

**State of Vermont
Joint Fiscal Office**

**Independent Review
of
State Information Technology Projects
and Operations
(H.492 Sec. 36)**

**Project: Next Generation Case
Management System (Judiciary)**

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Executive Summary

Project Overview: The Vermont Judiciary, recognizing that its legacy Case Management System is no longer able to support current and future organizational objectives and imperatives, has begun an initiative to select and implement a Next Generation Case Management System (NG-CMS). A well-designed, modern NG-CMS will drive and enable the transformation of Judiciary's case management process from a paper-driven to an electronic-focused business model that will improve access to justice for Vermont citizens, strengthen inter-agency communication, and enable more efficient court operations through faster court case initiation, more accurate electronic case files, and improved document availability and accessibility.

Project Phase: This project is currently early in the standard project lifecycle. The need for a new system has been articulated and the initial investigation of alternatives has been accomplished, but detailed planning has not yet begun. In project management terms, the project is nearing the end of the Initiating phase and about to begin the Planning phase. It will make that transition once the Project Charter is completed and approved.

Initiating Phase: During this phase the project is proposed, initially defined, and approved. The Initiating Phase is considered complete when a Project Charter has been accepted that defines what is going to be accomplished, why it is necessary, when it is going to be completed, and who is responsible and accountable for the project's success.

Planning Phase: In the Planning phase the groundwork is laid for the Executing phase. This includes developing project plans and defining the specifics of scope, requirements, schedule, and cost. The procurement process is started (RFPs), and risk management is planned. Communications between stakeholders (status reports, etc.) are established.

Executing Phase: During this phase the actual work required to meet project goals is performed in accordance with the project plans. This includes the execution of contracts, the performance of project work, and the management of communications between project participants and stakeholders.

Closing Phase: In the closing phase the project is determined to be complete, and for most projects the transition is made from a project mode to an operations mode. Procurements are closed, project teams are released to other tasks, and lessons learned are documented.

Throughout: During all phases the project team monitors project status and controls scope, schedule, work, costs, quality, communications, risks, procurements, and stakeholder engagement.

Project Analysis: The NG-CMS project is in good shape considering the phase of the project. Sufficient justification has been provided for undertaking the project, adequate research has been done on what other States are doing to address similar challenges, preliminary planning is appropriate for the project phase, and initial funding has been secured. The project is well conceived and has clear overall goals, and has a good chance of success assuming adequate planning, execution, and oversight. The primary challenges will be clearly defining the specific goals of the project, keeping project leadership and stakeholders actively engaged, and selecting a product/vendor to implement the desired system.

The following page provides evaluations of overall project status and the seven key areas that were investigated during the project review. These areas are considered with respect to the project's current phase; for example, lack of detailed requirements is less critical during the Initiating Phase than during the Executing Phase.

Overall Status:



The Judiciary knows that they need a new Case Management System, they have a general idea of what is in use by other states and what is available (Commercial Off the Shelf, or COTS systems), they have a general idea of how much such a system should cost, and they have a good initial plan on how to go about procuring and implementing such a system.

1. Project Justification: (Why are we doing this? Is the project necessary and beneficial?)



The legacy system from 1990 (VTADS) is overdue for replacement with a modern, more capable system.

2. Clarity of Purpose: (Is there a clear definition of success? Is the scope statement complete?)



While general goals have been described, specific, measurable, achievable, and realistic goals must be developed, agreed to, and documented as the project matures.

3. Organizational Support: (Is the organization ready to undertake this project? Has the potential need for business process change been acknowledged, and is there a Change Management Plan?)



Judiciary support and governance for the project has been documented, and must be included in the Project Charter. In addition, a Change Management plan must be developed to ensure business practice adaptation as the NG-CMS is implemented.

4. Project Leadership: (Has a qualified person been designated to lead the project, and has that person been empowered to do so?)



Project leadership has been officially assigned to one individual, and this must also be documented in the Project Charter. This leader must be continually empowered by the key stakeholders to drive the project to a successful conclusion.

5. Project Management: (Is the project management staff appropriate, and will project management conform to State of Vermont standards?)



A qualified Project Manager (BerryDunn) has been selected. This PM will work in partnership with the Project Leader, who will ensure that the PM is conforming to State and Industry standards.

6. Financial Considerations: (How much will it cost to complete the project, how much will it cost to maintain and operate the system, and how it will all be paid for?)



Initial estimates of development and maintenance costs are adequate for this phase of the project. The Project Leader and PM must ensure that costs and budgets (to include post-deployment maintenance and operations) are updated and tracked through the Planning and Executing phases of the project.

7. Technical Approach: (Is the proposed solution achievable, realistic, and appropriate?)



The proposed technical approach (obtain a commercially available system) is sound. Project leadership must ensure that the system selected matches project goals, gaps between system capabilities and current business practices are identified and addressed, and adequate planning is performed for system implementation and operation.

IT Project Review and Analysis

Next Generation Case Management System

1 Background

In August of 2015 the Joint Fiscal Office (JFO) requested that an IT Project Review be conducted for the Judiciary's Next Generation Case Management System (NG-CMS). The purpose of this review was primarily to use the NG-CMS as a sample project to develop the overall IT Project Review process, with a secondary goal of examining the NG-CMS project itself, researching and analyzing its status and identifying any significant risks.

The primary sources of information for the NG-CMS project review were the documents available at the project website:

<https://www.vermontjudiciary.org/ng-cms/default.aspx>

These documents consisted of project summaries, briefing materials, project outlines and proposed schedules, cost estimates, and contractual documents such as Requests for Information (RFIs) and Request for Proposal (RFPs). In addition, meetings were held via phone with both JFO and Judiciary staff to discuss the background and status of the NG-CMS project.

Based on the IT Project Review process that was developed and continues to evolve, the project review focused on seven key subject areas:

- Project Justification
 - *Does the project really need to be done?*
- Clarity of Purpose
 - *Is there a clear definition of success so that all participants will know when the project is properly completed?*
- Organizational Support
 - *Is the affected organizational entity ("the business") fully supportive of the project, and is the business willing and able to adapt where required?*
- Project Leadership
 - *Will there be strong and effective leadership to guide the project?*
- Project Management
 - *Will there be qualified and effective project management to assist project leadership?*
- Financial Considerations
 - *Are costs through the system lifecycle properly estimated, and is there funding?*
- Technical Approach
 - *Are the proposed technical solutions achievable, realistic, and appropriate for this project?*

2 NG-CMS Project Analysis

The NG-CMS project is currently in a very preliminary stage. The justification for the project has been completed, some initial planning has been done (identification of major milestones), and partial funding has been procured. However, the more significant phases of the project have yet to be undertaken. This includes establishing the project management structure, preparing the initial project plans, preparing and issuing a Request for Proposal, assembling the project team (leadership and stakeholders), developing requirements, etc. To summarize the state of the project: the judiciary knows that they need a new Case Management System, they have a general idea of what is in use by other states and what is available (Commercial Off the Shelf, or COTS systems), they have a general idea of how much such a system should cost, and they have an initial plan on how to go about procuring such a system. In addition, project leadership has been assigned and documented, and project management has been provided for through a contract. Beyond that, there is much that will have to be determined as the project unfolds:

- What are the general and detailed requirements for a successful NG-CMS?
- What system will be selected for procurement to meet those requirements?
- What changes will have to be made to the system and to Judiciary practices to maximize system usability?
- What will be the costs to develop or configure the procured NG-CMS system such that is ready for deployment?
- What will be the ongoing costs to maintain the system?

During the initial review of the NG-CMS project, the primary source for documentation was the project web site. At the time of the review, this site included the following documents:

- a) [CMS Project Brief Exec Summary.pdf](#)
- b) [CMS Project Brief.pdf](#)
- c) [CMS Legislative Presentation Outline.pdf](#)
- d) [CMS Report To Legislature.pdf](#)
- e) [Judiciary Is A Hub.pdf](#)
- f) [VT JUD Next Gen Case Management RFI - AMENDED.pdf](#)
- g) [JUD NGCMS - RFI Vendor Conference Q and A.pdf](#)
- h) [VT JUD Project Manager RFP for NG-CMS.pdf](#)

Additional documentation was provided by the JFO:

- i) [CMS Project Outline 5-11-2015.pdf](#)
- j) [Judiciary Response to Governor's Recommended FY 16-17 Capital Bill - Patricia Gabel - 1-29-2015.pdf](#)
- k) [Next Generation Case Management System - Cost Estimate - Patricia Gabel - 5-11-2015.pdf](#)
- l) [Vermont Judiciary CMS Project Cost Estimates - Patricia Gabel - 5-11-2015.pdf](#)

An additional document was provided in early January of 2016 to address the issues of Organizational Support and Project Leadership:

m) [NGCMSI - Governance Committees Charge and Designation.pdf](#)

After reviewing the available documentation, and discussing the project with the Judiciary and the JFO, the NG-CMS project appears to be in a good position considering the phase of the project. Sufficient justification has been provided for undertaking the project, adequate research has been done on what other States are doing to address similar challenges, preliminary planning is appropriate for the project phase, and initial funding has been secured. The project is well conceived and has clear overall goals, and has a good chance of success assuming adequate planning, execution, and oversight. The primary challenges will be clearly defining the specific goals of the project, keeping project leadership and stakeholders actively engaged, and selecting a product/vendor to implement the desired system.

From that point the challenges will be standard IT/project management challenges, such as keeping the project on track and ensuring that the business is able to adapt to the selected system without requiring significant new development. The following sections discuss the status of the key areas listed previously.

Summary: The Judiciary knows that they need a new Case Management System, they have a general idea of what is in use by other states and what is available (Commercial Off the Shelf, or COTS systems), they have a general idea of how much such a system should cost, and they have a good initial plan on how to go about procuring and implementing such a system.

2.1 Project Justification

The reasons provided in the various documents available (see the project website) represent sufficient justification for initiating the NG-CMS project. Essentially, the existing system is old, difficult to support, decentralized, and does not meet current and future needs. The fact that the existing system has been in use for twenty five years is in itself justification for investigating alternatives: the technology is obsolete, modern system capabilities far exceed those available in the existing system, and the business will likely be more effective with a replacement system.

The following information was provided in the NG-CMS Project Brief Executive Summary:

- a. “Legacy Case Management System is no longer able to support current and future organizational objectives and imperatives.”
- b. “Our legacy, aging core technology puts us at risk for failure of our main source of information by depending on a case management system that is more than 25 years old.”
- c. The Judiciary anticipates faster, better, possibly cheaper business operation using a new system.

Summary: The legacy system from 1990 (VTADS) is overdue for replacement with a modern, more capable system.

Keys to success: None; the justification is sufficient for the project.

2.2 Clarity of Purpose

While sufficient project justification was provided, there is as yet was no clear definition of the desired endpoint (i.e. definition of success) in the project documentation. This is considered a critical element, without which an IT project can be “finished” without being truly successful. To address this, success must be defined early in the project. One of the first project management documents that must be produced is the Project Charter, and this document should include a specific, measurable, achievable, realistic, and time-based description of what constitutes successful completion of the project. Normally between a paragraph and a page long, this description must be agreed to by project sponsors and stakeholders, and then used as the foundation for developing the project scope statement. This scope statement will then be used to develop the detailed requirements which, along with release schedules, plans and milestones, oversight, etc., ensure the achievement of the success defined earlier.

Summary: While general goals have been described, specific, measurable, achievable, and realistic goals must be developed, agreed to, and documented as the project matures.

Keys to success: Document the specific definitions of success in the Project Charter and the Scope Statement.

2.3 Organizational Support

At the time of the initial project review there was only documented business support from the State Court Administrator (Patricia Gabel) and the Judiciary’s Chief Information Officer (Jeff Loewer). However, on January 12th the Judiciary provided updated documentation on project governance and leadership in the form of the “NGCMSI - Governance Committee’s Charge and Designation”. The significance of identifying governance bodies and stakeholders, including positive statements of support from the organization for project leadership, was identified early in the project review. This is especially important considering that, assuming a commercial system is procured, the Judiciary may have to undergo a business process transformation (per the Project Brief and the Report to the Legislature references) in order for the project to succeed. The following statement from the Project Brief emphasizes the importance of full business support:

“We have learned from prior efforts that establishing and enacting standard, consistent business processes across the Judiciary is a critical component in the success of our organizational and business process transformation.”

One item that is indirectly referred to in the Report to the Legislature is the need for an effective change management program. While the authors correctly noted that one of the project risks was the ability of the Judiciary staff to adapt to a best-practices COTS system, there was no mention of the implementation of a change management program in the overall project outline. Change Management should be adequately addressed in the Project Plan in order to maximize the chances of success for the NG-CMS.

Summary: Judiciary support and governance for the project has been documented, and must be included in the Project Charter. In addition, a Change Management plan must be developed to ensure business practice adaptation as the NG-CMS is implemented.

Keys to success: Obtain and document the support of all key stakeholders in the Project Charter; develop a Change Management plan to ensure business practice adaptation as the NG-CMS is implemented.

2.4 Project Leadership

The current project leader is the State Court Administrator, Patricia Gabel. Originally an informal designation, this has now been documented in the NG-CMS Governance Committee's Charge and Designation. While senior management is often termed the "Project Sponsor", as in the NG-CMS governance document, it is important to note the differences between project sponsorship and project leadership. While a sponsor approves and supports the project goals, allocates resources, and monitors progress, a project leader assumes active responsibility and accountability for achieving success. These roles and responsibilities may be combined in a single person (as in the case of NG-CMS), however the leadership responsibilities should always be clearly designated. This has been accomplished for NG-CMS, since as documented the project sponsor is "responsible for the success of the project", and also "acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and provides support and direction to the CIO and Project Management Team".

Summary: Project leadership has been officially assigned to one individual, and this must also be documented in the Project Charter. This leader must be continually empowered by the key stakeholders to drive the project to a successful conclusion.

Keys to success: Document project leadership in the Project Charter, ensure that this leadership is empowered to drive the project to a successful conclusion.

2.5 Project Management

An external Project Manager (PM) has been obtained through a contract with a DII preapproved vendor, with the scope of work as defined in the Project Management RFP. The selected PM is BerryDunn of Portland, Maine, who has extensive experience working with the State of Vermont. The scope of work for the PM as described in the RFP is adequate in that it requires compliance with DII's Enterprise Project Management Office (EPMO) standards. However it will only be when the project management has begun, and actual deliverables are provided, that any evaluation will be possible as to the quality of the PM effort. While professional, high quality project management is a key component to success, this is secondary to effective project leadership and business support.

Summary: A qualified Project Manager (BerryDunn) has been selected. This PM will work in partnership with the Project Leader, who will ensure that the PM is conforming to accepted State standards.

Keys to success: Following award of a contract for a Project Manager, perform oversight to ensure that the PM is conforming to State and Industry standards.

2.6 Financial Considerations

The project is currently past the exploration phase, but has not yet fully entered the planning phase. For this reason, cost data is based on estimates only, and funding has only been provided for the initial phases of the project. Those cost estimates (\$10M over 5 years) are contained in the project documentation, and will need to be updated once the RFP has been responded to, a vendor has been selected, and a contract has been negotiated and awarded. The Legislature has approved funding for the initial phases of the project (\$4.5M for planning, procurement, and initial execution), however full funding of the project is not expected until the project is more mature and contracts have been awarded for both Project Management and the NG-CMS itself.

Summary: Initial estimates of development and maintenance costs are adequate for this phase of the project. The Project Leader and PM must ensure that costs and budgets (to include post-deployment maintenance and operations) are updated and tracked through the Planning and Executing phases of the project.

Keys to success: Ensure that project costs and budgets (to include post-deployment maintenance and operations) are updated and tracked through the Planning and Executing phases of the project.

2.7 Technical Approach

As described in the project documentation, the current approach to the NG-CMS focuses on “buy” (COTS) as opposed to “build” (development). Past experiences with the development process, along with a recognized need to conform to judicial best practices, favor the acquisition of a mature system that has been tested and successfully implemented in other states. While actual requirements and specifications have not yet been developed, the preparation of these artifacts and the comparison to current business practices (functional gap analysis) is included in the overall project plan. In general, the proposed approach appears sound; the most significant issues with this approach are:

- Will the procured system be well matched to Judiciary needs, such that extensive configuration or development is not required?
- How will data migration from the existing system to the NG-CMS be accomplished?
- How will user transition from the existing system to the NG-CMS be accomplished?
- Can the new system be deployed in an incremental fashion, or will it require an all or nothing approach?
- If the new system is deployed incrementally, will the current system be able to be retired incrementally to match?
- Will the Judiciary be able to provide the technical support required to configure and maintain the system, or will it require the use of external entities (system vendor, other contractors, etc.)?

Summary: The proposed technical approach (obtain a commercially available system) is sound. Project leadership must ensure that the system selected matches project goals, gaps between system capabilities and current business practices are identified and addressed, and adequate planning is performed for system implementation and operation.

Keys to success: Ensure that the proposed solution is appropriate for the chosen definition of success, gaps between system capabilities and current business practices are identified and addressed, and adequate planning is performed for system implementation and operation.

3 Risk Summary

Three common types of failure for an IT project are:

- The system was never completed (i.e. nothing was built);
- The system was completed, but did not meet the requirements (i.e. it was built, but doesn't work as desired);
- The system was completed and meets the requirements, but is unsupported (i.e. it works, but is too difficult or expensive to maintain and operate).

The NG-CMS project as it exists to date will minimize the first risk, since it favors the acquisition of a commercially available system. The larger risk at this time is that the system that is procured does not fully meet the needs of the organization, and the organization cannot adapt to match the capabilities of the system. The danger is that rather than modifying existing business processes the decision is made to significantly customize the system, which would transition the project from a "buy" mode back to a "build" mode. The third risk cannot be addressed until the RFP is issued and a decision is made as to which system will be procured, how it will be implemented and maintained, and how much it will cost to maintain and operate.

4 Recommendations

- Continue the project according to the steps described in the Project Outline;
- Include a clear and specific definition of project success in the Project Charter;
- Once success is defined, and high level requirements and major milestones are created, ensure that business support is obtained and documented;
- Ensure that project leadership works closely and cooperatively with both the IT Lead and the Project Manager during the project's execution and monitoring/control phases;
- Procure a commercial, off the shelf (COTS) Case Management System that minimizes the gaps between Judiciary requirements and system functionality, and is cost effective in both the project development phase and the ongoing maintenance phase;
- Whenever possible, resist any pressure to customize the system, instead choosing to modify business practices;
- Ensure that the establishment of a Change Management program is part of the project plan;
- Reevaluate this project prior to beginning implementation; specifically, when all Project Management plans are complete, a vendor has been selected, the gap analysis is complete and required business process changes have been identified, and costs have been more accurately estimated.

5 NG-CMS Project Questions

The following table represents items that were investigated during the Project Review process, along with additional include notes. Any colors used represent the analyst's opinion about the state of various items; green = good, yellow = caution, red = danger.

Section	Question	Answer	Notes
Project Justification			Overall: Good
	Has sufficient justification been provided for initiating the project?	Yes	The project justification provided is sound, and represents a valid business case for continuing the project
	Is there a Federal or State mandate for this system?	No	
	Will there be a significant improvement to current operations?	Potentially yes; an integrated system could improve the effectiveness of operations	
	Is this driven by current system obsolescence	Yes; the existing system is old and does not coordinate data well	
	Was a DII ABC Form completed and approved?	No; this project does not fall under the purview of DII	
Clarity of Purpose			Overall: Neutral
	Does a document exist that clearly defines the success criteria for this project?	No; the overall project goals are described, but specifics have not yet been articulated	No clear definition of success has been developed at this time. This should be developed early in the project planning phase, included in the project charter, and referenced frequently as the project unfolds.
	Are target schedule milestones clearly identified, and are they realistic?	Milestones are only available through the initial stages; once a Project Manager is brought on board more detailed schedules need to be developed	
	Are major system capabilities clearly defined, and are they realistic?	No; requirements have yet to be developed	
	Is the success definition specific enough that it can identify points in the project where failure is a possibility, enabling early termination?	No; neither a specific success definition nor a project schedule is available at this time	

Organizational Support			Overall: Good
	Is the business entity that will be the beneficiary fully supportive of the project?	Yes	Documented in the “NGCMSI - Governance Committees Charge and Designation”
	Will successful completion of the project require major changes to current business processes?	Unknown at this time	
	If project completion requires business changes, will the business be able to make those changes?	Unknown at this time	
	Is a need for a comprehensive change management program indicated, and if so, has the business recognized and planned for such a program?	Depending on the system procured a change management program may be needed, but this need has not yet been documented	
Project Leadership			Overall: Good
	Has a single person, that is part of the affected business entity, been designated to lead this project?	Yes, per the Governance Committee’s Charge and Designation this is Patricia Gabel	Formal assignment of leadership responsibility, and authority has been accomplished
	Is the project leadership experienced in directing this type and size of project?	This is not documented, however qualified support in the form of the CIO and the contracted PM is available and should be sufficient	
	Has the project leader been given sufficient authority to effectively execute the project?	Yes, per the Governance Committee’s Charge and Designation	
	Have relationships and authority between the project leader and key stakeholders been clearly defined and agreed to?	Yes, per the Governance Committee’s Charge and Designation	
Project Management			Overall: Good
	Has a qualified project manager been assigned to this project?	In progress; an RFP for a PM was issued, and selection of the PM was completed in early December 2015	PM planning appears appropriate for this project phase
	Does the project manager have the appropriate support from the affected business entity?	Unknown	
	Will the project manager	Yes; part of the PM RFP	

	be following an accepted PM process (PMBOK, DII EPMO, AHS PMO, etc.)?		
	Is the projected schedule realistic for the development tasks, resources available, and funding?	Project schedule has not yet been developed	
	Does the schedule include adequate time for testing, rework, and retest prior to system acceptance and implementation?	Project schedule has not yet been developed	
Financial Considerations			Overall: Neutral
Overall:			
	Has a realistic estimate of the system's development costs been prepared?	No	Required before the execution phase begins
	Has a realistic estimate of the system's ongoing costs been developed?	No	Required before the execution phase begins
	Have the sources of the development and ongoing system costs been identified?	No	
	If a contract is used, are adequate protections in place to handle partial or complete failures during the development, implementation, or support phases?	N/A; RFP has not yet been issued	
Technical Approach			Overall: Neutral
	Is the technical approach appropriate for this project?		The "buy" vs. "build" approach is appropriate for this project, however the technical approach details won't be fully known until a vendor is selected
	Is this system type unique to Vermont, or do other states have similar needs?	System type is not unique	
	If other states require similar systems, do those systems already exist in those states?	Yes	
	If other states possess or are acquiring similar systems, can Vermont leverage other states'	Unknown at this time. However, other states' efforts in this area have already resulted in	

	systems or procurements?	enhancements to available systems	
	Do commercial off the shelf (COTS) systems that meet the system needs exist?	Yes	
	If the system is to be developed, will it be developed internally, externally, or a combination?	Unknown, potentially N/A	
	For developed systems, do the developers have significant experience in this type of system?	Unknown, potentially N/A	
	Will this system involve multiple, sequential releases with increasing functional capabilities?	Unknown, potentially N/A	
	Do the requirements for the initial release represent the minimum acceptable functionality?	Requirements have not yet been developed	
	Are the requirements clearly understood by, and validated by, the target users of the system?	Requirements have not yet been developed	
	Are the requirements and specifications sufficient for development/purchase, or will additional clarification be needed?	Requirements have not yet been developed	
	Whether developed or purchased, has a viable release plan/schedule been developed?	It is early in the project, and a target system (COTS or otherwise) has not yet been identified	
	Have plans been developed to migrate data and functionality from the existing system to the new system, and are they realistic?	Project requirements and plans have not yet been developed	
	Risk Management		
	Are there significant risks that were defined during either the project planning or the project review, and are they satisfactorily addressed?	Project plans / risk registers have not yet been developed	Project risks must be identified and addressed during the project's planning phase
	Has an Independent Review been conducted?	No	
	Does the project permit	Project schedule has not	

	early termination if progress is not satisfactory?	yet been developed	
	Are there acceptable alternatives available if the project does not proceed according to plan?	Unknown at this time	
	Are plans in place for changes in key personnel (business leader, project manager, executive sponsor, subject matter experts, technical experts, contractor personnel, etc.)?	Project plans have not yet been developed	

Judiciary Comments on the IT Project Review

The following comments were provided by the Judiciary CIO on 11/19/2015:

We appreciated your review of our project materials and the documents you forwarded. We found them to be readable and helpful summaries of the key points that must be considered in evaluating any project. I especially appreciate the emphasis on the business and transformational elements of a project in addition to the supporting technology. As we discussed, it may be clearer to have the two documents combined. [Note: originally the project review and project analysis were presented as separate documents]

In the case of our NG-CMS project, our “Definition of Success” will be elaborated as we develop the Project Charter and will be further developed once a Solution Partner is selected in the Planning phase of the project. The Project Charter will also act to formally affirm our Business Support, both from the Project Sponsor and from additional senior Judiciary leaders as reflected in our Project Steering Board and from the Supreme Court. The Charge and Designation for Governance on our project has been drafted and indicates a multi-level structure, including the Project Sponsor, who is responsible for the success of the project and accountable for spending and resources; the Project Steering Board, responsible for policy, budget, and deliverables; the Project Working Board, responsible for business process and functionality; and specific technical and functional committees supporting the Working Board as appropriate.

Jeff Loewer

Chief Information Officer and Director, Research and Information Services

Office of the Court Administrator

Vermont Judiciary