



ELLEN F. ROSENBLUM
Attorney General

LISA M. UDLAND
Deputy Attorney General

DEPARTMENT OF JUSTICE

Justice Building
1162 Court Street NE
Salem, Oregon 97301-4096
Telephone: (503) 378-6002

January 14, 2022

The Honorable Senator Chuck Riley, Co-Chair
The Honorable Representative Nancy Nathanson, Co-Chair
Joint Legislative Committee on Information Management and Technology
900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048

Dear Co-Chairpersons:

Nature of the Request

Report Only: Legal Tools Replacement Project Status Update

The State of Oregon Department of Justice (DOJ) is engaged in the initiation and planning activities for the Legal Tools Replacement (LTR) 3.0 Program (formerly known as the Legal Tools Replacement Project). The following reports on the background and status of this modernization initiative and provides a response to Budget Note #5 in HB 5014 (2021).

The below list of topics specifies information that can be found within this report:

- Background and history of the LTR 3.0 Program and how it came to be
- Comprehensive Program Status Update, including the most recent Monthly Status Report
- Program Governance changes
- An overview of the updated program scope and schedule
- Updates on the requirements gathering activities for the program's projects
- iQMS initiation and impact on program planning
- Updated program cost estimates and budget request

Agency Action

DOJ continues work on the planning of this important modernization initiative and will report progress on the elements noted above.

Background

The mission of DOJ is to serve state government and to support safe and healthy communities throughout Oregon by providing essential justice services. DOJ is comprised of nine divisions, five of which are legal in nature. Its five legal divisions (Appellate, General Counsel, Civil Enforcement, Criminal Justice, and Trial¹) plus the Attorney General Office are responsible for providing general counsel services to state agencies and for supervising all legal proceedings in which the state is a party or has an interest. Some of the legal services provided to state clients include general counsel advice, consumer protection litigation, prosecution for criminal offenses, and civil litigation defense.

The history of DOJ's current legal software system management methods dates to the mid-1990s when the case management system used by DOJ was split from a single system into 12 disaggregate solutions known as MatterManagement (MatMan) in an effort to address the varied business needs of the differing programs within the DOJ. Over time, DOJ program needs necessitated adaptations of the MatMan systems to meet distinct bodies of work. Some aspects of use, such as managing cases for trial, are very much like that of a law firm, while other regulatory and compliance components would only be found within a governmental agency. Although these custom applications are still in use today, they cannot carry the DOJ into the future and the risk of legacy systems failure will continue to grow.

The original legal tools initiative was launched as the Legal Tools Replacement (LTR) 1.0 Project in 2015. The focus of LTR 1.0 was to mitigate the risk of legacy system failure by replacing MatMan with a solution called Mattersphere, a Thomson Reuters product. However, when critical requirements were underdeveloped during the initiation and planning phases of the project, the solution failed to meet the diverse needs of the divisions and their programs. Additionally, the language of the software itself was not accessible, leaving DOJ's developers without a way to facilitate essential customizations. Because Mattersphere was incapable of meeting the unique needs and functionalities of the DOJ, the project was purposely closed and funds of \$596,610 recovered. In developing the current LTR 3.0 Program, DOJ has incorporated lessons learned from its experience with the LTR 1.0 Project. As a result, DOJ is working to develop the current LTR 3.0 Program starting with the basics, including applying a holistic and comprehensive approach to planning, oversight, quality assurance, requirements gathering and program staffing.

DOJ restructured the LTR 1.0 Project into a Program which consists of four separate projects: a Document Management Project (DMP), a Billing Management Project (BMP), a Case Information Project (CIP), and a Time Management Project (TMP).

- DMP concluded with DOJ's selection and implementation of Alfresco, an Enterprise Content Management (ECM) platform, to satisfy its document management needs.

¹ The Department's Crime Victim and Survivor Services Division will also use the case management system on a limited basis.

Alfresco was implemented and went live in November 2020 for all DOJ staff. The project officially closed in 2021.

- BMP replaces DOJ's legacy Billing Management System, Elite. Elite utilizes custom jobs to import data from MatMan and communicate with Carpe Diem and requires the use of ancillary systems to transfer case matter information into the system and run its numerous billing workflows. These supplemental systems often become out of sync and frequently result in system errors and instability. This leads to an increased risk in errors and can prevent DOJ from billing their clients, reduce legal staff productivity and information integrity.
- CIP replaces the legacy Case Information System, MatterManagement (MatMan), which provides the DOJ's 5 legal divisions, the AG Office, and CVSSD with modern and supportable technologies to manage all aspects of the case management workflow. MatMan is broken into 13 different systems that do not allow for any cross-collaboration between divisions, and over time have become outdated and limited. Additionally, the platform used to develop MatMan is becoming obsolete and DOJ struggles to provide sufficient in-house support to address maintenance and security issues. Furthermore, DOJ is unable to satisfy system enhancements as requested by the business.
- TMP replaces the legacy Time Management System, Carpe Diem, which provides DOJ's timekeeping staff (generally attorneys, paralegals, and legal support staff) with the ability to record time spent by attorneys and staff performing case work, and report on Time Management data. Carpe Diem presents limitations and issues that have led to user dissatisfaction and DOJ has experienced continued lack of support from the vendor. Additionally, replacing Carpe Diem should be considered, especially as the selected solutions for BMP or CIP may include a timekeeping component that would further modernize and streamline processes.

The current collection of tools is no longer adequate to address the changing needs of the legal units and puts DOJ at risk as their usage continues. Modern legal practice management software would mitigate these risks and allow DOJ to work on a level playing field with the law firms we face in litigation. Furthermore, modern software will facilitate more detailed reporting of billings and time for customer and budget reporting requirements and support future program or funding requests.

To better manage the remaining projects as a Program, DOJ shifted to the LTR 3.0 Program. The overarching ethos of LTR 3.0 is a "big picture" approach to the Program. Each project incorporates scope for the functionality encompassed in the legacy Billing Management, Case Information, and Time Management systems, respectively. In this holistic approach, requirements gathering will be completed across all projects before a new solution(s) is selected. The Program roadmap will be updated to assist with coordination, communication, and implementation of the final solution(s). This approach would not be possible without managing all the projects within an overarching Program.

During the 2021 legislative session, DOJ submitted POP #125 – Legal Tools Replacement 2.0. The purpose of the package was to request funding to support the initiation and planning activities for the project while carrying forward the lessons learned. The approval of POP #125 included the following budget note:

Budget Note

DOJ is directed to report to the Joint Committee on Information Management and Technology during the Legislative Session in 2022 on the status of the LTR 2.0 Program. This includes providing comprehensive Program-level artifacts for all business functionality, a comprehensive business case, requirements, Program cost, schedule, and scope baselines. The report is also to define DOJ's governance of the Program.

DOJ was directed to procure an independent Quality Management Services (iQMS) contractor no later than August 2021 to provide: (a) an initial Program risk assessment/analysis by October 2021; (b) a quality management plan for the iQMS engagement, including the anticipated quality checklists and standards to be utilized by December 2021; (c) quality control reviews for, at minimum, the Program's solution requirements and its project management planning artifacts, due by January 2022; and (d) periodic quality assurance and risk assessment reports, beginning in October 2021 and continuing through the completion of the project. DOJ was also to provide monthly Program status reports to the Department of Administrative Services (DAS), Enterprise Information Services (EIS), Chief Financial Office (CFO), and the Legislative Fiscal Office (LFO).

To address the 2021-2023 LTR budget notes, DOJ has taken the following actions:

Program Status Update

DOJ is utilizing a high-level business view with a Program plan meant to achieve strategic goals and business objectives for all the divisions by developing processes and defining Program governance to manage all projects within the Program cohesively and to ensure decisions, plans, and resources can be effectively and uniformly applied. The goal is to drive benefits for the entire Program by sharing project resources, costs, and other project activities. This will improve management of project interdependencies and strategic benefits, allowing better informed decisions by considering the impact on the related projects. Each project will be related by Program level objectives and shared requirements as integrated solutions are considered. This may result in a single solution where one system meets the needs of multiple projects, or best-of-breed where individual systems are implemented across projects. However, even in a best-of-breed solution, the Program approach will allow DOJ to incorporate shared integration criteria and incorporate efforts to create a seamless workflow between all systems.

This approach empowers DOJ to not just replace our high-risk systems, but also to prioritize non-technical objectives propelling this effort: improving workflows between systems and within work units, improving information sharing between departments, and allowing for the capture of workload data and metrics for reporting and analysis. Additionally, modernizing these systems will bring DOJ up to date with current technological and security practices and protocols, which

will greatly reduce complex updates and time-consuming fixes currently necessary to support and maintain the current legacy systems.

Program Governance

LTR 3.0 Program governance has been restructured with the creation of several governance groups and the hiring of a Program manager. Prior to this change, the governance structure lacked a comprehensive group of stakeholders and was unable to fully represent the business. In order to support all aspects of our legal divisions, the governing structure for the program has transitioned into a more collaborative and inclusive team who meet regularly to evaluate and discuss important topics, issues, and risks.

DOJ has formed the following governance groups for the LTR 3.0 Program:

- Program Sponsorship Group
- Executive Steering Committee (ESC)
- LTR Core Team
- Change Control Board (CCB)
- Global Standards Committee (GSC)
- Stakeholders Representation Committee (SRC)
- Program Management Team

Each has a critical role in the overall Quality Management of the LTR 3.0 Program.

To further support the establishment of governance for the Program, DOJ hired a Program Manager (PgM) to help oversee the fulfillment of the larger Program goals and organizational objectives. The PgM is working with current Program staff to reassess the needs of the Program, identify gaps in the current model, and address key risks identified by iQMS. Along with the support of the Project Manager (PM) and Project Coordinator (PC), the PgM is creating and refreshing Program plans, identifying staffing and resource needs, and developing strong Program governance and communications with key stakeholders.

The Program Manager has also created a Core Program Team consisting of the existing Project Managers, Business Analysts, and executive leadership to ensure timely documentation, prioritization of risk, project planning, and to monitor program performance. This will ensure the program continues to adhere to the standards and processes established as part of the Quality Control process for the LTR 3.0 Program.

Executive Program Leadership is continuing to partner with EIS and LFO. EIS Oversight has determined that the LTR 3.0 Program meets the policy and statutory thresholds for Stage Gate Oversight (Stage Gate) and has authorized inclusion of the LTR 3.0 Program into the enterprise public safety IT investment portfolio. Stage Gate oversight incrementally approves project progress and readiness by way of the review and approval of project justification and management artifacts.

To support these key objectives the Program Manager will facilitate the Executive Steering Committee meetings, weekly recurring meetings with EIS, and bi-weekly meetings with LFO analyst. The monthly status reporting DOJ has provided will continue and be improved with feedback from DAS, EIS, CFO, and LFO.

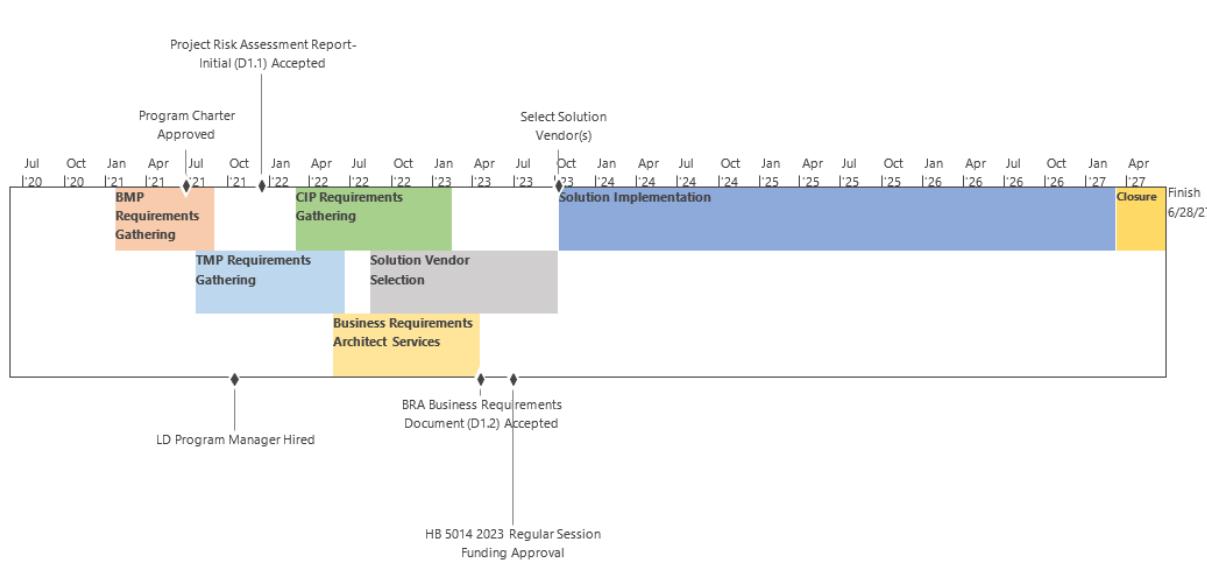
Scope and Schedule

This Program will replace and modernize the multiple legacy systems used across DOJ for Billing Management, Case Information, and Time Management to improve data sharing, productivity, legal competencies, and modernize the primary systems used by our legal divisions, AG's Office, and Crime Victims and Survivor Services Division (CVSSD). The scope of the Program also includes the evaluation and management of the many ancillary systems currently used to support DOJ's billing software (Elite), case management systems (MatterManagement), and timekeeping system (Carpe Diem), including the possible replacement or integration of those systems with the new Program solution. This will provide comprehensive integration and reporting across all systems and throughout the Case Management Lifecycle and will provide access to selected reports and data analytics as needed by internal and external constituents.

The LTR 3.0 Program is in its planning and design phase; therefore, the timeline included here is a high-level estimate (+/- 50%) representing current expectations.

Start and End Early Estimate: August 2020 – June 2027

Program Duration: 7 Years



A degree of variance is expected. Further, this timeline assumes implementation for each project will advance as soon as the RFP is completed and does not reflect a final decision regarding rollout strategy. This cannot be determined until a solution(s) has been selected (which could result in one or multiple systems).

DOJ is taking a proactive approach in preparing for the selection of a solution vendor. Market research to begin identifying available and potential solutions will be refreshed prior to the conclusion of the CIP requirements gathering activities. This will allow DOJ to fully prepare for the evaluation, scoring, and selection of an appropriate vendor(s) on time without delaying the schedule into a future biennium.

Solution implementation is currently represented as a single activity block; however, phases will be further detailed once a vendor(s) has been selected.

Requirements Gathering

Two Business Analysts (BAs) were initially onboarded in Q4 2020 and immediately began work to identify Subject Matter Experts (SMEs) within the business, review materials gathered from the LTR 1.0 efforts, meet with and interview business and technical SMEs, and conduct interviews to gather Billing Management requirements. The work has resulted in several key foundational documents related to Billing Management including 238 categorized requirements, 29 key As-Is processes documented in process flowcharts, and a comprehensive entity relationship diagram consisting of over 20 distinct elements.

With funds received from POP #125 in Q4 2021, DOJ hired an additional two full-time limited duration Business Analysts (BAs) to accelerate initiation of requirements gathering activities for the Time Management and Case Information projects. The timely collection and categorization of all requirements will allow interrelated and duplicate requirements to be more easily identified thereby allowing the selection of the best product or suite of products to meet the overall needs of the legal divisions.

Requirements for BMP and TMP have been gathered and developed and a total of 454 requirements were identified. These have been broken down into 12 main categories to identify key processes to reference during vendor scoring and selection. A list of sample requirements for these projects has been included as an appendix to this report.

Requirements gathering activities for CIP are scheduled to begin in March 2022.

Independent Quality Management Services (iQMS)

In response to Budget Note #5 in HB 5014, DOJ contracted with the iQMS vendor, NTT Data, to provide an initial risk assessment, quality management plan, quality control reviews, and periodic quality assurance reports for the LTR 3.0 Program. Since onboarding in October 2021, NTT Data has conducted an initial risk assessment and provided a final Risk Assessment Report for the Program in November 2021. The top four risks identified in NTT Data's report include:

1. Program Vision
2. Agency Culture
3. Program Governance
4. Available Resources

DOJ is already developing comprehensive mitigation strategies to address and avoid these risks, and a full overview is available in the LTR 3.0 Program Modernization Business Case. The Program Manager, along with members of the Program team will continue collaborating with NTT Data to develop risk management strategies and motivate the Program towards success.

The remaining iQMS deliverables include:

- Development and delivery of a quality management plan which includes quality checklists and standards
 - February 2022
- Delivery of quality controls reviews for Program solution requirements and project planning artifacts
 - February – June 2022
- Ongoing delivery of periodic quality assurance and risk assessment reports

Program Budget

The LTR 3.0 Program received the following funds during the 2021 Legislative Session:

Approved (21/23) Biennium	
Personnel	\$1,423,037
Contracted Services	\$354,400
Hardware/Software	\$0
Funding Provided:	\$1,777,437

The funds provided in the 2021 full session allowed the Program to hire a few of the critical staff required which included a Program Manager and two additional Limited Duration Business Analysts. Additionally, iQMS vendor services were contracted. While the 2021 Program funds have allowed the Program to progress forward, we are still in critical need of additional staffing and contracted services.

DOJ is requesting the following funds during the 2022 Short Session:

Requested (21/23) Short Session	
Personnel	\$2,488,205
Contracted Services	\$2,116,727
Hardware/Software	\$0
Funding Requested:	\$4,604,932

The LTR 3.0 Program is an essential initiative for DOJ focused on modernizing our legal systems, as outlined in the Program Business Case. While good progress has been made, the LTR 3.0 Program continues to face critical risks that create a barrier to the success of the Program if not addressed and mitigated. This request provides funding for the staff and contracted services needed to complete requirements gathering, proactively to plan for and address these risks, and ensure successful selection and delivery of a modern legal system. A list

of requested resources and services is below, and a comprehensive analysis of the business need and breakdown of costs is included in the LTR 3.0 Modernization Business Case.

- 3 Full-Time Limited Duration ISS7 Project Managers (1.74 FTE)
- 1 Full-Time Limited Duration ISS7 Project Coordinator (0.58 FTE)
- 1 Full-Time Limited Duration OPA3 Product Owner (0.58 FTE)
- 1 Full-Time Limited Duration OPA4 Organizational Change Manager (0.58 FTE)
- 1 Full-Time Limited Duration OPA3 Lead Business Analyst (0.58 FTE)
- 1 Full-Time Limited Duration OPA2 Communications Specialist (0.58 FTE)
- 1 Full-Time Permanent TDS2 Training Specialist (0.58 FTE)
- 1 Full-Time Limited Duration ISS8 Systems Architect (0.58 FTE)
- 1 Full-Time Limited Duration ISS7 Data & Security Analyst (0.58 FTE)
- 1 Full-Time Limited Duration OPA2 Technical Writer (0.58 FTE)
- 1 Part-Time Limited Duration FA3 Budget Analyst (0.29)
- Continuation of independent Quality Management Services (iQMS) (\$590,730)
- Business Requirement Architect Services (\$709,518)
- Program Leadership Advisor (\$389,479)
- Planning Consultant (\$427,000)

Funding requests for implementation of the selected solution(s) is planned for future biennia. Estimates of possible implementation costs (+/-50%) have been included for planning purposes. Evaluation and selection of the solution or solutions will allow for a more accurate timeline and estimate of implementation costs.

2023-2025 Full Session Cost Estimate

Estimated (23/25) Session	
Personnel	\$8,349,372
Contracted Services	\$2,547,066
Hardware/Software	\$7,596,000
Funding Estimate:	\$18,492,438

2025-2027 Full Session Cost Estimate

Estimated (25/27) Session	
Personnel	\$8,766,543
Contracted Services	\$2,710,855
Hardware/Software	\$3,025,000
Funding Estimate:	\$14,502,398

Total Program Cost Estimate

2019 / 21 Biennium	\$378,861
2021 / 23 Biennium Current Budget	\$1,777,437
2021/23 Biennium Requested	\$4,604,932
2023 / 25 Biennium Estimate	\$18,492,438
2025 / 27 Biennium Estimate	\$14,502,398

Total Estimated Program Cost	\$39,756,066
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DOJ recognizes the costs associated with the LTR 3.0 Program are not insignificant. However, if the Program is funded in full upfront, DOJ anticipates solution selection to begin in the 3rd quarter of 2022. Every effort will be made to choose a solution that can be adopted as quickly as possible with preference to those that meet requirements and can be implemented during the 2023-2025 biennium.

Action Requested

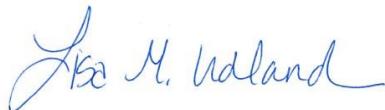
DOJ requests the Joint Legislative Committee on Information Management and Technology acknowledge receipt of this report.

Legislation Affected

None.

We appreciate the opportunity to provide this project update report.

Sincerely,



Lisa M. Udland
Deputy Attorney General

cc: William O'Donnell, DOJ Chief Financial Officer
Richard W. Rylander, DOJ Chief Information Officer
Christa Harrison, DOJ LTR Program Manager
John Borden, Principal Legislative Analyst, LFO
Ed Arabas, Senior Legislative IT Analyst, LFO
Michelle Lisper, Policy and Budget Analyst, BAM
Wendy S. Gibson, Policy and Budget Analyst, BAM

Appendix 1 - December 2021 Monthly Status Report

<p>Program information:</p> <p>Program start: April 1, 2018 Program end: Q4 2027</p>	<p>Program statement:</p> <p>Address the five legal divisions and Crime Victim and Survivor Services needs of a modern system to manage legal cases, regulatory requirements, attorneys to report time worked on cases/legal matters for the state, as well as providing bills for services to clients. Ensure capability of enterprise-wide data exchange and verify that standards are in place to incorporate the new system across the legal organization.</p>
<p>Subprojects:</p> <p>Project 1: Document Management Project (DMP)</p> <ul style="list-style-type: none">• Project start: April 1, 2018 Project end: April 30, 2021• Project status: Complete <p>Project 2: Billing Management Project (BMP)</p> <ul style="list-style-type: none">• Project start: August 4, 2020 Project end: TBD• Project status: Yellow	<p>Project 3: Time Management Project (TMP)</p> <ul style="list-style-type: none">• Project start: July 1, 2021 Project end: TBD• Project status: Yellow <p>Project 4: Case Information Project (CIP)</p> <ul style="list-style-type: none">• Project start: TBD Project end: TBD• Project status: Red <p>For details regarding individual project status, please refer to the respective project section(s) below.</p>
<p>Overall program status: Red</p> <p>Based on the recently received iQMS risk assessment, the program status is being elevated to red. This reflects multiple concerns including:</p> <ul style="list-style-type: none">○ Loss of critical resource (Project Manager) and lack of additional Business Analyst resources needed to start the Case Information Project on schedule.○ The solution or solutions to address the requirements of the BMP, TMP, and CIP are not known leading to uncertainty regarding the implementation timeline and end date.○ Missing resources including Organizational Change Manager, additional Project Managers, Product Owner, Systems and Data Architect, among others. <p>Mitigation activities are underway to address the specific risks noted in the risk assessment including development of a business case and budget request for the February short session to address program deficiencies and other staffing needs. Work also continues to address all areas as outlined in the budget note.</p> <p>The RFQ for Business Requirements Architect services has been sent to EIS for review and feedback. The Executive Project Sponsor is transitioning from Fred Boss to Lisa Udland effective January 3, 2022.</p>	

Budget health: Yellow

The program is running on budget; however, the approved funding amount is insufficient for all scheduled program activities.

Program Financial Performance as of October 31, 2021

Program	Biennium	Start	Finish	Financial Cost		
				Budget	Actual	Projection
LTR 3.0	21-23	7/1/21	6/30/23	\$1,777,437	\$78,653	\$825,855
LTR 3.0	19-21	4/2/18	6/30/21	\$595,610	\$181,909	\$413,701

Schedule health: Red

Staffing shortages and turnover have resulted in schedule delays and slippage. Requirements gathering is behind schedule, there are insufficient project managers to both maintain the two active projects and start CIP as planned. Staffing requests and additional funds needed to alleviate critical risks, as documented in the iQMS Initial Risk Assessment report, are planned for the February legislative session.

Scope health: Red

The program and project scope are for the most part understood, however requirement gathering is not complete for all projects. Additionally, the analysis to determine the related ancillary systems that may be impacted by the replacement of the legal tools is not complete.

Emerging concerns/needs/impacts:

The Initial Risk Assessment report from our iQMS vendor highlights several areas of critical risk regarding program vision, department culture, program governance, and lack of program resources. Program leadership, with the assistance of the new Program Manager, are reviewing mitigation plans and additional funding requests to address these concerns.

Program Risks and Mitigation

Listed below are the most critical risks for this project.

Program Risks			
Name	ID	Description	Comments
LTR Program staffing shortfall	1	Multiple positions are needed to address the iQMS initial risk assessment report.	Insufficient funding is available to address staffing shortfalls. Staffing gaps are currently under evaluation and will be articulated in the business case and budget request due January 17 th .
iQMS cost exceeds currently allocated funding	2	Funds currently allocated for iQMS services are not sufficient.	Funding gaps for iQMS services are currently under evaluation and will be articulated in the business case and budget request due January 14 th .
Program and project governance is ineffective	3	Program governance, decision making process, and roles are not clear.	The mitigation of this critical risk includes the addition of a Program Manager to assess and update program and project governance plans and processes.

Program Activities

The program schedule remains preliminary until resource assignments have been confirmed and scheduled start and finish dates are established.

Our 3-month plan is to:

- Deliver JLCIMT report
- Deliver reports identified in the budget note
- Refine the budget for establishing the program
- Create request for funding LTR 3.0 at the next legislative session 1st quarter 2022
- Establish new program schedule in MS Project
- Review and evaluate existing project schedules for BMP, TMP, and CIP and develop new, integrated project schedules in MS Project
- To put in place the risk management process (e.g., update risk log, identify risk management team (RMT), establish weekly risk review meeting with the RMT)
- Develop the Program Management Plan and its ancillary plans
- Set up ongoing program governance meetings
- Refine requirements gathering plan
- Finish gathering requirements for TMP and start gathering requirements for CIP

Project information: Billing Management

Project (BMP)

Project start: August 12, 2020 | **Project end:**

TBD

Project Manager: Stephen Hull

Project objective:

The Billing Management Project replaces the current Billing Management System(s) by providing the Department's billing staff with the ability to track dollars against cases based on hourly rates and all other expenses, generate invoices to clients and various reports for the Department, and report on Billing Management data.

Overall project status: Yellow

Schedule Health: Yellow

Although all tasks have been completed on schedule, concerns remain that rework will be required on requirements. The project schedule remains preliminary until resource assignments have been confirmed and scheduled start and finish dates are established.

Scope health: Yellow

Project requirements have been collected; however, concerns remain regarding the lag between collection of these requirements, and the collection of all remaining requirements from the TMP and CIP efforts. The risk remains that re-work will need to be done on the BMP requirements due to this time lag.

Emerging concerns/needs/impacts:

The assistance of a Business Requirements Architect service is being requested to address the following concerns:

- Quality of requirements previously collected
- Generation of a Program level Business Requirements Document
- Minimize potential schedule delays

Project information: Time Management

Project (TMP)

Project start: August 12, 2020 | **Project end:**

TBD

Project Manager: Stephen Hull

Project objective:

The Time Management Project replaces the current Time Management System by providing the Department's time billing staff (generally attorneys & supporting staff) with the ability to record time spent by attorneys and staff performing case work, and report on Time Management data.

Overall project status: Yellow

Schedule Health: Yellow

Although tasks are currently on schedule, concerns remain that rework will be required on requirements. The project schedule remains preliminary until resource assignments have been confirmed and scheduled start and finish dates are established.

Scope health: Yellow

Collection of project requirements has begun; however, concerns remain regarding the lag between collection of these requirements, and the collection of remaining requirements from the CIP effort. The risk remains that re-work will need to be done on the TMP requirements due to this time lag.

Emerging concerns/needs/impacts:

The assistance of a Business Requirements Architect service is being requested to address the following concerns:

- Quality of requirements previously collected
- Generation of a Program level Business Requirements Document
- Minimize potential schedule delays

Project information: Case Information

Project (CIP)

Project start: TBD | Project end: TBD

Project Manager: TBD

Project objective:

The Case Information project replaces the current Case Information System(s) by providing the Department's 5 legal divisions and CVSSD with the ability to manage case details, docketing / events, contacts, notes, references to related cases, and report on Case Information data.

Overall project status: Red

Schedule Health: Red

This project is lacking the resources required to begin activities and has fallen behind schedule. The project end date cannot be determined until a solution has been selected. The project schedule remains preliminary until resource assignments have been confirmed and scheduled start and finish dates are established.

Scope health: Red

Requirements gathering has not started.

Emerging concerns/needs/impacts:

The project is lacking the resources needed to start scheduled activities.

Appendix 2 – BMP Sample Requirements List

Category	Sub Category	ID	Requirement	Audience	Program Requirement
			□	□	▼
Billing Workflow	Querying/Reporting	QRP_11	The System shall be able to generate all reports in a format compatible with PDF, Microsoft Word, or Microsoft Excel.	Clients Billing Business IS	Yes
Configuration	Auditing	AUD_01	The System shall create and maintain a queryable historical log of all systems transactions. Each logged transaction shall include: when a change was made (day/time), what changed (old & new values), and the user who made the change.	Billing IS	Yes
Configuration	Data Management	DAT_02	The System shall not allow the entry of duplicate primary IDs.	Billing IS	Yes
Configuration	Data Management	DAT_13	Any secure transfer method (such as SFTP, API, etc) used for delivery of billing-period-end deliverables shall be hosted by DOJ.	Billing IS	Yes
Configuration	System	SYS_05	The System shall be able to exchange Client, Matter and Timekeeper information with other systems.	Billing IS	Yes
Portal	Customer Portal	POR_06	Any Browser Based System element shall support access from mobile devices including smartphones and tablets.	Clients IS	Yes
Portal	Customer Portal	POR_07	Any Browser Based System element shall support responsive design.	Clients IS	Yes
Portal	Customer Portal	POR_11	The System shall enforce centralized role based access across all places where information is accessed.	Billing IS	Yes
Technical	System Administration	TSA_03	The System shall be compatible with Windows 10 Enterprise	IS	Yes
Technical	System Administration	TSA_04	The System shall be compatible with SQL Server 2017 or higher	IS	Yes
Technical	System Administration	TSA_05	The System shall integrate with Microsoft Active Directory.	IS	Yes
Technical	System Administration	TSA_06	The System shall be .NET compatible	IS	Yes
Technical	System Administration	TSA_08	Web-based components of the System shall always support latest versions of Microsoft Edge and Google Chrome.	IS	Yes

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Appendix 3 – TMP Sample User Stories

Category	Sub Category	ID	In the Role of...	I want...	So...
Workflow	Error Correction	U.WRK_41.05	Billing Team	to view a Dashboard for any division or section of a division	I can view a summary of the time entered at the group level
Workflow	Privacy	U.WRK_42	Timekeeper	want to manage the degree to which the system can provide feedback about my activities	I feel that my privacy is protected
Workflow	Efficiency	U.WRK_43	Tech Admin	to run both admin tool and timekeeping tool in the same browser	I'm not forced to use two browsers when running them simultaneously
Permissions	Deprovisioning	U.PER_01	Tech Admin	to be able to deactivate user's application licenses once they've left DOJ	I can maintain an up-to-date list of licensed users
Permissions	Deprovisioning	U.PER_01.01	Tech Admin	to be able to deactivate user's application licenses once they've left DOJ	the license is available to reassign to a new user
Permissions	Provisioning	U.PER_02	Tech Admin	the system to support nested role-based permissions	the system can assign users to Sections within Divisions according to their setup in Active Directory
Permissions	Provisioning	U.PER_02.01	Tech Admin	to override role-based permissions on an individual user basis	I can customize the permissions of an individual user
Permissions	Provisioning	U.PER_02.02	Tech Admin	to not override role-based permissions on an individual user basis	I can maintain a purely role-based permission model.
Permissions	Provisioning	U.PER_03	Tech Admin	the system to provide a fine granularity over the setting of user permissions	I can have detailed control over what users can access
Permissions	Provisioning	U.PER_03.01	Tech Admin	the system to provide a fine granularity over the setting of user permissions	I can have detailed control over the validations the system performs
Permissions	Provisioning	U.PER_03.02	Tech Admin	the system to provide a fine granularity over the setting of user permissions	I can give appropriate access to help desk staff.
Permissions	Provisioning	U.PER_03.03	Tech Admin	the system to provide a fine granularity over the setting of user permissions	ensure that a timekeeper can only see their own Time Entries
Permissions	Provisioning	U.PER_04	Tech Admin	the system to understand changes to user email addresses	user provisioning is not disrupted when a user's email address changes
Preferences	Provisioning	U.PRF_01	Tech Admin	to be able to view the preferences a user has set	I can help them debug their use of the system.
Preferences	Provisioning	U.PRF_01.01	Tech Admin	to be able to modify the preferences a user has set	I can help the user by editing their preferences for them
Preferences	Error Correction	U.PRF_02	Tech Admin	to be able to create custom roles	I can assign unique role-based permissions