managers, and project experts to not only review the Readiness Assessment report, but to ask probing questions to ensure a practical application of lessons learned from previous projects. The Readiness Assessment is further discussed in Phase 4 of this document.

Task 2.1 – Infrastructure Setup and Installation – SaaS

CMS Vendor and the Court IT Team will work together to determine and define the optimal CMS environment, in accordance with the Infrastructure Design document. Separate server environments will be installed in the SaaS datacenter, including a Test and Production environment*. CMS Vendor will deploy CMS to those environments.

The team will also evaluate the network environment and make recommendations for any necessary changes to support the installed software and planned processes.

Additionally, CMS Vendor will send a list of compatible peripheral hardware devices (cash drawers, document scanners, barcode readers, etc.) to the Court IT Team and will work with the team to identify and purchase any necessary hardware.

**Actual server and environment names may change. CMS Vendor will work with the Court to establish the correct CMS deployment environment. At minimum, a Production and one Test environment will be created.*

Assumptions

- All necessary required hardware for operating CMS will be in place and ready for use.
- CMS currently is compatible the single sign on via Active Directory Integration.

Court Involvement

- The Court IT Team will be heavily involved in determining the optimal infrastructure configurations.
- CMS Vendor will configure and install the CMS server environments

Deliverables

Deliverable	Description
2.1.1 Certification of Infrastructure Environment	CMS Vendor shall certify that the CMS environment constructed is optimized to support Court's user base.

Task 2.2 – Configuration

After the initial software is delivered and installed, CMS Vendor will work with Court Project Team to establish the configuration of the CMS Case Manager application that will prepare the system for the next phase of activities.

CMS is a code based system, meaning many data elements that are presented to the end user or through the conversion activities are codes, which are an alpha-numeric set of values that are created or exist in a table that can be selected by the user or system for use. For example, each type of hearing that a user selects when scheduling on the calendar is a code value. An example may be a code value of "PRETC", which represents "Pre-Trial Conference", which the user selects from an available table or list of options. The method of using code tables for most data entry points allows for consistency of data (increased quality), and the ability to correctly categorize data for statistical reporting, including state reports. While free text data entry is available in many areas of the application, values that drive search results, data categorization, or statistical reporting are completed using code table values. The code values are accessed in the CMS Administration section of the application.

The configuration team will reuse scenarios prepared and information learned during the business process review as the starting point for the configuration/workflow task. During this task, Court Project Team and the CMS Vendor configuration team will review and document the overall processing workflow in CMS CMS.

CMS Vendor will prepare the teams for the configuration with a series of workshops, referred to as Configuration Sprints. The sprints focus on the areas of configuration, forms, reports, and process review and design. Each sprint has been set up to instruct participants on best practices for performing each of the functions. The purpose of the configuration sprint is to jointly configure the system with Court Project Team. During the sprints CMS Vendor may configure a small number of codes as a means of demonstration or may assist with configuration of complex codes as needed; remaining configuration will be completed during the sprints by Court Project Team with consulting assistance from CMS Vendor as needed.

While much of the configuration will focus on the future state, or the processes that will be utilized as Court goes forward with CMS, certain configuration must be addressed for conversion of historical data. CMS Vendor will work with Court to identify configuration necessary to support the conversion efforts.

There are three main goals of a Configuration Sprint:

Create enough configuration to support:

1. *preliminary* data conversion activities, such as data and code mapping
    a. The configuration sprints are directly tied to the ability to convert data
2. *preliminary* business process decision making and documenting activities
    a. The ability to make and test business process are also directly tied to the initial configuration sprints
3. *Future and ongoing* configuration activities
    a. This is the platform only, not the entire delivery

The sprints are intended to build the primary configuration, with a goal of having 90% of the configuration completed at the termination of the sprints. Additionally, a similar percentage of business process decisions will be made during the sprints. However, ongoing updates, testing, and refinements to the configuration and supporting business processes should be expected. As the team approaches the Solution Validation activity the configuration and process decisions / documentation should be complete and ready for testing. In that regard, the sprints are considered:

- Foundational activities to support ongoing configuration and business process development
- Foundational activities to build and support the conversion of the legacy data.

For the code configuration, forms, reports, and process review workshops, the project managers will be diligent in monitoring and reviewing the output of the session. At the end of the configuration/workflow design milestone, the teams will have successfully configured the CMS Case Manager solution and defined selected critical processes. Additionally, Court Project Team will be confident in its ability to support, maintain, and modify the system configuration over time to meet new business needs.

Judge and Clerk Edition Configuration Activities

As a partner activity to the courtroom operations related configuration and business process decisions, the Judge Edition and Clerk Edition applications will be configured to support the Court judiciary. CMS Vendor will train the Court SMEs and project team in the utilization of these applications and configurations for the purposes of understanding the configuration requirements.

CMS Vendor will then take the lead on installing and configuring Judge Edition for a limited number of courts and judges (three judges / courts), focused on a single case type. For example, the initial deployment of Judge Edition using Civil Court as a sample: Small Claims case types, for up to three physical courtrooms. While CMS Vendor leads the initial deployment, Court project team members will "shadow" the activities to obtain the knowledge necessary for future deployments. All subsequent installations of Judge Edition will be completed by Court project team members, with CMS Vendor available to consult and assist as needed.

In many implementations, the timing of the Judge Edition configuration is targeted to take place near the end of the implementation, generally just prior to Solution Validation. The specific timing, case type and courtroom selection for the configuration for Judge Edition will be jointly determined by the CMS Vendor and Court project teams.

Following the same structure as Judge Edition, CMS Vendor will also take the lead on installing and configuring Clerk Edition for a single case type in up to three courtrooms, with the Court project team members "shadowing" the activities. An example of a single case type is: Civil matters over $25,000. All subsequent installations and configurations of Clerk Edition will be completed by the Court project team members, with CMS Vendor available to consult and assist as needed.

Typically, the timing of the Clerk Edition configuration is targeted to take place near the end of the implementation, in many instances after go-live. The rationale for a late implementation strategy is that Clerk Edition is directly connected to the establishment of business processes defined within CMS. It is preferred to define and configure the CMS business process first as an established baseline, then adding the Clerk Edition layer to round out the implementation and increase efficiencies for the Clerk.

The specific timing, case type and courtroom selection for the configuration and implementation of Clerk Edition will be jointly determined by CMS Vendor and Court project teams.

Judge Edition Software Modifications

As part of the current version of Judge Edition, users have the ability to perform a "walk-in" case lookup. This allows users to quickly type in a case number and retrieve the electronic case record. This will include the Register of Actions and all electronic documents associated to the case.

~~CMS Vendor understands the DCSC has a vision for additional flexibility for judges to perform searches in Judge Edition. We share that vision. CMS Vendor, in a future product version, plans to more closely tie Judge Edition into the core CMS CMS. This will allow for better navigation and usability for judges and their staff. In addition to the current functionality of Judge Edition, users will have better search capabilities. This will encompass all of the existing search capabilities within the core Case Management System, including by case number and/or party information.~~

~~Additionally, new features will include more advanced document tools such as the ability to add secured annotations, notes that can be selectively shared with staff, as well as insert bookmarks and rich text document notes that can include research links. For those judges that want to generate orders from the bench themselves, new features will include the ability to create a document from a template, sign the document, and add it to a workflow to go to the clerk for docketing. All of this will exist within CMS to~~

~~give the judge easy access to their customized menu options as well as "heads up" access to their task queues.~~

~~These enhancements to the Judge Edition tool will be provided as part of our Evergreen methodology at no additional license cost to our clients; implementation related costs for training of the new features may be required. The exact set of features and functions as well as the timeline for availability and release version will be determined by CMS Vendor's Product Development team. It is assumed that these enhancements are not required for Go-Live. CMS Vendor's current product roadmap (as of July 2019) schedule suggests these modifications will be available in the CMS version 2021 release.~~

ePayment Configuration

CMS Vendor and the Client intend to configure and establish CMS Vendor's ePayment solution during the course of the CMS implementation. In coordination with the CMS configuration activities, CMS Vendor will work with the client to complete the following high-level tasks and activities (non-inclusive list):

- CMS Vendor will order Verifone terminals based on signed purchase agreement from client.
- CMS Vendor will provide training on CMS and Verifone terminal configuration
- CMS Vendor will provide ~~Chase Paymentech~~ Processor reconciliation training to client
- CMS Vendor will validate ~~Chase~~ Merchant ID (MID) to ensure proper configuration

eFiling Configuration

CMS Vendor and the Client intend to configure and implement CMS Vendor's eFiling solution during the course of the CMS implementation. In coordination with the CMS configuration activities, pursuant to the eFiling agreement, CMS Vendor will work with the Court to complete the following high-level tasks and activities (non-inclusive list):

- Establish the ~~CMS File & Serve (OFS~~) efiling product environment
- Configure CMS for use with the ~~OFS~~ product environment
- Provide training and support to the filing community
- Provide eFiling Manager (EFM) APIs and vendor consulting services to vendors that will connect to the CMS EFM, as directed by the Court

Consistent with CMS Vendor's recommended approach CMS Vendor recommends that any eFiling Service Provider (EFSP) utilize CMS Vendor's eFiling APIs for establishing an eFiling integration with the EFM.

- The EFM APIs are separate and distinct from the CMS APIs
    - EFM APIs are e-Filing centric rather than general in nature
    - EFM APIs are based upon industry standard ECF
- CMS Vendor provides vendor consulting services to vendors who need assistance in establishing the interface

Assumptions

- CMS Vendor will guide the Court through the configuration sprints and configuration activities
- Court will have the appropriate representatives participate in configuration workshops.
- The Court Project Team will provide sufficient meeting space to conduct all configuration workshops.
- The Court IT Team will provide the desktop hardware necessary to conduct the configuration workshop.
- The Court Project Team will complete their necessary configuration assignments in a mutually agreed upon timeframe.
- CMS Vendor will train the Court Project Team on the configuration of Judge Edition and Clerk Edition
- CMS Vendor will conduct the Judge Edition configuration for up to three judges
- CMS Vendor will consult and assist Court with the remaining judges (Court will lead the deployment, CMS Vendor will assist)
- The training of Judge Edition will be determined jointly between the CMS Vendor and Court project teams, and will be documented as part of the Training Plan
- CMS Vendor will conduct the Clerk Edition configuration for up to one case type
- CMS Vendor will consult and assist Court with the remaining case types (Court will lead the deployment, CMS Vendor will assist)
- The configuration, deployment, and training of Clerk Edition will be determined jointly between the CMS Vendor and Court project teams
- CMS Vendor will conduct up to two Forms workshops; the workshops are approximately 3 days in duration and teach the SME teams the usage and creation of CMS forms

Court Involvement

- The Court IT Team and Court Project Team will be heavily involved in all aspects of the configuration process.
- The Court IT and Project Teams will be responsible for deploying Judge Edition in the remaining courtrooms; CMS Vendor will consult as needed
- CMS Vendor will consult with the Court to provide best practices recommendations as the Court completes the configuration activities
- The Court IT and Project Team will be responsible for completion and delivery of the identified Forms. CMS Vendor will consult as needed.

Workshops and Deliverables

Deliverable	Description
2.2.1 Configuration Plan	This deliverable outlines the configuration plan.
2.2.2 Case Manager – Civil Configuration Workshop Completed	Workshops to be delivered on site by CMS Vendor personnel to Court Project Team. Attendance by Court Project Team will be determined based on the subject matter of each configuration workshop. Case Manager -

	Civil Configuration.
2.2.2A Case Manager - Criminal Configuration Workshop Completed	Workshops to be delivered on site by CMS Vendor personnel to Court Project Team. Attendance by Court Project Team will be determined based on the subject matter of each configuration workshop. Case Manager Configuration - Criminal
2.2.3 Security Workshop Completed	Workshop to be delivered on site by CMS Vendor personnel to Court Project Team and Court IT Team on security configuration. Attendance by Court Project Team and Court IT Team personnel will be jointly determined based on the division of responsibilities. The Security Workshop will be hosted one time.
2.2.4 Forms Workshop – Civil Completed	Workshop to be delivered on site by CMS Vendor personnel to Court Project Team and Court IT Team. Attendance by Court Project Team and Court IT Team personnel will be jointly determined based on the division of responsibilities established by the Court as well as the subject matter of each workshop. Forms Workshop - Civil
2.2.4A Forms Workshop – Criminal Completed	Workshop to be delivered on site by CMS Vendor personnel to Court Project Team and Court IT Team. Attendance by Court Project Team and Court IT Team personnel will be jointly determined based on the division of responsibilities established by the Court as well as the subject matter of each workshop. Forms Workshop - Criminal
2.2.5 Configuration Tracking Workbook	Completed document used to track the progress and completion of all application configuration tasks, activities, and assignments.

Task 2.3 - Enterprise Custom Reporting

In addition to a large quantity of standard reports that exist natively within CMS, CMS Vendor has created a custom report builder package which utilizes SQL Server Reporting Services. This component is referred to as Enterprise Custom Reporting (ECR). ECR has an intuitive user interface that allows trained users to create reports directly from the CMS database.

CMS Vendor will provide a single ECR training class to Court and its designated attendees during implementation. The following are prerequisite skill sets for attendees of the ECR training:

Standard Class: Two-day course with Report Builder.

- Basic Understanding of CMS and business processes
- Basic understanding of report writing – like a basic understanding of Excel and using Excel Formulas

Advanced: Two-day class with Report Builder* and, a third day to cover database schema.

- Working knowledge of SQL ability to create SQL Scripts using JOIN and Cross Apply

  *Standard and Advanced classes may use the same two-day Standard course, with a third day designated to the Advanced material.

In addition to the training, CMS Vendor will supply Entity Relational (ER) Diagrams (ERDs) for the CMS databases, which include a listing of the tables, columns (with commentary), functions, stored procedures, keys, indexes and views.

Assumptions

- Court will supply meeting space sufficient for this training.
- Court staff who attend the training will have the prerequisite skills necessary to complete the training

Court Involvement

- Court IT and/or technical teams will participate in this training
- Court IT and/or technical teams or designees will be responsible for identifying and creating ECR Reports

Deliverables

Deliverable	Description
2.3 Enterprise Custom Reporting Training Complete	Single training event for the ECR training course. This applies for either the Standard Class, the Advanced Class, or the potential combination of both classes as described.

Task 2.4 - Application and Interface Development

This task is focused on completing the desired application enhancements and necessary interfaces identified during the Business Process Review (BPR) activities that were approved via change requests by the Executive Team and included in the scope of this engagement. CMS Vendor has included ~~3,630~~ additional hours for custom Application Development and ~~7,930~~ additional hours for Integration Development. These hours are a total for any and all Application Development ~~(3,630 hours)~~ and Interface Development ~~(7,930)~~ for projects that are either identified and approved as a result of the BPR activity or for the list of integration projects listed in Appendix A within this document and pursuant to the Cost Proposal shown in Appendix J14.

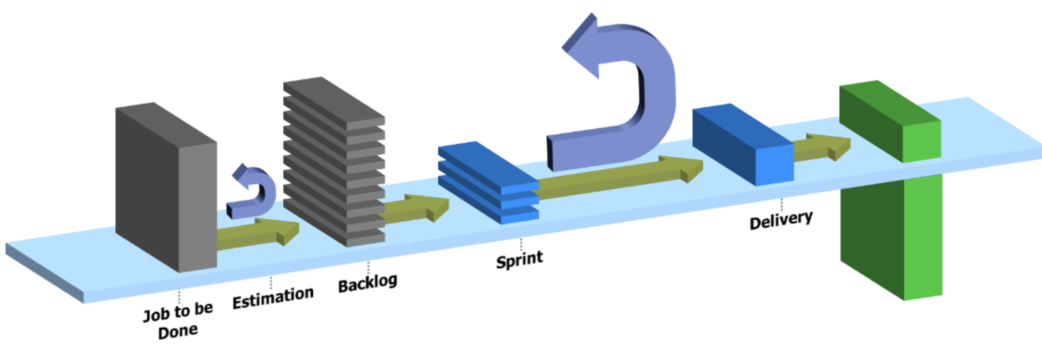
Application & CMS Vendor Led Interface Development

CMS Vendor will execute the completion of these application development projects using the Agile development method. The first step in this method is the development of a Project Definition Document (PDD) for each enhancement; a separate tracking document may be created if multiple enhancements are approved. With input from the Court, the PDD will include the intent of the project, the needs, the conditions of satisfaction, along with the testing and acceptance criteria. The PDD will, as a second step in the process, also include CMS Vendor's intended solution and design for solving the business problem. Once that PSD scope and design is approved by the Court, CMS Vendor's development teams will begin to execute a series of two-week application development sprint sessions or cycles. At the completion of each two-week session, the combined project teams (CMS Vendor and Court) will review the development completed, make modifications as necessary in line with the scope defined by the high-level design documentation, and ultimately approve the work and direction that has been completed. The purpose of these small development cycles combined with frequent Court review is to ensure that what is produced meets the Court's needs and is aligned with the testing and acceptance criteria. Each review session gives the Court the opportunity to see the results of decisions and direction and allows Court to refine its requirements further as the application development is occurring.

For certain enhancement requests, CMS Vendor will ask the Court Project Team to take part in additional enhancement design/review meetings held throughout the development cycle. Because this process adds overhead to the development cycle, it is ideal for larger enhancements only or enhancements where the CMS Vendor team feels there is a higher than normal risk of missing a requirement. The CMS Vendor project manager will communicate the anticipated release and review periods with the Court project manager. Additional activities, including configuration, testing, and enhancement approval, will be performed as part of CMS Vendor's standard development release cycle.

A diagram depicting the Agile process has been provided here.

Figure 5 - Agile Development Process



CourTools Metrics – Socrata Limited Use

Pursuant to CMS Vendor's Final Proposal Revision, CMS Vendor committed to providing several dashboards as part of our proposal:

1) CMS Vendor will include the five CourTools Metrics that are available from the data housed within CMS, Metrics 2, 3, 4, 5, 7.

2) Additionally, we will include the dashboards shown during the demonstration as part of Scenario #14 regarding Supervision, Analytics and Reporting. These dashboards will provide insight into a clerk(s) CMS task queue workload. Specifically, CMS Vendor will provide dashboards meeting the following requirements in Scenario #14 for workload and productivity:

WORKLOAD

- *Demonstrate the system's ability to present a view of pending work displayed in its entirety or filtered by assigned user, groups/teams, work type, or age. Include performance indicators that alert a supervisor when thresholds are exceeded (such as time standards or volume thresholds)*
  - *Include demonstration of rules-based distribution of work*
  - *Include a demonstration of the ability to assign and reassign work and to adjust the distribution (permanently/temporarily; manually/automatically; load balanced)*
- *Demonstrate similar view at the individual user level that would allow one to view their own pending workload grouped and prioritized based on administratively set rules (such as expiring/approaching time standards or high priority work types)*
- *Demonstrate metadata captured in assignment process, reassignment process, end-of-day/end-of-month snapshot views and how this metadata is utilized and displayed in reports.*

PRODUCTIVITY

- *Demonstrate the system's ability to present a view of completed work for an inputted date span either in its entirety or filtered by assigned user, groups/teams, work type, or age. Include performance indicators that alert a supervisor when thresholds are exceeded*
- *Demonstrate similar view at the individual user level that would allow a clerk to view their own completed work.*
  - *Demonstrate where the system can be set up to alert an individual of potentially erroneous entries in their productivity report through the use of rules-based exceptions reporting tools*
- *Demonstrate metadata captured in relation to productivity for utilization in other displays and reports.*

Integration Development – Court Led, CMS Vendor Consults

This task is focused on establishing the integration projects identified during the Business Process Review, Task 1.3 – and its approved results by the Executive Team. During the Business Process Review, CMS Vendor will work with the Executive Team to prioritize integration development projects that are to be included for this project. Except for any integration efforts that are considered "in scope" for CMS Vendor (See In Scope Interfaces in the Introduction of this document), it is assumed that the Court team will be completing the integration development for all local interfaces. CMS Vendor will follow the Application Development process described above for CMS Vendor led interfaces.

CMS Vendor's primary role for Court Led integration development is to consult with and guide the Court. CMS Vendor will utilize the PDD documentation process for integration projects, ensuring the Court team has a well-defined scope and solution for each integration project. Of the Court's total Integration budget of ~~7,930~~ X hours, CMS Vendor has reserved ~~200~~ 2.5% of the hours for Integration Consulting and API Toolkit Training (see below).

An Integration Development project may consist of an integration or interface that the Court asks CMS Vendor to build, and CMS Vendor agrees. Additionally, if a development project (enhancement or modification) of the Integration Toolkit (API Look-up, API Update, XML Notification) is needed or desired, the Interfaces budget may be used for completion of this enhancement by CMS Vendor.

CMS Vendor's integration consultants will follow the principles of the Application Development process for the Court led interfaces. This will start by working with the Court technical teams to establish a scope and solution approach and documenting the conditions of satisfaction (functional requirements) for each integration. This information will be captured in a Project Definition Document (PDD), which will be developed and revised per integration partner. As the Court technical teams work to complete the interfaces, the CMS Vendor integration consultants will provide feedback, guidance, and assistance as needed so that the Court teams can establish the integration per the PDD.

CMS Vendor's integration approach provides a standards-based integration platform for exchanging data between the Court's CMS environment and external solutions. The core of all CMS integration efforts is based on the CMS Integration Toolkit, also referred to as the API Toolkit. The CMS Integration Toolkit is a robust set of APIs and XML notification components that allows reliable and maintainable access to the rich set of CMS data, while observing configured business rules and relationships. The CMS Integration Toolkit is an extension of the CMS application itself. It builds on the same technologies as the main CMS application and evolves alongside the application continually—without destabilizing what has already been accomplished. Careful maintenance of the XML schema formats insulates integration components from ongoing enhancements to the application.

The Toolkit comprises three areas:

- **API look-up services** – Web services that respond to standard information requests to retrieve information from the CMS database and return it to the requesting application.
- **API update services** – Web services that update information into the CMS database. All API services are schema-verified and transaction-based.
- **XML notification services** – Configurable XML messages that are triggered by application business events, such as case updated, party updated, hearing scheduled, or warrant status updated.

API Toolkit Enhancements

Occasionally the need to enhance the API toolkit by adding additional update or lookup services to the library to complete a desired Court integration. If Court identifies a potential customization to the API toolkit, CMS Vendor will provide an estimate for the work and the teams will follow the appropriate change management and application development processes for authorizing and completing the custom

API Toolkit Training

CMS Vendor will provide API Toolkit Training for the resources that the Court designates, which may include interface partners with development of the Court's necessary interfaces. Further, CMS Vendor will provide all interface documentation and guidance to assist the Court IT Team and Interface Partners in development of the system interfaces. Training is limited to a class size of up to 15 participants. The training is conducted over a consecutive three-day period and involves instruction and creation of sample interfaces.

This task may involve select representatives from each of the partner agencies that currently integrate with the Court. Together the Court Technical Team and integration partners will create interfaces for each of the Court's needs identified and confirmed during the BPR. As unit testing is completed for each of the interfaces, those interfaces will be packaged for deployment and released into the Court's testing environment.

The following is a list of suggested skills for the Court technical resources who will be building interfaces:

- Familiarity with basic programming concepts
- Building SOAP web services and SOAP web service Courts*
- XSLT
- SQL Server
- XML/XPath
- Source control basics
- Networking basics
- Internet Information Service (IIS)
- SQL Server Reporting Services (SSRS)

*CMS Vendor will provide a sample SOAP web service and SOAP web service Court using C# and ASP.Net in the Integration Toolkit training materials, however no class time will be designated to teaching those concepts.

Assumptions

- Unless otherwise stated, development sprint cycles will be two-weeks in duration.
- Court Project Team members will participate in each sprint review session and provide appropriate approval and/or direction.
- The Court or other justice partners will complete the building of local interfaces
- Integration Toolkit Training will be conducted once.
- Integration Toolkit Training will be conducted at a Court training location
- Integration Toolkit Training attendees will have the suggested skills for developing interfaces

Personnel Involvement

- The Court and Technical Project Teams will provide timely review of all application development and/or other design documents.
- The Court and Technical Project Teams will provide test scripts and scenarios to CMS Vendor as necessary.
- The Court Project Team, and its designees, will be involved in attending sprint review sessions

Deliverables

Deliverable	Description
2.4.1 Project Definition Document(s) (PDD) – As Needed	The PDD deliverable will tell the high-level story of the enhancement request. This document will be produced per development project.
2.4.2 Application Development Monthly Status Report (Only as Needed for approved Development projects)	Monthly, CMS Vendor will report the status of the application development activities to the Court. At a minimum, this monthly status report will contain the following: • Listing of Development Projects • Estimated delivery date per project • Set of completed activities during the reporting period • Set of upcoming activities for the next reporting period
2.4.3 Application Development Complete – Civil (Only as needed for approved Development projects) **2.4.3A Application Development Complete – Criminal**	Upon completion of the development projects, or monthly as required, CMS Vendor will supply an agreed upon Deliverable Sign-Off Template for the Court to sign and return. Prior to signing the Template, the Court shall have the opportunity to adequately test the Deliverable to ensure that it meets the agreed upon acceptance criteria defined in the High Level Conceptual Design Document for that deliverable. Once the Court determines that the Deliverable is operating at this level, it will execute the Deliverable Sign-Off Template. Invoicing for projects may be done monthly as each project is delivered and after the Court has executed the applicable Deliverable Sign-Off Template. Deliverable 2.4.3 will pertain to the Track 1 Civil Development. Deliverable 2.4.3A will pertain to the Track 2 Criminal Development
2.4.4 Integration Development & Consulting Complete – Civil **2.4.4A Integration Development & Consulting Complete - Criminal**	CMS Vendor will also maintain an integration status workbook and at a minimum it will contain the following. • Listing of Integration Projects for the phase • Estimated delivery date per project • Integration Type – State or Local • Primary Development Team – CMS Vendor or Court The Court will be responsible for completing all interfaces not specifically in scope for CMS Vendor to complete. CMS Vendor will consult with the Court as needed for completion of the Court led interfaces.

	This milestone will be considered complete when CMS Vendor has delivered all in scope interfaces to the Court's testing environment, and when CMS Vendor has completed the integration status workbook and delivered same to the Court. Deliverable 2.4.4 will pertain to the Track 1 Civil Interfaces. Deliverable 2.4.4A will pertain to the Track 2 Criminal Interfaces.
2.4.5 Integration Toolkit Training Complete	Delivery of the Integration Toolkit Training.

Phase 3: Data Conversion

CMS Vendor proposes to take the lead on Court's data conversion, developing the conversion routines to migrate the data extracts from Court's current environment to the CMS solution. CMS Vendor's conversion tools facilitate the predictable, repetitive, repeatable conversion process that is necessary. The tools have reports and metrics built in to measure the quality and breadth of the converted data.

"As Is" Conversion Expectations

It has been our experience at CMS Vendor that data conversions rarely make data better or "cleaner." The quality of the legacy data conversion into CMS has a direct correlation to the existing quality and integrity of the legacy data itself. This truth is seemingly contradicted by the perception that the data is better after conversion to CMS. Our history has often show that the legacy data appears more logically consistent as displayed in the CMS application, but the data is rarely different in actual content. In general, our recommended philosophy for conversions is to convert it all and to convert it as is. We generally do not recommend conversions that filter the data unless it is clear the data is redundant, obsolete, or otherwise does not represent real courts and justice data. In addition, we generally do not recommend conversions that alter data unless the data violates a business rule, in which case, the solution should always provide a clear and visible indication of the original condition of the legacy data.

CMS Vendor has experience converting data from the same legacy system that the Court is converting from and intends to leverage this experience for this data conversion effort. It is CMS Vendor's intent to utilize the existing data mapping and conversion programs as a starting point for the conversion. However, CMS Vendor and the Court understand that the Court's version of the legacy software may differ from those that CMS Vendor has converted. Therefore, consistent with CMS Vendor's best practices, a full mapping effort will be completed, which will allow for discovering differences between those similar legacy systems that CMS Vendor has previously converted and the version in use by the Court.

CMS Vendor will work with the Court to determine the best location for each data element and will work with the Court to build conversion rules that allow the legacy data to conform with the CMS data requirements. Through this process, CMS Vendor will successfully migrate the legacy data into CMS, but will not construct data that is not already present within the legacy data. However, CMS Vendor and the Court will need to determine, if required, how to deal with data not already present that needs to be present for CMS to work as planned. A successful data conversion ensures that all pertinent legacy data has been migrated to CMS and ensures that all business processes within CMS function properly when utilizing converted data.

Overall Conversion Expectations

In our experience, many Legacy Courts and Justice systems tend to leave the quality of the data in the hands of the user community. If the Legacy system did little to help ensure the quality of data, then it's extremely difficult, and sometimes impossible, to expect complete resolution through a data conversion. Therefore, we find it best to actively manage the expectations of the user community. Although it is possible to experience very positive feedback from user groups on the look and quality of converted data in CMS, we recommend that users be cautioned against thinking that long standing data problems will disappear or be improved through conversion. We've found that by establishing communication lines between Executive Management and Project Team Leadership and setting expectations with Executive Management, we've been able to find solutions to data quality issues that allow for good business process continuity without exploding projects costs and timelines. In addition, these same expectations need to be further communicated to the general user community. Although expectations begin with Executive Management, we've found that also communicating expectations to the level of the general user community proves to be beneficial for the conversion effort.

Task 3.1 – Data Conversion: Standard

CMS Vendor has developed a world-class Conversion Toolkit Framework, which has been expanded and enhanced based on hundreds of our successful conversions. The Framework is kept current with CMS releases and service packs. It has tools that allow for validation of the data and to verify that no data has been left behind, when compared to equivalent legacy data extract reports.

In this task, CMS Vendor will work with Court's data experts to conduct multiple iterations of an automated data conversion. The purpose of this task is to transition Court's relevant court data from their legacy systems to CMS. This task will save Court time and effort during the Go-Live and transition process. This task will include a series of activities surrounding the conversion of data or the development of business processes to support Court's transition to the new CMS environment. CMS Vendor and Court will assemble a data conversion team that will be in place throughout the project.

As part of Court's conversion activities, its business team should evaluate its legacy data to determine which data elements truly need to be brought forward to the new system. Our experience has shown us that in many cases data elements exist which no longer are utilized due to statutory or business process changes or are otherwise of limited to no use to Court once they have transitioned to CMS. Data conversions are a significant undertaking to both CMS Vendor and Court, and care should be taken to focus conversion efforts on data elements and business rules that will be of use to Court moving forward.

CMS Case Manager Financial Data Conversion Elements

CMS's conversion framework can convert case and party financial records from the legacy data systems. Within CMS's financial structure, and an inherent requirement when converting financial balances, there is a direct relationship between the financial balance (amount due), the fee code(s) used to generate the balance, and the party that owes the balance. Often a legacy system may have a total balance due with no breakdown of the fees that comprised the balance or no link that connects the balance to the financially responsible party, instead leaving a balance due on the case. The basic requirements for a financial conversion are a current financial balance (amount due), a direct link of that financial balance to a party record or a case record, and the fee codes or fee schedules that were used to create the balance. If the financial balance is linked to a case only and has no direct database link to a party record, CMS Vendor will attempt to convert the financial balance to the case. If the legacy system does not have a specific fee code breakdown of the amount due, the financial balance will be converted as an event on the case.

If the legacy data system tracks the transactional history of the payments, those may also be considered for conversion. The payment, credit, or charge transaction must have a link to the financial balance that is linked to the financially responsible party. Many legacy systems only have the beginning balance and the current balance, but do not keep a record of the transactional history. To the extent the financial transaction history exists within the legacy system, CMS Vendor may attempt to convert it. The CMS Vendor and Court teams will jointly determine the best and most feasible approach for converting financial records.

To complete the conversion cycles, the conversion team will work with the business team performing a total data conversion and data validation. The teams will execute several cycles completing the following tasks for each cycle:

- Extract Legacy Database – Court is responsible, with guidance from CMS Vendor (Using the Microsoft SQL Server Migration Assistance for Oracle).
- Complete data mapping activity: map legacy data tables to CMS equivalent. Performed once at the beginning of the conversion activities, required to establish the conversion programs – Joint activity that CMS Vendor leads with significant input from the Court.
- Conduct code mapping activity: mapping of individual field level code values from the legacy value to the CMS equivalent. CMS Vendor populates the initial code mapping application. CMS Vendor trains the client on the use of the code mapping application. Court completes the code mapping activity with significant input from CMS Vendor. This activity requires approximately 80% of the code value configuration to be completed within CMS (though does not require workflow to be completed).
- Execute conversion scripts pushing data to configured site - CMS Vendor
- Review converted data with Data Conversion Team – Court and CMS Vendor
- Conduct data reviews and reviewing reconciliation reports produced by the IFL – Court and CMS Vendor
- Document data exceptions and business rules to be applied – Court and CMS Vendor
- Document schema mapping, assumptions, and decisions applied to converted data – Court and CMS Vendor
- Identify and document source data to be cleaned up prior to the next conversion run – Court and CMS Vendor
- Update scripts as needed to influence different or additional data behavior - CMS Vendor
- Review the set of issues or business rules, and outcomes that are expected to be resolved in each conversion push – Court and CMS Vendor

It is very common to find data issues with the conversion in its initial iterations. As the issues are identified, the teams will update scripts, legacy data and extracts, and conversion routines as necessary to create the desired output. The teams will repeat this process until the joint teams agree that the conversion routines and the physical data have been validated for production. This iterative process will recur until the data is production-ready. Historically, our conversion teams run four cycles before the teams approve the data conversion for the Go-Live transition. Once the data has been validated, the team will stage the conversion routines and any procedural instructions for Solution Validation (Mock Go-Live).

Assumptions

- The scope of this task is limited to Court's primary legacy case management system (CMS).
- CMS Vendor will be provided with data from the source system(s) in a non-proprietary format (e.g. SQL Server tables, comma separated ASCII files, or some other mutually agreeable form, and on media that is readable by CMS Vendor).
- CMS Vendor will create and populate the "code mapper" application
- CMS Vendor will perform a standard conversion from the source system(s) to the CMS database using CMS Vendor's existing IFL tool.
- This proposal assumes all data will be converted "as-is" with limited or zero data construction, manipulation or cleanup.
- No data manipulation or fabrication will be performed. Data will not be split or merged.
- CMS Vendor will work closely with Court representatives to identify business rules before writing the conversion. This step is typically defined as data mapping (mapping legacy data to CMS destinations).
- CMS Vendor will perform four data pushes and lock the conversion code after the third iteration.
- The Court Project Team leads and/or Court Executives will make the necessary decisions on the data conversion strategic approach in a timely manner.

Court Involvement

- The Court subject matter experts and resources most familiar with the current data will be involved in the data conversion effort.
- The Court Project Team will be responsible for reviewing the converted data and reporting issues during each cycle, with assistance from CMS Vendor
- The Court Project Team will be responsible for completing the code mapping activity, with assistance from CMS Vendor

Deliverables

Deliverable	Description
3.1 Data Conversion Plan	Planning document that describes the conversion approach, validates the source systems, identifies the conversion environments, and other key data conversion actions.
3.1.1 Load of Legacy Data into Staging	Legacy data conversion successfully extracted from the legacy environment by the Court IT Team and loaded into the staging

Database	database by CMS Vendor.
3.1.2 Initial Completion of Data Mapping	Initial mapping of legacy data is complete, sufficient to accommodate the first Data Conversion Push. The Court will complete the mapping of data elements with assistance and guidance from CMS Vendor.
3.1.3 First Data Conversion Push – Civil	First data push from the staging database into the conversion environment is completed. Civil track data.
3.1.3A First Data Conversion Push - Criminal	First data push from the staging database into the conversion environment is completed. Criminal track data.

Phase 4: Validation, Training and Go-Live

This phase will complete the Go-Live project activities for the deployment of the CMS Software solution for Court. A successful Go-Live starts with successful testing of the deployed solution, proper training of the end user community, and detailed planning of the go-live activities, timeframes, and decision points necessary to ensure predictable results. This reduces the operational risks involved with Court's transition to CMS.

Task 4.1 – Solution Validation

After any identified application customizations and/or interfaces are delivered, configuration is finalized, and procedures are completed; the joint team will conduct a full system test of the completed business solution, referred to as Solution Validation. Solution Validation is a full end-to-end test cycle of CMS to ensure Court receives a high-performance case management system that maximizes productivity and efficiency. This testing will verify that all aspects of the project including both converted and new data scenarios (system hardware, network, configuration, forms configuration, security configuration, development, data conversion, integration, and procedures) are working at the level needed to support an end user Go-Live.

Using predefined scenarios and business workflow documentation, the business teams will work to test end-to-end processes through the system. Each area of the application is carefully tested; results are collected and reviewed. If issues are found, they are documented and addressed. Mitigation procedures promptly begin to address any items prior to the start of end user training.

The goal for end Solution Validation is a full end-to-end test cycle. This testing will verify that all aspects of the project (configuration, forms configuration, security configuration, data conversion, and procedures) are working seamlessly. Testing cycles should be completed on both existing and new case scenarios, and verify the system is operating at the expected level needed to support an end user go-live. This activity serves several purposes. Collectively the teams have performed a mock go-live. This will give the project management team a solid view of activities and issues that will arise over the actual go-live weekend. Running the predefined scenarios through the new site, Court Project Team are able to validate end-to-end functional processes including any integration packages.

Assumptions

- This task will be coordinated, and conducted together with Court Clerks, Courts, and the relevant Juvenile offices.
- The Court Project Team will have developed the necessary test scenarios as part of the Business Process Review and Configuration activities.
- All test scripts will have been completed jointly between Court Project Team and CMS Vendor as part of the development of the application development tasks; specifically, the development and approval of the application design documents.
- External Stakeholders will participate as necessary in executing the test scenarios.
- External Stakeholders will provide the environment(s) necessary to conduct acceptance testing (interfaces), as needed.
- All Go-Live required business process will be developed and documented by the Court team prior to the start of Solution Validation. Updates to business processes are an anticipated outcome of Solution Validation.

Court Involvement

- The Court Project Team and Court IT Team will be heavily involved in conducting the Solution Validation task.
- Additional SMEs and End Users may also be involved in the validation testing

Deliverables

Deliverable	Description
4.1.1 Solution Validation Report - Civil	Report documenting the completion and approval of Solution Validation. This includes verification of configuration, development, interfaces, and updated business process procedures. Civil track.
4.1.2 Solution Validation Report - Criminal	Report documenting the completion and approval of Solution Validation. This includes verification of configuration, development, interfaces, and updated business process procedures. Criminal track.

Task 4.2 - Go-Live Transition

To arrive at this point, Court Project Team and CMS Vendor will have successfully completed each of the following project milestones:

- Configuration Complete
- Any determined Application Development Complete
- Integration Development Complete
- End-to-end Functionality Validation Complete

Once Sign-off on Solution Validation has been accomplished, training can proceed, and in parallel, the final detailed planning for cutover to the new system and processes will be performed. This typically includes detailed hour-by-hour task lists, completion checklists, and contact information for all key affected personnel, key decision points and contingency plans. During this process, CMS Vendor will plan accordingly to minimize any impact to Court, the Court's external partners, and the public during the actual cut-over.

Assumptions

- This task will be coordinated and conducted together with Court and impacted justice partners.
- The Court Project Team has signed off that Solution Validation has completed.
- The Court Project Team will provide review and feedback on the Go-Live Transition Plan.

Court Involvement

- The Court Project Team will be involved in development, review, and approval of the Go-Live Transition plan.
- Designated and trained Court personnel will support CMS Vendor personnel on Go-Live activities at remote/satellite facility locations.

Deliverables

Deliverable	Description
4.2.1 Go-Live Transition Plan - Civil	The Go-Live Transition Plan details the exact plan for the go-live event. This includes a detailed task list of activities, estimated duration, and task owner. In addition, the go-live transition plan will document all contingency plans should issues or problems be encountered. Civil track.
4.2.2 Go-Live Transition Plan - Criminal	The Go-Live Transition Plan details the exact plan for the go-live event. This includes a detailed task list of activities, estimated duration, and task owner. In addition, the go-live transition plan will document all contingency plans should issues or problems be encountered. Criminal track.

Task 4.3 – End User Training

CMS Vendor will provide the base application training materials that will cover the use of CMS Case Manager. CMS Vendor and Court will work together to develop training lab materials. The training labs will be focused on business practices specific to Court. These practice definitions will directly feed into the preparation of the training lab materials. During the training labs, users will also work with converted data so that they will be able to see how the existing processes appear in the CMS Case Manager. Training plans are developed by role, so personnel will only receive training on necessary components. Using a training plan previously reviewed and approved, the PMO will initiate the training activities. Training materials and the course plan are organized through a series of modules that focus training on the subject matter experts' specific job functions.

Training is administered to minimally impact the day-to-day operations of Court. The schedule and plan are created with Court's supervisors so that the operation of the departments can continue during training. Training will involve Court team members as well as CMS Vendor experts and will last four (4) weeks leading up to Go-Live events.

To satisfy the training needs of Court End Users, CMS Vendor will conduct up to four (4) weeks of End User Training utilizing two (2) trainers. Classes will generally be conducted during normal business hours of 8am to 5pm, though the exact schedule will be jointly determined by the CMS Vendor and Court project teams. On average each CMS user can expect to receive between 12 and 18 hours of training, though actual timing may vary due to the nature of the role or the requirements of the training plan.

Assumptions

- The Court Project Team will work with CMS Vendor to jointly develop a training plan that identifies the size, makeup, and subject-area of each of the training classes.
- The Court Project Team will provide training facilities and all equipment necessary to execute the agreed upon training plan.
- CMS Vendor will work with Court as much as possible to provide end-user training in a manner that minimizes the impact to daily Court departments' operations.
- CMS Vendor trainers will train standard CMS content
- CMS Vendor will supply standard CMS training materials, which may include online or embedded CMS help dialog and documentation.

Court Involvement

- Designated and trained Court personnel will provide assistance to CMS Vendor trainers in conducting the end-user training, by providing Court specific business process context to the end users

Deliverables

Deliverable	Description
4.3.1 Training Plans and Materials – Standard, Civil **4.3.1A Training Plans and Materials – Standard, Criminal**	The training plan will detail which end-user courses will be conducted and which Court staff will attend each course. CMS Vendor will be responsible for creating the Training Plans. CMS Vendor will provide standard training materials. Custom training materials will be developed and delivered by the Court team with assistance from CMS Vendor, as necessary, based on the training needs identified. For the custom training materials, Court may decide to include the following: • screen shots • text instructions • quick reference guides • e-learning or just-in-time (on demand) job aids, • Web-based manuals, job aids, etc. • minimal number of screens required to do a task (such as initiate a case) • specific operational processing by functional area • system administration and Help Desk guides including, but not limited to installation,

	troubleshooting procedures, system update, ad hoc reporting, tuning, and integrating local components • other materials as required by Court to ensure they can maintain functionality and daily operations The exact materials to be produced and used during the training process will be determined by agreement of the joint project teams.
4.3.2 End User Training Delivered - Civil	Completion of the End User Training courses. Civil track.
4.3.3 End User Training Delivered - Criminal	Completion of the End User Training courses. Criminal track.

Task 4.4 – Go-Live

Go-Live preparations ensure that all aspects of the project are ready prior to Go-Live. A Readiness Assessment is performed 60 days prior to the scheduled Go-Live event. The Readiness Assessment reviews all the major project areas and identifies any needed mitigation activities. This step culminates in a "go/no-go" decision before converting the final data and going live in production.

To assist with the Go-Live transition, the PMO will add additional personnel to the project team. In coordination with Court Project Manager, CMS Vendor will engage additional project implementation personnel, integration specialists and/or support personnel to assist during the Go-Live process. The exact composition of the Go-Live team will be jointly determined by the PMO based on perceived need and any special conditions that may exist. CMS Vendor is recommending all court locations go live on CMS CMS simultaneously, with CMS Vendor Go-Live support on hand to guide activities for up to four (4) weeks.

The weeks prior to and after the Go-Live will be planned in detail. This includes activities regarding pending case transition, configuration, environments, operations, financials, calendars, and personnel. The PMO will establish the Go-Live plan and the method by which its status will be communicated to all involved.

For every system Go-Live, CMS Vendor strives to maintain business continuity and minimize downtime during regular business hours. CMS Vendor will work with Court, in conjunction with the other participating agencies, to plan for and determine the actual Go-Live date. The ideal timing for the Go-Live is during the slowest business day(s) of the week, and CMS Vendor recommends completing the process over a weekend. As an example, Friday afternoon through Sunday morning, to limit impact of daily operations.

Assumptions

- External Stakeholders will be available to assist in supporting the interfaces associated with the Go-Live process.
- CMS Vendor will work with Court as much as possible to provide post Go-Live end-user training in a manner that minimizes the impact to daily Court operations.
- The Court Business Processes required for Go-Live will be fully documented and tested prior to Go-Live
- The Court Project Team and SME's will be the primary point of contact for the end users when reporting issues during Go-Live.
- The Court Project Team and SME's will provide business process context to the end users during Go-Live
- The CMS Vendor Go-Live support team will be available to consult with the Court teams as necessary.
- The CMS Vendor Go-Live support team will provide standard CMS functionality responses, which may not be tailored to the local business processes.

Court Involvement

- The Court Project Team will be involved in supporting the Go-Live process.
- Court SMEs will be involved in supporting the Go-Live process.

Deliverables

Deliverable	Description
4.4.1 Go-Live Push to Production – Civil **4.4.1A Go-Live Push to Production - Criminal**	The Court's legacy data is pushed into the production environments as part of the go-live activities.
4.4.2 Go-Live Status Reports – Civil **4.4.2A Go-Live Status Reports - Criminal**	Weekly status reports that identify the running log of issues and associated resolution plans during the cutover process to the new system. It is anticipated that there will be four weeks of Go-Live status reports delivered, however the exact number will be jointly determined by the PMO based on need and relevance.

Task 4.5 - Transition to Support

This phase represents project completion and will signal the conclusion of implementation activities. In this final phase, the implementation project will be officially completed and the PMO will work with Court to transition from implementation to operations and maintenance. CMS Vendor and the Court may transition each completed track to Support individually or may wait until both tracks are completed prior to the formal Support Transition. The Project Closeout Report will be completed only after both tracks have gone live.

Assumptions

- All project implementation activities have been completed and approved.
- No material project issues remain.

Court Involvement

- Participate in transition discussions and meetings
- Provide feedback and updates on remaining issues

Deliverables

Deliverable	Description
4.5.1 Project Closeout Report	The project closeout report will be approved by the Executive Team signaling final approval and completion of the implementation project.

Appendix A: CMS Vendor Led In-Scope Interfaces

The following table indicates the Interfaces that CMS Vendor is committed to building or developing through the course of this implementation. The estimated hours required for building the interfaces in this table is 7,730, which are contained in the 7,930 hours; 200 hours are reserved for integration consulting and API Toolkit training as described in Task 2.4– the total integration budget is 7,930 hours.

Changes in scope for any integration will necessitate an updated estimate of hours, which will necessitate a formal change request and approval through the change control process.

System	Description of Data Exchanged	Priority for Go-Live
Abila's MIP Financial System	A near real time electronic interface between the Courts' existing case management system and the Abila MIP Financial System. This Outbound leg of the interface transmits Accounts Payable transactions receipted in the CMS to the Abila MIP Financial System where an AP record is generated, a check number is assigned and a return transaction is triggered back to the CMS.	Must Have
	A near real time electronic interface between the Courts' existing case management system and the Abila MIP Financial System. The Inbound leg of the interface receives data such as the Check Number from the Abila MIP Financial System that is populated on the case record in the CMS.	Must Have
CJCC's JUSTIS System - Adult	A near real time electronic interface between the Adult Criminal and Domestic Violence operational units and the D.C. Criminal Justice Coordinating Council (CJCC). This leg of the interface facilitates the exchange of Court case data comprised of party, docket, charge, sentencing, alerts, etc. with approximately 12 participating agency partners through a robust outbound data schema. All Court Inbound as well as Outbound interface transactions transverse the CJCC's JUSTIS platform, which functions as a "hub" between the Court and participating agency partners.	Must Have
	A near real time electronic interface between the Adult Criminal and Domestic Violence operational units and the D.C. Criminal Justice Coordinating Council (CJCC). This leg of the interface supports the exchange of arrest and charging data along with associated documents from the Metropolitan Police Department (MPD), U.S. Attorneys Office, the Office of the Attorney General of D.C. to the Court. Highly sensitive reports	Must Have

	from the Pre-trial Services Agency are also exchanged with the Court thru this interface. All Court Inbound as well as Outbound interface transactions transverse the CJCC's JUSTIS platform, which functions as a "hub" between the Court and participating agency partners.	
CJCC's JUSTIS System - Juvenile	Similar to the Adult Criminal interface that flows through the CJCC JUSTIS platform, this near real time bi-directional interface facilitates the exchange of arrest and charging data and documents between the Court, MPD, and the OAG. In addition to supporting the exchange of required data to initiate juvenile delinquency matters with the Court, this interface serves to update existing juvenile social file information maintained by the Court Social Services Division of the Court.	Must Have
	Interface between the Family Court and Child & Family Services (CFSA). Interface includes data as well as images. The scope of this interface covers case initiation of juvenile Abuse & Neglect cases as well as subsequent (post case initiation) submittals. This transaction facilitates the transfer of social worker reports from the CFSA FACES system to the CMS. These subsequent filings are processed through the interface platform generating docket entries on existing cases in the CMS. This interface is facilitated using Secure File Transfer Protocol.	Must Have
CJCC's JUSTIS System - Warrant	A near real bi-directional interface between the Court and MPD for exchange of data relative to the issuance of bench warrants, Domestic Violence stay away orders associated with adult criminal and domestic violence matters. Following the creation of warrants alerts in the case management system a notification is sent thru the CJCC JUSTIS platform to MPD's eAgent application, which in turn updates the FBI NIC system with the appropriate data. The MPD system sends back a confirmation transaction following successful service of the warrant. An additional component of this interface is a separate set of transactions that support the exchange of juvenile custody order information with the eAgent system. These transactions are not updated to the NIC system.	Must Have

	A near real bi-directional interface between the Court and MPD for exchange of data relative to the issuance of bench warrants, Domestic Violence stay away orders associated with adult criminal and domestic violence matters. Following the creation of warrants alerts in the case management system a notification is sent thru the CJCC JUSTIS platform to MPD's eAgent application, which in turn updates the FBI NIC system with the appropriate data. The MPD system sends back a confirmation transaction following successful service of the warrant, which in turn updates the status of the warrant record in the CMS. An additional component of this interface is a separate set of transactions that support the exchange of juvenile custody order information with the eAgent system. These transactions are not updated to the NIC system.	Must Have
Juvenile Probation Case Manageme nt (JPCMS)	An internal interface between the Court's case management system and the Court Social Services Division (CSSD) that facilitates the exchange of information relative to the management and monitoring of juveniles under the supervision of the CSSD. Select updates in the JPCM system trigger updates back to the court case management system to update related juvenile delinquency and truancy cases in the form of identity creation, demographic changes scheduled events, tickers and associated docket entries. The data transfer from CourtView to JPCMS is facilitated through courts enterprise data warehouse to ensure performance and for securely transferring data between Case Management System and the JPCMS cloud database using Oracle Data Integrator and oracle ewallet for encrypting the data.	Must Have
	An internal interface between the Court's case management system and the Court Social Services Division's (CSSD) Juvenile Probation case management system (JPCMS) that facilitates the exchange of information relative to the management and monitoring of juveniles under the supervision of the CSSD. The Inbound exchange between the JPCMS and the Court CMS ensures the two systems remain synchronized when parties are created or updated in the JPCMS. This leg of the interface also includes the capability to call CMS web services for the creation of docket entries on existing cases including document images.	Must Have

DCCA's C-Track Case Management System	At minimum, notices of appeal, the appellate package (which should include all filings, exhibits (lodged or admitted), transcripts, jury notes, case-related communications between the Court and counsel (generally emails)), and any of materials later added to the Superior Court CMS. The appellate package will be a large electronic package including all case documents, docket, transcripts, exhibits, recordings, and any information relating to the appealed case. Exchange shall include the ability to send notifications to judge panels and defined DCCA staff regarding Superior Court filings and any case activity applicable to an appealed case.	Must Have
	At minimum, orders (dismissing appeal, granting/denying a stay, granting/denying writs of mandamus & resolving the case on the merits), MOJs, opinions, and mandates. C-Track should transmit case information, including case numbers, attorney names, etc. to the Superior Court upon cases being originated in the Court of Appeals (e.g. small claims, select criminal cases). Unique appeals case numbers should be transmitted on all exchanged appellate cases	Must Have
CFSA's FACES System	At the conclusion of each business day the Court compiles an electronic listing of future hearing dates for Abuse and Neglect cases and transmits it to the Child and Family Services Agency's FACES case management system.	Must Have
	Interface between the Family Court and Child & Family Services (CFSA). Interface includes data as well as images. The scope of this interface covers case initiation of juvenile Abuse & Neglect cases as well as subsequent (post case initiation) submittals. This transaction addresses initiation of Abuse & Neglect cases including the automated generation of the Complaint based on the data contained in the transaction. This interface is facilitated using Secure File Transfer Protocol.	Must Have
CFSA's FACES System	Interface between the Family Court and Child & Family Services (CFSA). Interface includes data as well as images. The scope of this interface covers case initiation of juvenile Abuse & Neglect cases as well as subsequent (post case initiation) submittals. This transaction facilitates the selection of judicial order documents and associated meta data from the CMS to the CFSA	Must Have

	FACES system. This interface is facilitated using Secure File Transfer Protocol.	
	Interface between the Family Court and Child & Family Services (CFSA). Interface includes data as well as images.	Must Have
CFSA's FACES System	Interface between the Family Court and Child & Family Services (CFSA). Interface includes data as well as images. The scope of this interface covers case initiation of juvenile Abuse & Neglect cases as well as subsequent (post case initiation) submittals of status reports from case and social workers. In addition to incoming information from CFSA, this interface includes an outbound capability for the Court to transmit participating judicial orders to CFSA's FACES case management system.	Must Have
CourtSmart Audio Recording System	Interface that will allow CourtSmart digital recordings to be associated to cases in the CMS. Users shall be able to access and listen to a recording on-demand from the CMS docket, eliminating the need for users to exit the system. In addition to access and playback, the recordings will have the capability to annotate ("tag") the case and trigger docket entries based on events such as case was called, witness appeared, etc. While not required, a real-time interface allowing users to listen to the hearings live from the CMS is desired.	Must Have
District of Columbia Sex Offender Registry	Interface between District of Columbia Metropolitan Police Department Sex Offender Registry and the Court. Exchanged information must include party name and sex offender classifications. The Court uses this information to assemble a complete profile of case participants for use in judicial decision making and offering of Court services.	Nice-to-Have
District of Columbia Vital Records	Interface between District of Columbia Department of Health Vital Records and the Courts. Exchanged information must include birth and death certificates. The Court uses this information in Probate, Family and Adoption proceedings, as well as to update participants records.	Nice-to-Have
District of Columbia Division	Interface between the Court and DMV that provides information relative to case dispositions associated with traffic and drug charges. DMV uses this information to suspend	Must Have

of Motor Vehicles	licenses.	
Xerox's AgileJury System	Interface exchanging case information from the CMS to AgileJury. The cases to be exchanged shall only be eligible cases ready for trial and contain the case number, case type, case description, hearing time, judge and courtroom. For future expansion, the Courts may consider making this a bi-directional exchange to enable, for example, juror data from AgileJury to populate the CMS in order to facilitate juror payments and utilization analysis.	Must Have
Check Guarantee	CMS Vendor will provide integration with the Digital Check CheXpress CX30 device or a similar device as part of this project scope. CMS Vendor will include this customization as part of this project at no additional cost to the DCSC.	Must Have

CMS VENDOR MILESTONES/DELIVERABLES

Phase	Deliverable	Description	Estd. Invoice Date
		SaaS Licensing and Support Annual Fee - Year 1	Sep - 1
Initiation	1.1.1	Project Management Plan	Oct-19
	1.1.2	Project Operational Plans	Oct-19
	1.2.1	Business Process Review Report - Civil	Jan-20
	1.2.2	Business Process Review Report - Criminal	Apr-20
	1.3.1	Infrastructure Design Document	Sep-19
Project Management	1.3.11 - 1.3.1.25	Project Status Reports	Aug 2019 - Sept 2021
Infrastructure	2.1.1	Certification of Infrastructure Environment	Nov-19
Configuration	2.2.1	Configuration Plan	Oct-19
	2.2.2	Case Manager Configuration Workshop Complete - Civil	Feb-20
	2.2.2A	Case Manager Configuration Workshop Complete - Criminal	Jun-20
	2.2.3	Security Workshop Complete	Jan-20
	2.2.4	Forms Workshop Completed - Civil	Jun-20
	2.2.4A	Forms Workshop Completed - Criminal	Jun-20
	2.2.5	Configuration Tracking Workbook	Jun-20
Enterprise Custom Reporting	2.3	Enterprise Custom Reporting Training Complete	Jun-20
Application Development	2.4.1	Project Definition Documents (PDDs) (As Needed)	Jun-20
	2.4.2	Application Dev Monthly Status Reports (As Needed)	Apr 2020 - Jan 2021
	2.4.3	Application Dev Complete (As Needed) - Civil	Apr 2020 - Nov 2020
	2.4.3A	Application Dev Complete (As Needed) - Criminal	Apr 2020 - Jan 2021
Integration	2.4.4	Integration Development Complete - Civil	Nov-20

Development	2.4.4A	Integration Development Complete - Criminal	Jan-21
	2.4.5	Integration Toolkit Training Complete	Jun-20
Data Conversion	3.1	Data Conversion Plan	Dec-19
	3.1.1	Load of Legacy Data into Staging Database	Jan-20
	3.1.2	Completion of Initial Data Mapping	Feb-20
	3.1.3	First Data Conversion Push - Civil	May-20
	3.1.3A	First Data Conversion Push - Criminal	Jul-20
Solution Validation	4.1.1	Solution Validation Report - Criminal	Jan-21
	4.1.2	Solution Validation Report - Criminal	Jun-21
Training	4.3.1	Training Plans and Materials - Civil	Feb-21
	4.3.1A	Training Plans and Materials - Criminal	Jul-21
	4.3.2	End User Training Delivered - Civil	Mar-21
	4.3.3	End User Training Delivered - Civil	Jul-21
Go-Live	4.2.1	Go-Live Transition Plan - Civil	Feb-21
	4.2.2	Go-Live Transition Plan - Criminal	Jul-21
	4.4.1	Go-Live Push to Production - Civil	Mar-21
	4.4.1A	Go-Live Push to Production - Criminal	Jul-21
	4.4.2	Go-Live Status Reports - Civil	Apr-21
	4.4.2A	Go-Live Status Reports - Criminal	Aug-21
Support Transition	4.5.1	Project Closeout Report	Sep-21