

Project Management Lapses and Planning Failures Delayed Court Technology Improvements

A presentation to the Joint Legislative
Program Evaluation Oversight Committee

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Court Technology Evaluation: Overview

Findings:

- 1. Court information technology projects have not been implemented according to initial planning timeframes.**
- 2. Many users are dissatisfied and frustrated with technology development and implementation.**



Court Technology Evaluation: Overview

Recommendations:

1. **More involvement of the Judicial Council in technology priority setting.**
2. **Reporting of technology projects to the Information Technology Oversight Committee.**
3. **AOC to consult with the State Office of Information Technology Services on future information technology projects.**



Evaluation Scope

Evaluation directed by Program Evaluation Division 2007-08 Work Plan

- **Delivery of information technology to meet stakeholder needs**
- **Examined the overall technology infrastructure and organizational processes**
 - **6 new systems under development**

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Evaluation Rationale

- **Approximately \$18.7 million has been spent on these 6 projects**
- **Highly anticipated technology needed by users**
- **Users expressed concern for delays in projects**



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Data for the Evaluation

- **Interviews and focus groups with**
 - **AOC management and Technology Services Division staff**
 - **Court Users including Clerks of Superior Court, District Attorneys, Magistrates, and Judges**
 - **Other criminal justice stakeholders and experts**
- **Review of AOC project documentation and contracted reports**
- **Literature review of technology development industry standards**

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North Carolina Courts

- **Unified court system**
 - FY 2008-09 budget over \$450 million
 - 6,934 state positions
- **Administrative Office of the Courts provides support to the state (672 positions)**



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Court Technology Projects

Current Systems

Magistrate System



Automated Criminal/Infraction System (ACIS)



Case Management System (CMS)



No Current System



Systems Under Development

NCAWARE

Criminal Court Information System – Clerk Component

Criminal Court Information System – District Attorney Component

Discovery Automation

eFiling

ePayment

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NCAWARE

- **Statewide warrant repository for magistrates**
- **Provides crucial system to allow statewide access to warrants so law enforcement officers can print warrants in the field**
- **NCAWARE began in 2000**
- **Currently being piloted in Johnston County**
- **AOC projects statewide implementation in September 2010**
- **Over \$13 million**

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Criminal Court Information System – Clerk Component (CCIS-Clerk)

- **Web-based data entry of all criminal and infraction cases by Clerk staff**
- **Provides enhanced functionality to track cases from initiation through disposition**
- **CCIS-Clerk began in January 2005**
- **3 of 14 iterations currently implemented**
- **AOC is unable to determine a date for statewide implementation**
- **\$2.6 million**

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Criminal Court Information System – District Attorney Component (CCIS-DA)

- **Web-based system for District Attorneys to track case information and progress**
- **Provides enhanced functionality for case information, creating calendars, and generating paperwork**
- **CCIS-DA began in July 2006**
- **Currently developing phase 1**
- **AOC projects statewide implementation in October 2010**
- **\$811,000**

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Discovery Automation

- **Document management system for District Attorneys**
- **Allows open discovery of all evidence in cases that require disclosure**
- **Discovery Automation began with \$3 million appropriation in July 2006; project planning began October 2006**
- **AOC is unable to determine a date for statewide implementation**
- **\$1.6 million**

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eFiling

- **Electronic filing system for civil court papers**
- **Allows filing of civil court papers, payment of filing fees, and receipt of court information and notices**
- **eFiling began in July 2006; obtained vendor contract in October 2008**
- **AOC is unable to determine a date for statewide implementation**
- **\$545,000**

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ePayment

- **Electronic system for payment of citation fees**
- **Allows public to pay fees for “waivable” offenses through an internet-based system**
- **ePayment began in October 2006; in process of selecting a vendor**
- **AOC is unable to determine a date for statewide implementation**
- **\$135,000**

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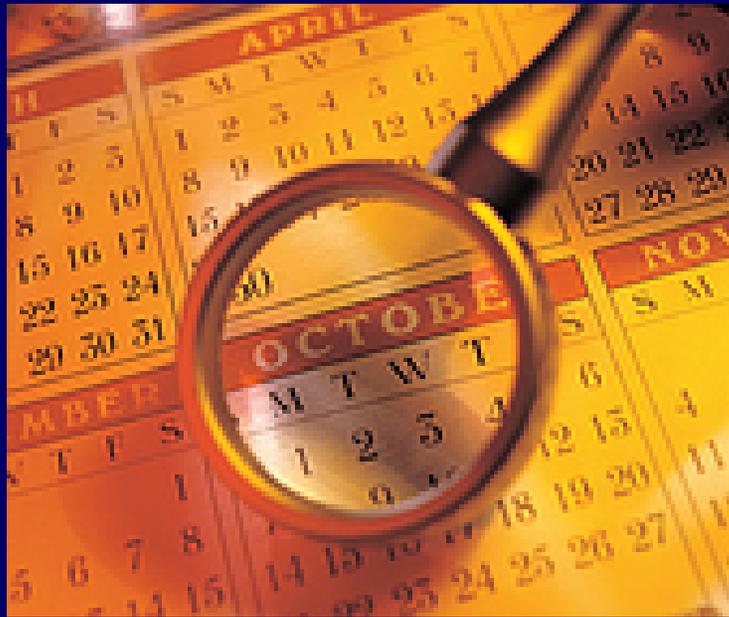


Funding for Projects

AOC Technology Project	Expenditures to Date
NCAWARE	\$ 13,002,895
CCIS-Clerk	2,578,268
CCIS-DA	811,451
Discovery Automation	1,609,763
eFiling	545,864
ePayment	134,960
Total Expenditures	\$ 18,683,201

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Finding 1: Projects Were Delayed

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Delays Due to Inadequate Management of Staff Resources

- **Steep learning curve of new software language for staff**
- **Staff turnover and absences**
- **Reassignment of staff to NCAWARE at expense of other projects**

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Ineffective Project Planning and Management

- Inadequate and inconsistent documentation
- Lack of dynamic status tracking
- Scope creep



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Funding Is Central to Planning

- **Planning should consider limitations of funding**
- **Gartner Group report, “If funding is inadequate, then projects should not be started.” (1999)**
- **Budget documentation inconsistent**



North Carolina Lags Behind Other States

- Delays in project development mean North Carolina is not staying up to date in technology
 - Out of 7 components, North Carolina has partial functionality in 2
 - Once the six projects are in place, they will address all 7 components

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Finding 2
Despite efforts to involve users,
many are dissatisfied and
frustrated

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Communication with Users Needs Improvement

- **Poor communication exists between the Technology Services Division and users of court technology.**
- **Mechanisms for user input exist, but users find them ineffective.**

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Internal Communication Breakdowns Permeate AOC

- **Management made decisions with limited participation from users in the planning process.**
- **Projects affect different groups of court users and stakeholders.**

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Recommendation 1

Require the Judicial Council to

- **establish a formal process for stakeholder input on technology projects**
- **set priorities among technology projects**
- **report annually on the progress of technology projects**

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Recommendation 2

Require the Administrative Office of the Courts to submit bi-annual status reports on technology projects in development to the Legislative Information Technology Oversight Committee until completion of statewide project implementation



Recommendation 3

Require the Administrative Office of the Courts to consult with the State Office of Information Technology Services on future information technology projects

*** Not require approval, only consultation**

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Summary of Recommendations

- **More involvement of the Judicial Council in technology priority setting**
- **Reporting of technology projects to the Information Technology Oversight Committee**
- **AOC consult with the State Office of Information Technology Services on future information technology projects**



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Report Available online

www.ncleg.net/PED/Reports/Topics/Judicial.html

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