



# Court Case Management Phase 2 (CCM2) Program

## Closeout Report

Program Specific Details	
<b>Date Prepared:</b>	July 10, 2013
<b>Program Name:</b>	Court Case Management Phase 2 (CCM2) Program
<b>Program Managers:</b>	J. Rogers and S. Bachand
<b>Program Lead</b>	Tim Owens
<b>Program Description</b>	<p>CCM Phase 2– Envision and Planning Stage is an essential component to sustaining both the Provincial Court and Alberta Justice’s core business activities. For instance, it will:</p> <ul style="list-style-type: none"><li>• Enhance the criminal justice system to ensure it is relevant and responsive;</li><li>• Optimize processes by which Alberta Justice operates and provide a better service to users of the criminal justice system;</li><li>• Ensure a functional level of operational efficiency is maintained for both the short and long term for Crown and police;</li><li>• Increase the effective and efficient use of resources;</li><li>• Reduce immediate risk to business by migrating business critical applications no longer viable/sustainable into a structured and modern architecture that is more extensible, scalable, and can more easily interface to other applications;</li><li>• Leverage new innovations and technologies; and</li><li>• Ensure collaboration with stakeholders to ensure buy-in and ongoing cooperation.</li></ul> <p>CCM Phase 2- Design and Development Stage, will leverage new and innovative technology and progressive business processes to ensure the criminal justice system remains relevant and responsive, its resources are utilized efficiently, and its IMT solutions are reliable, sustainable, and focus on business value.</p> <p>To reduce risk and improve the realization of business value, CCM2 will be delivered through a series of individual iterations. Each iteration includes design, build, test, and acceptance of a scope of work which will include associated organizational change management, business value tracking and transition / transformation activities. These iterations will then be implemented through a release process that will coordinate the technical solution, data conversion, training, and readiness of the organization. Through this method of delivery will also allow the various business units to adjust to new business processes at a slower pace than that which would be associated with a “big bang” implementation. Project governance will provide priority guidance to the project about what is to be included in each iteration and will be able to confirm delivery of the defined scope.</p>

**Program Description:**

In addition to re-engineering of business processes, CCM Phase Two, Design and Development Stage will leverage new and innovative technology to ensure the criminal justice system is relevant and responsive, and its resources are utilized efficiently. This will be accomplished by implementing sponsor approved recommendations targeted at establishing business processes, operational environments, and technical support that will be:

- Effective;
- Adaptable / Extensible;
- Sustainable; and
- Reliable / Stable.

During the Envision and Planning Stage, CCM Phase Two addressed a number of key focus areas by mapping the business processes at issue, and then outlined requirements. This produced a series of recommended actions that were reviewed and approved by business area sponsors. These recommendations, along with key business and technical requirements, were mapped into development packages that will be delivered in an iterative fashion covering the following focus areas:

**1. Data Quality Assurance**

The development stage will:

- Create technical design specifications, from first principles, to implement a responsive data model that will meet process requirements without the constraint of the current legacy applications;
- Address the data integrity issues identified between the current JOIN and PRISM systems by implementing an enhanced approach to data capture and cleansing;
- Leverage opportunities to capture source data at the earliest point in the process from the defined “source of truth” and, as much as practicable, use a single source of entry;
- Implement cross functional data exchange reducing occurrences of re-entry and re-interpretation of data; and
- Conduct structured data conversion and cleansing initiatives that will transfer and load data into the new applications accurately while addressing data quality issues.

**2. Improve the Vigor and Flexibility of the Remote Courtroom Scheduling System (RCS)**

This involves a staged development moving the current RCS application from the Dynamics platform to a .Net development and integrating the resulting solution into a new Court Appearance Scheduling System. This approach will provide for the evolution of remote scheduling to a full function application depending on the individual users authorizations. This will ensure current information is presented, as well as the near real time integration of data with the existing JOIN system, along with Court, Crown, and Judiciary scheduling functions. Using a number of the approved recommendations of the Alberta Justice Disclosure Project (AJDP) and a number of service requests identified by operational staff, RCS will be enhanced.



**Program Description:**

**3. Migrate PRISM**

The PRISM application supports Crown File Ownership; it was originally secured from the Manitoba government. To ensure CCM Phase One timelines were achieved, PRISM was implemented in its native development language, PowerBuilder. PowerBuilder has always been viewed as a necessary migration tool but not the preferred tool for development in JAG.

The Crown File Ownership functions will be implemented into the .Net platform including critical process enhancements to ensure the resulting business process properly reflects the needed flow of case assignments through the various stages of case development. This approach will focus on implementing tools to allow the handling of the high percentage of files that never go to trial without (and therefore do not need to be printed for the physical file in the Crown office).

**4. Deactivate JOIN Subpoenas**

This initiative involved examining the existing subpoena process and systems (JOIN) and developing new process and IT functionality into a .Net based application platform. This allows JOIN functionality relating to subpoenas to be retired.

**5. Deactivate JOIN Scheduling Subsystem**

CCM Phase One provides the capability for Crown and defence to book hearings remotely. From a Provincial Court or Court Services perspective, significant scheduling process inefficiencies still have not been addressed. As the Scheduling Subsystem is a stand alone mainframe system associated to JOIN which requires the final scheduling results to be manually re-entered into JOIN "proper". Further, the separate Judicial Scheduling System was developed using Microsoft Excel spreadsheets requiring manual re-entry of scheduling details.



**Program Description:**

**6. Create a User Portal**

Through the analysis sessions, the need for a consistent way for user groups to interact with the system was identified as a platform for current processes and a basis for future services. This common user experience will allow each group (Defence, Crown, Court Services, Judiciary, and Law Enforcement) to be provided with the information and services that they need within a secure interface. This role based interface will expose only the services and information needed and provide the platform for future growth.

**7. Retire the Alberta Justice Disclosure Application (AJDA)**

Criminal Justice has been an active participant in the Alberta Police Integrated Information Initiative (API3) project. Recognizing the critical flow of information from Law Enforcement, Criminal Justice has contributed the development of the definition of material flowing from Alberta police forces to provincial criminal justice systems in the form of a prosecution packages. There is a desire to move to a standardized interface with Law Enforcement while supporting the existing formats and interfaces. AJDA was never designed to respond to the Disclosure demands being placed on it and needs to be replaced.

**8. Retire Provincial Court Judicial Scheduling Spreadsheet**

Through the Judicial Scheduling analysis sessions and approved recommendations, significant opportunities were identified for streamlining the information and procedural flow relating to coordination of Court, Crown, Judicial, and Law Enforcement scheduling considerations.

**9. CCM Provincial Expansion**

CCM has been implemented in Calgary and Edmonton, Crown and Court locations under CCM1. Through CCM2 the further expansion of CCM methods will be undertaken in Wetaskiwin, Calgary Regional, Medicine Hat and Red Deer court locations. It is anticipated that a total of six court locations will be effected and the associated Crown offices. These expansions will follow an emerging template that can be used for subsequent expansions.



	<p><b>10. Enhanced Business Intelligence Reporting</b></p> <p>A business intelligence project was undertaken to harvest the counts and comparisons needed to assess the progress realized by CCM. The initial proof of concept that was implemented has been expanded to attempt to meet the reporting needs for evaluation and monitoring of CCM. To address these needs the CCM2 Design and Development project will integrate the reporting of process measurement processes into each of the iterations being delivered. This ensures the new processes are implemented with reporting completed allowing the operational management and guidance teams to have the information needed to assess real progress.</p>
<p><b>Need for Program:</b></p>	<p>CCM Phase One involved adopting a “day of” method of scheduling and the creation of a vertical file management procedure in Calgary and Edmonton General Prosecutions’ Offices. Although CCM Phase One increased efficiencies in the criminal justice system, many of the following inefficiencies still exist:</p> <ul style="list-style-type: none"><li>• Data quality issues;</li><li>• Redundant data entry;</li><li>• Inability for Crown Offices to securely receive a prosecution package from police agencies in a completely digital form so that it may be vetted, then delivered electronically to defence counsel;</li><li>• Time, effort, and volume of paper currently required to provide disclosure to defence counsel;</li><li>• Inability to use data for more than one task; and</li><li>• Required use of carbonless paper and dot matrix printers to generate subpoenas.</li></ul> <p>Some of the inefficiencies exist because the functionality of the technical solutions implemented in CCM Phase One was significantly scaled back from the original recommendations in order to meet the February 2010 “go live” date. Similarly, some recommendations were delayed and others were implemented with significant inefficient manual “work-arounds”.</p> <p>Until these inefficiencies are addressed, the efficient and effective use of limited Court Services, Crown, and Provincial Court time and resources will not be fully realized. To accomplish this, Court Services, Criminal Justice, and Corporate Services Divisions must work collaboratively to implement significant process and technical solution enhancements/developments that will:</p> <ul style="list-style-type: none"><li>• Minimize manual work-arounds and duplicate data entry;</li><li>• Create more robustness and interoperability opportunities; and</li><li>• Continue to support any future JIMS/Justice architectures.</li></ul> <p>There is a need to standardize the approach taken to process measurement reporting for both operational and analytical purposes.</p>



**Overarching Principle:**

The Provincial Court and Alberta Justice recognize and accept the following overarching principle must apply to, and be respected in, any proposed initiative:

To recognize and protect judicial independence and the management of its judicial resources, the Provincial Court has jurisdiction over, and responsibility for, the scheduling and disposition of matters within the Provincial Court. Within this jurisdiction and responsibility, the Provincial Court seeks to:

- Ensure the solicitor-client relationship between a person accused of a crime and their counsel is assiduously fostered and supported.
- Recognize the public is entitled to proper and competent representation from the Crown by encouraging early and consistent contact between Crown and defence counsel or the accused, victims, witnesses, and police through a variety of measures including support for vertical file management within the Crown offices.
- Ensure a level playing field by treating the Crown and the accused equally with respect to any changes concerning how matters are scheduled and disposed in the Provincial Court.
- Achieve consistent approaches to case management processes in the Provincial Court (CCM locations only).
- Recognize and protect the independence of the Prosecution Service.
- Ensure there is no contamination between the Prosecution Service and Provincial Court during CCM Phase Two.
- Ensure reliability and sustainability of IMT solutions.
- Ensure all relevant legislative requirements and applicable policies are adhered to.



**Program Approach:**

CCM Phase 2 will be delivered utilizing an agile approach where each iteration's scope, anticipated value, stakeholders, and risks are identified. From this definition, the business functions to be addressed are documented in "User Stories" that outline how the business will be supported by the new processes. These "User Stories" are confirmed with the various working groups and subcommittees to ensure their accuracy and completeness. Through a number of development "sprints" the technical team will develop the various portions of the iteration's functionality and present it to the subcommittees for their feedback. The application will be implemented through a series of releases that will provide the business units with usable functionality. This release approach will allow the business areas to experience early delivery of system functionality and better manage the implementation in smaller increments.

To support multiple enhancement projects, a program approach will be established. This will provide a consistent approach to:

- Program delivery strategy;
- Organizational change management;
- Project reporting;
- Cost management;
- Quality assurance strategy;
- Benefits tracking; and
- Stakeholder management and communications.

**Decision Management Process:** A structured decision making process will be incorporated to ensure effective engagement of decision makers and the application of key drivers from a business and technical perspective.

**Business Process Redesign:** The Ben Graham methodology, or "bottom-up" approach, will be used to ensure the front-line people actually doing the work provide the process improvement recommendations.



## Program Management

The Court Case Management Phase 2 project was initially conceptualized as a technical project to migrate legacy applications to a CRM Package (Microsoft Dynamics) which would provide a platform for subsequent development. These concepts evolved as follows:

1. Business Process Needs and Opportunities – A number of analysis sessions were conducted with the various stakeholders to identify current challenges, business needs, and opportunities for evolution.
  - Each of the analysis sessions identified recommendations that were reviewed and accepted by the sponsors.
  - Recommendations identified changes in the business processes within and between constituents based on a philosophy of overall benefit.
  - Recognition that the technologies and approaches applied within each of the constituents would be different, but the concept of individual work flows and request / response between constituents would provide for a collaborative based business process.
  - New designs highlighted the need to acknowledge the source of truth for each element of data and the efficiencies of going to the source rather than re-keying / replicating data.
2. Evolution of a Constituent's View – Through the analysis sessions that were conducted within each of the major process areas.
  - The constituents were identified as Law Enforcement, Crown, Court Services, Judiciary, and Defence.
  - Each constituent would have their own managed systems which would need to communicate through a message structure through business services. This approach recognized the various states of software development within each constituent, while still allowing for the enhancement of interoperability and improvement of business benefits.
  - It was further recognized that the individual constituent applications would need to come to a shared definition of the “business services” that would be needed to support CCM scope.
3. Evolution of Concepts of Constituent Data Ownership – As work progressed on the identification of the data to be used within the CCM application suite, a concept of Constituent Data a Business Services approach to the exchange of transactions and the associated data evolved. The advantages of this new approach were:
  - Recognize that there was different governance over the data within the various constituents.
  - Protection of data and exchange data only at an individual “transaction” level based on request / response is preferred.
4. Strategy Review – Based on the evolving understanding of opportunities, constituent view, data concepts and the limitations of the Dynamics solution, a decision was made to move away from a “single monolithic application” to a loosely coupled / message based process model developed on current technologies. This evolved approach
  - Removes the requirement for data replication and moves towards real time access to the source of truth for data.
  - Enables the individual constituents to evolve their technology platforms independently.
  - Allows for interoperability with existing legacy systems by opening data access without having to invest extensively in the legacy technologies.
5. Enhance the interface on existing legacy technology and improve business processes through the development of the Court Appearance Scheduling System (CASS). This approach was achieved by accessing JOIN, PRISM, and the Trial Schedulers Sub-System data through Web Services and providing the business community with a composite interface that was designed for the business process being performed.

Assumptions about the responsiveness and design latitude Service Alberta would give to Justice, and about the suitability of technology proposed by Microsoft for the breadth of our business needs had significant implications to the project. For example, in one instance alone, difficulties in the timely provision of services by Service Alberta caused the staffed project team a delay of approximately five weeks at a cost of approximately \$65,000 per week.

Additionally, more development time was needed to enhance the functionality of the JOIN and PRISM



## Program Management

applications. This approach adjustment is a response to the limitations of the Microsoft Dynamics Customer Relationship Management (CRM) software which required the development of enhancements to PRISM along with the creation of interfaces with the JOIN application. The absence of the JaaS infrastructure required more effort on the part of the CCM2 team to achieve the same result.

## Financial Details

The following table summarizes the financial activity

<b>CCM2 as at March 31, 2013</b>	Original Budget	Adjustments	Revised Budget	Expensed YTD	Forecast	Surplus/Deficit	
Fiscal 2011/12 Operational	1,496,182			1,166,983			
CRQ-005		96,750					
CRQ-009		120,000					
	1,496,182	216,750	1,100,808	1,166,983		(66,175)	
Fiscal 2011/12 Capital	3,582,205			2,411,676			
CRQ-008		160,000					
	3,582,205	160,000	3,027,258	2,411,676		615,582	
<b>Fiscal 2011/12 Totals</b>	<b>5,078,387</b>	<b>376,750</b>	<b>4,128,066</b>	<b>3,578,659</b>		<b>549,407</b>	
Fiscal 2012/13 Operational	374,045			1,120,917			
Contingency		28,728					
CRQ-005		58,500					
CRQ-008		75,000					
CRQ-010		395,374					
CR-012A		210,000					
	374,045	767,602	1,141,647	1,120,917	0	20,730	(1)
Fiscal 2012/13 Capital	1,214,015			2,615,795			
CRQ-008		735,000					
CRQ-010		554,947					
CR-012A		20,000					
	1,214,015	1,309,947	2,523,962	2,615,795	0	(91,833)	(2)
<b>Fiscal 2012/13 Totals</b>	<b>1,588,060</b>	<b>2,077,549</b>	<b>3,665,609</b>	<b>3,736,712</b>	<b>0</b>	<b>(71,103)</b>	
<b>Program Totals</b>	<b>6,666,447</b>	<b>2,454,299</b>	<b>7,793,675</b>	<b>Program Deficit</b>		<b>(71,103)</b>	
<b>Variance explanation</b>							
1) Slight Operational surplus, due to recent Alberta Budget announcements							
2) The variance is against the documented initial budget for this fiscal year, taking into consideration subsequent change requests							
Stephen Bull, Executive Director of Program Support Office, has confirmed the availability of funds to cover the Capital deficit							

## Stakeholder Management

The CCM2 Program's successes were due to the extraordinary effort of stakeholder groups who normally work in an adversarial system. This group was able to set aside the interests of their own area of responsibility and undertake a review of criminal justice processes from a holistic perspective. As a result, each stakeholder group gained a better appreciation for how their interests could be advanced while advancing the interests of the other stakeholders – a classic “win-win” scenario.

### Stakeholders

#### Judiciary

- Provincial Court of Alberta (Calgary, Edmonton, Calgary Regional, Red Deer, Wetaskiwin, and Medicine Hat)

#### Internal

- Deputy Ministers, Justice and Solicitor General



## Stakeholder Management

- Assistant Deputy Minister, Court Services Division
- Court Services – Administration and IT (Edmonton, Calgary, Calgary Regional, Red Deer, Wetaskiwin, and Medicine Hat)
- Assistant Deputy Minister, Criminal Justice Division
- Crown prosecutors and support staff within the various sections/divisions/units within the Calgary, Edmonton, Wetaskiwin, Red Deer, Medicine Hat, and CARRO General Prosecutions Offices
- Assistant Deputy Minister, Corporate Services
- Chief Information Officer, Corporate Services Division
- Corporate Services, IT Services
- JIMS
- Sheriffs (Edmonton, Calgary, Airdrie, Canmore, Red Deer, Wetaskiwin and Medicine Hat)
- Safe Communities Secretariat
- Service Alberta

### External – Legal

- Defence Counsel
- Legal Aid Alberta
- Public Prosecution Service of Canada (PPSC)

### External

- Edmonton Police Service
- Calgary Police Service
- API3
- RCMP
- Medicine Hat Police Service

## Issue and Risk Management (for a full listing of the Issues and Risks see Appendix A and B)

Total No. of Issues	Identified in Planning	Identified in Execution	Outstanding
16	0	16	0
Total No. of Risks	Identified in Planning	Identified in Execution	Outstanding
57	15	42	0



## Objective, Benefits and Outcomes

### Objective:

The aim of the CCM Program Phase Two is for stakeholders of the criminal justice system to have stable and sustainable business and technical solutions that will ensure business value and requirements are delivered across organizational boundaries.

### Expected outcomes:

- Maximize the use of available court time
- Streamline criminal justice processes
- Increase the public's confidence in the justice system
- Improve access to justice
- Simplify the court case scheduling processes.

### The above outcomes will be achieved by:

- Maximizing the amount of time Provincial Court Judges spend on meaningful events
- Reducing the length of time required to dispose of cases from first appearance to disposition
- Reducing the number of appearances per case
- Increasing the number of cases processed to acceptable levels
- Work closely with CCM locations Judiciary, Court Services, Crown, Defence and Law Enforcement resources to refine business processes and practices.

### Benefits:

Key Focus Area	Status	Explanation
1. Data Quality Assurance	Partially Completed	<p>Implemented the ability for CMO endorsements in CASS to pass directly to JOIN</p> <p>Implemented the ability to access PRISM RAC notes in CASS directly.</p> <p>Implemented link in PRISM to files on shared drive.</p> <p>Data issues between JOIN and PRISM still exist.</p>
2. Improve the Vigor and Flexibility of RCS	Not Completed	Due to failed assumptions for Service Alberta and Microsoft Software and the absence of the JOIN as a Service (JaaS) infrastructure more work was required to develop.
3. Migrate PRISM	Not Completed	Due to failed assumptions for Service Alberta and Microsoft Software and the absence of the JaaS infrastructure more work was required to develop.



## Objective, Benefits and Outcomes

Key Focus Area	Status	Explanation
4. Deactivate JOIN Subpoenas	Not Completed	Due to failed assumptions for Service Alberta and Microsoft Software and the absence of the JaaS infrastructure more work was required to develop.
5. Deactivate JOIN Scheduling Subsystem	Partially Completed	The Court Appearance Scheduling system (CASS) was developed and implemented in all 8 CMO locations.
6. Create a User Portal	Not Completed	Shift in priorities due to fiscal restraint.
7. Retire the Alberta Justice Disclosure application (ADJA)	Not Completed	Shift in priorities due to fiscal restraint.
8. Retire Provincial Court Judicial Scheduling Spreadsheet	Not Completed	Shift in priorities due to fiscal restraint.
9. CCM Provincial Expansion	Complete	Implementation of CCM functions in six regional locations (Wetaskiwin, Okotoks, Canmore, Airdrie, Red Deer, and Medicine Hat)
10. Enhanced Business Intelligence Reporting	Partially Completed	Began development of the Crown Workload/Askov Report with completion in the CCME Project on July 12, 2013.

Though CCM2 did not have the opportunity to complete its full mandate, it delivered planned and unplanned benefits. For example:

- Future state business process overviews for CMO Operations, Disclosure, Intake, Judicial Scheduling along with process recommendations approved by analysis sponsors.
- Development of Interim and Target State business models which outlined the expected results from the CCM effort.
- Participation in EPS / Justice Digital Evidence Proof of Concept along with the generation of a series of production design recommendations.
- Implementation of all Adult Provincial Criminal Files for search in the Remote Court Scheduling system and for use in the PRISM application in the Crown Office.
- Development of real time inquiries on JOIN files.



**Program Scope – Milestones/Deliverables**

*(v) – Designates that Milestone/Deliverable is included in the Master Schedule*

#	Milestone/Deliverable Name	Planned Completion Date	Forecasted Completion Date	% Complete	Explanation of Variance
1	Sign off of Project Charter	2011-07-22	2012-05-30	100%	To reflect changes and updated required from the discussions at the CCM2 Symposium on Apr 18/12.
2	Program Management Plan	2011-07-22	2012-05-30	100%	To reflect changes and updated required from the discussions at the CCM2 Symposium on Apr 18/12.
3	Program Change Management Strategy	2011-08-19	2012-05-30	100%	To reflect changes and updated required from the discussions at the CCM2 Symposium on Apr 18/12.
4	Regional Training Strategy	2012-01-13	2012-01-13	100%	
5	Regional Change Management Strategy	2012-02-24	2012-02-24	100%	
6	CASS Release 1.5	2012-04-13	2012-05-28	100%	To reflect delay as a result of the security incident.
7	CMO Implementation Wetaskiwin/Okotoks	2012-04-02	2012-04-02	100%	
8	CCM2 Solution Architecture	2012-03-12	2012-05-28	100%	To reflect changes and updated required from the discussions at the CCM2 Symposium on Apr 18/12.  The CASS solution architecture was presented to IMT and accepted.
9	CASS Release 2	2012-08-27	2012-09-11	100%	
10	CCM Implementation in Airdrie	2012-11-06	2012-11-06	100%	
11	CCM Implementation in Medicine Hat	2012-11-06	2012-11-06	100%	
12	CCM Implementation in Red Deer	2012-11-15	2012-11-15	100%	
13	CCM Implementation in Canmore	2012-12-03	2012-12-05	100%	
14	Pilot generation of prosecution package by Law Enforcement Agencies	2012-12-31*	2012-12-31	100%	Pilot solution has been created by API3 and provided to Lethbridge



**Program Scope – Milestones/Deliverables**

*(v) – Designates that Milestone/Deliverable is included in the Master Schedule*

#	Milestone/Deliverable Name	Planned Completion Date	Forecasted Completion Date	% Complete	Explanation of Variance
					Crown.
15	Pilot receipt of automated updates and dispositions	2012-12-31*	2013-02-25	100%	
16	Pilot electronic distribution of Appearance Notification	2012-12-31*	2013-03-31	50%	Will need to identify a LEA partner to work on this initiative.
17	Pilot Secure E-doc Transfer	2012-12-31*	2013-02-25	75%	Completion extended to allow for the experience based on new hardware.
18	Pilot Secure Media Transfer	2012-12-31*	2013-02-25	75%	Completion extended to allow for the experience based on new hardware.
19	Migrate Files from AJDA	2012-12-31*	2013-03-31	0%	Work extended to allow for the implementation of the OpenText solution.
20	Pilot outsourced generation of Digital asset copies	2012-12-31*	2013-03-31	25%	Work extended to allow for the implementation of the OpenText solution.
21	Implement automated Disclosure status	2012-12-31*	TBD	0%	Plan adjustment underway.
22	Retire BERT and CHICO	2012-12-31*	TBD	0%	Plan adjustment underway .
23	Enhance Crown Workload Report	2012-12-31*	2013-02-28	50%	Prototypes being developed and production delivery expected in February.
24	Pilot improved communication of Crown available dates for scheduling purposes	2012-12-31*	TBD	25%	Plan adjustment underway.
25	Use PRISM for Subpoena generation	2012-12-31*	TBD	25%	Plan adjustment underway .
26	Enable remote scheduling in CCM regions	2012-12-31*	2012-12-31	100%	
27	Support input electronic endorsements at CMO	2012-12-31*	2012-12-31	100%	
28	Finalize requirements for electronic signatures	2012-12-31*	2012-12-31	100%	
29	Pilot Digital Asset viewing service	2013-02-31*	2013-03-28	100%	

\* Dates were to be updated with approval of the Planning to proceed.



Scope Management				
CR#	Scope Change Description	Date Raised	Program Impact	Approved
005	Funding of JAG PM	2011-05-12	CCM2 will be given additional funds from the JIMS project budget to hire the JAG PM.	2011-05-16
006	PPSC Intake and Disclosure Mapping	2011-06-14	Additional mapping sessions are being proposed for PPSC intake and disclosure processes.	2011-07-15
007	Delivery of Electronic File Management Software as Part of CCM2	2011-08-15	The electronic file management project has not been approved as anticipated. This will see the need for CCM2 to implement the required infrastructure to support required e-document management needed for Disclosure.	2011-11-04
008	Schedule and Cost Impacts of Infrastructure Establishment	2011-09-14	This change request will reflect the resource, schedule and strategy impacts of the challenges encountered on infrastructure establishment.	2011-11-04
009	CCM2 PM Support for API3 Plan Development	2011-10-05	This change request will allow the CCM2 PM to work with API3 to develop a series of activity plans to guide the development of data exchange specifications, change management plans, improved JOIN interface, and digital asset sharing strategies.	2011-11-04
010	Re-allocation Fiscal Year Released Funds	2012-06-11	Re-allocation of the project budget approved funds that were released in the previous fiscal year but still required for the project delivery.	2011-11-04
012A	Extend Project and Budget to the end of Fiscal 12/13	2012-12-12	Allow the team to continue on current delivery path while the JIMS alignment plan is developed.	2013-12-18
013	Extend Project and Budget to the end of Fiscal 15/16	2013-01-25	Complete the work to deliver the Target State.	2013-03-05
014	CCM2 Continuation - Cancellation	2013-03-13	Provide framework for the ramp down of team operations.	2013-03-15

\* Change Requests prior to CRq-05 were processed under the CCM2 planning phase.



## Quality Management

CCM utilized a variety of Quality Assurance processes to ensure the quality of deliverables throughout the program as follows:

### Quality Tasks Undertaken

Completed peer review on deliverables.

Used quality checklists and “to do” lists for project support team members.

Utilized an application known as TASC for requirements, design, development and bug fix tracking (by Information Technology).

Maintained and analyzed the project schedule using a formalized progress reporting process.

Managed and reported on project budget monthly.

Confirmed client satisfaction and program success utilizing metrics captured from the Business Intelligence (BI) Phase 2 project.

Monitored and controlled all risks and issues utilizing issue and risk logs, mitigation strategies and escalation where necessary.

Managed change control through the use of a formalized scope change control process which created 9 change requests.

Managed communications through the use of a formalized communication plan ensuring external stakeholders used the CCM webpage for controlled, accurate and consistent messaging.

Managed and reported project status bi-weekly.

Managed Organizational Change Management including people, process and culture.

Managed project team ensuring team alignment, accountability and performance.

Measured, evaluated, reported success upon completion through a closure report.

## Records Management

The CCM Program arranged for the storage and security of soft copy (electronic) records and project documents following the completion of the Program. Tim Owens, CCM Project Lead, has taken ownership of the records.

## Communication Management

Communicating the purpose, importance and details of the CCM Program to garner support for the initiative and, ultimately, increase its success in streamlining, and increasing public confidence in, Alberta’s criminal justice system was completed utilizing the following approach:

Supported messaging from the top (DCJ Lefever & PIC) down (to all impacted stakeholders).

Ongoing, clear communication by PIC to affected staff and stakeholders.

Distribution of monthly newsletters and handouts to communicate the importance of the CCM Program and how each participating group was essential to its overall success.

Clearly defined roles and priorities.

Expected benefits were highlighted at every opportunity.

Town Hall Meetings were held to update criminal justice system stakeholders, answer questions and take suggestions. (This medium ultimately increased buy-in and helped determine direction and final strategies for implementation.)

Follow-up messages from Deputy Chief Judge Lefever were distributed regarding the progress and



### Communication Management

successes of the project, and to recognize the contributions of those involved.

Internet presence was established early in the Program.

The Court Case Management webpage was housed within the Provincial Court web site.  
<http://www.albertacourts.ab.ca/ProvincialCourt/CourtCaseManagement/tabid/331/Default.aspx>

Quantity of website hits was monitored.

Internal SharePoint was utilized for internal/confidential project related information accessible only by project team members and approved stakeholders.

Stakeholders were able to provide feedback through website online submission, established committees, and project support groups.

### Asset Management

The CCM Phase Two Program acquired assets; these assets were transferred to the following divisions.

Asset	Division Responsible
Developer Computers	Corporate Services
Developer Software Licenses	Corporate Services

### Post Project Responsibilities

At the completion of the CCM Program there were tasks outstanding which required actions to address them. These outstanding activities were transferred to responsible operational resources.

Outstanding Activity/Actions required to address them	Operational Resource Responsible
Network Supernet enhancement for Court Services yet to be delivered by Service Alberta	Alain Coulombe
Network Supernet enhancement for Criminal Justice yet to be delivered by Service Alberta	Alain Coulombe
Victims database yet to be included in JOIN to PRISM interface	Alain Coulombe
Updated and Published Court Services Operational Manuals	Court Services
Review of disposition courts and adjust as necessary	Judicial SubCommittee
Review of assignment court slots and adjust as necessary	Judicial SubCommittee
Review of quarterly success metric reports	Provincial Implementation Committee



## Deliverable Acceptance Sign-off

This closure document constitutes the final CCM Program deliverable, and has been approved by the authorized representatives of the Provincial Implementation Committee (PIC) as noted below.

PIC Members	
Deputy Chief Judge A.H. Lefever Chair, PIC	Approval received from all members at the August 21, 2013 Provincial Implementation meeting.
Judge R. Wilkins PIC Member & Lead of Judicial Subcommittee	
Lynn Varty, ADM, Court Services Division PIC Member & Lead of Court Services Subcommittee	
Greg Lepp, QC, ADM, Criminal Justice Division PIC Member & Lead of Criminal Justice Subcommittee	
Jim Bauer, ADM, Technology and Business Services Division PIC Member	
Barry Chatwin, Corporate Services Division PIC Member	
Margaret Keelaghan PIC Member & Defence Bar Representative	
Laura Stevens PIC Member & Defence Bar Representative	
Wes Smart, PPSC PIC Member	



## Appendix A – Issues

Program Issue Register			
Issue ID #	Issue Title	Issue Details	Status
101	JOIN Access Solution Re-Definition Required With JaaS Delay	<p>Through the evolution of the CCM2 solution, JOIN As A Service (JaaS) evolved as a required component to provide the level of interaction between JOIN and Jasper needed to provide inquiry and update access. The CIO office has encountered a number of challenges and will not be delivering the JaaS solution within the CCM2 timing.</p> <p>CCM2 now needs to define a JOIN Interaction Solution that will provide an effective and extensible solution for the use by Jasper as it develops its go forward solutions.</p>	Resolved
102	Technical Services Supplier Will Not Provide Enhanced Services to JAG Which Will Limit CCM2 Solution	<p>Service Alberta (SA) has informed JAG that it will not be providing any enhanced services and that JAG should look to another service supplier for its mainframe and distributed services.</p> <p>This change in service supply will impact the type of solution alternatives available to CCM and will require a review and re-architect of the broader CCM2 solution</p>	Resolved
103	Current Contract Will Not Accommodate The Forecasted Costs For The Balance Of Development	<p>The JAG Applications Support contract is being used to provide for the "enhancements" that are being undertaken by the CCM2 team. It was anticipated that a new umbrella contract was going to be issued to cover CCM and support which has not proceeded, The current expenditure forecast for CCM2 will exceed the current contract value which has been identified for enhancements.</p>	Resolved
104	Project Documentation Tools Limited To Available Options	<p>Procurement for the InteGREAT tool has taken longer than anticipated and as such the team does not have access to the capabilities of the tools needed to manage the knowledge within the project. Further, if the procurement can not be completed within the next</p>	Closed



Program Issue Register			
Issue ID #	Issue Title	Issue Details	Status
		few months, it will not be possible to implement the tools in sufficient time to be delivered as part of the technical solution.	
105	Business Intelligence (BI) Activities Are Being Impacted By Enterprise Initiatives	<p>The Business Intelligence (BI) initiative within CCM2 was to address reporting and performance measures associated with areas of study.</p> <p>BI activity on CCM2 is unable to proceed without impacting major initiatives being undertaken by a number of key initiatives being taken on by the Courts and Ministry Boards. These external initiatives are seeking to create corporate definitions, define the access to data, and develop a corporate architecture to meet enterprise BI needs.</p> <p>The other initiatives include: Metrics and Measures Committee Ministry Definitions Committee Courts Board Definition Working Group Courts Board Data Policy</p>	Resolved
106	Enterprise Document Management Support Application Will Not Be In Place To Support Prosecution File and Disclosure Management	With the change is the relationship with Service Alberta and extended considerations being applied to the enterprise records management solution (OpenText), CCM2 will need to proceed with the definition, design and implementation of a tactical solution to meet the needs of the Crown Offices for the management and tracking of electronic prosecution documents, redaction, disclosure and the association of related physical files.	Closed
107	Expand File Types Beyond Adult Criminal "P" File Types For Crown and CMO	Currently Prism and RCS are limited to the P file types. This does not match the business needs of the Crown and CMO users as additional file types are needed. Further, regional schedulers are also concerned with Queen's Bench (QB) and Youth file types. Crown have interests in the additional file types in order to provide full coverage for the prosecution areas.	Active
108	Security Exposure On	A contractor who was setting up the CCM2 and ADFS	Resolved



Program Issue Register			
Issue ID #	Issue Title	Issue Details	Status
	Server Builds	servers has been charged for misuse of confidential information. Based on this, the Criminal Justice and CIO Security Officers directed us to turn off and rebuild our 40 Servers to ensure that there were no security breaches or exposures.	
109	Solution Architect Is Leaving Development Team	The Solution Architect is leaving CGI and will no longer be available to the CCM2 project.	Resolved
110	Security Access Through Firewall Denied	The configured access path through Courts Firewalls does not enable needed access to GOA environment.	Resolved
111	CASS Does Not Have Access To Production Data	JOIN interface requirements changed in the production environment without inclusion in the CASS UAT environment.	Resolved
112	Timely Access To JOIN Data	The CCM2 project requires timely access to JOIN data in order to meet scope requirements.	Active
113	Service Alberta's Implementation of ADFS is Not Fault Tolerant	The Active Directory Federated Services (ADFS) approach has been taken as the security model to be applied to access the new applications prepared by CCM2. When the ADFS solution was requested, Service Alberta chose to offer this as a service and install their own infrastructure. CCM2 had designed a fault tolerant approach that would have a backup service in place should the ADFS server fail. Service Albert did not include this in their design and have stated they have no current plans to add this fault tolerant approach.	Active
114	Responsibility for Harmonization	PIC, through CCM, has a strong desire to see the enhancement of process effectiveness within the Provincial Adult Criminal business area and increase in operational efficiency. This is being realized by implementing new and innovative business processes supported by enhanced automated solutions with a focus on access to justice and to the benefit of stakeholders.	Resolved



Program Issue Register			
Issue ID #	Issue Title	Issue Details	Status
		As CCM and Provincial Expansion moves forward there is an increasing number of instances where the impact of inconsistent business practices and processes are inhibiting the ability of the team or increasing the cost / time to implement new solutions.	
115	Priority Needed For JaaS initiative	Timeliness of CCM2's solutions are continually challenged based on the ease of access to and the structuring of the data coming out of JOIN. CCM2's greatest relief would come from the configuration, implementation, and resourcing of the JOIN As A Service (JaaS) solution. Items that will take the JOIN and CCM team's 60 to 100 resource days to produce can be accomplished with the JaaS solution in a fraction of that time.	Resolved
116	CCM2 Project Funding Cancelled Through JIMS Budget	The JIMS Funding has been removed and the approved work from April 2013 through March 2016. This cancels all funded work presented in Change Request 13 and approved by the Advisory Panel, February 25, 2013.	Active



## Appendix B – Risks

Program Risk Register			
Risk ID #	Risk Title	Risk Details	Status
001	JAG/Courts security requirements exceeds both current technical and administrative security capabilities.	JAG/Courts security requirements exceeds both current technical and administrative security capabilities.	Closed
002	Data migration may be more complex and take longer than anticipated.	The current strategy includes the migration of data from the JOIN system to support business process or the movement of data from an old solution (PRISM) to the new solution. During this movement / replication of information the complexity may be high and require increased technical effort	Closed
003	Timely solution can not be found to integrate IDMS and CRM worlds (synchronizations of JOIN-JASPER difficult to achieve).	Timely solution can not be found to integrate IDMS and CRM worlds (synchronizations of JOIN-JASPER difficult to achieve).	Closed
004	Tools for JOIN Integration may impact timelines.	Tools for JOIN Integration may impact timelines.	Closed
005	Where additional items need to be procured, GoA procurement rules delay the project.	Current procurement processes can be complex and time consuming which adversely impact the progress for initiatives that require new resources / services / products.	Monitoring
006	GoA initiatives (Office 2010) do not occur as scheduled and impact the ability for CCM to issue solutions.	GoA is upgrading the office desktops to Windows7 and Office 2010. With the movement to the CMO and more aggressive use of the desktop environments the upgrade is becoming more important to the CCM users.	Monitoring
007	If a different technology selected for the JOIN interface and communication - e.g., GT	If a different technology selected for the JOIN interface and communication - e.g., GT Software's "Ivory".	Closed



## Program Risk Register

Risk ID #	Risk Title	Risk Details	Status
	Software's "Ivory".		
008	The technology (Dynamics/BizTalk) does not deliver on promises and additional solutioning is required.	The technology (Dynamics/BizTalk) does not deliver on promises and additional solutioning is required.	Closed
009	Incomplete definition of non-functional standards, such as User Interface guidelines or Developer documentation, have been defined resulting in delays due to late development.	Incomplete definition of non-functional standards, such as User Interface guidelines or Developer documentation, have been defined resulting in delays due to late development.	Closed
010	Stakeholders receive incorrect information about the CCM2 project.	Stakeholders receive incorrect information about the CCM2 project.	Monitoring
011	Project is not clearly defined by Project Sponsors and/or Project Manager.	Project is not clearly defined by Project Sponsors and/or Project Manager.	Closed
012	Changes in Law Enforcement requirements or demands, impact the project.	Changes in Law Enforcement requirements or demands, impact the project.	Monitoring
013	Stakeholders experience change saturation.	Stakeholders experience change saturation.	Monitoring
014	Technology failures/inadequacies (live meeting, etc.) make communicating with remote/regional stakeholders difficult.	Technology failures/inadequacies (live meeting, etc.) make communicating with remote/regional stakeholders difficult.	Closed



## Program Risk Register

Risk ID #	Risk Title	Risk Details	Status
015	Training and/or lack of information provided to stakeholders results in decreased usage of the systems or processes as releases are implemented.	Training and/or lack of information provided to stakeholders results in decreased usage of the systems or processes as releases are implemented.	Monitoring
016	Stakeholders do not realize anticipated value of the systems or processes as releases are implemented.	Stakeholders do not realize anticipated value of the systems or processes as releases are implemented.	Monitoring
017	Each release has a high-level scope defined and a pre-determined schedule but an analysis has not been completed to the size and effort for the release.	Each release has a high-level scope defined and a pre-determined schedule but an analysis has not been completed to the size and effort for the release.	Monitoring
018	Some stakeholders impatient and implementing new solutions outside of the project schedule.	Some stakeholders impatient and implementing new solutions outside of the project schedule.	Monitoring
019	Lack of consistent JAG processes may seriously affect the ability to deliver product to different regions and offices.	Lack of consistent JAG processes may seriously affect the ability to deliver product to different regions and offices.	Monitoring
020	Diverse stakeholder groups needs may lead to an impasse when it comes to decisions.	Diverse stakeholder groups needs may lead to an impasse when it comes to decisions.	Monitoring
021	Key resources are unavailable due to other priorities.	Key resources are unavailable due to other priorities.	Monitoring



## Program Risk Register

Risk ID #	Risk Title	Risk Details	Status
022	Technical resources are required to participate in work currently not identified as in scope.	Technical resources are required to participate in work currently not identified as in scope.	Monitoring
023	Complicated development process could impact production speed.	Complicated development process could impact production speed.	Closed
024	Solution technical environments are delivered later than expected - no environment, no solution.	Solution technical environments are delivered later than expected - no environment, no solution.	Monitoring
025	Technical operations resources are insufficient to support released applications.	Technical operations resources are insufficient to support released applications.	Monitoring
026	The emergent nature of the project may be at odds with the responsiveness of the shared services model, its processes, adaptability or approaches thus may inhibit the project's ability to react quickly to implement changes to technology components.	The emergent nature of the project may be at odds with the responsiveness of the shared services model, its processes, adaptability or approaches thus may inhibit the project's ability to react quickly to implement changes to technology components.	Monitoring
027	Changes required to current infrastructure in regional courts which cannot be responded to in meaningful time periods.	Changes required to current infrastructure in regional courts which cannot be responded to in meaningful time periods.	Monitoring
028	JIMS Program Board injects expectations/requirements which require CCM rework.	Board injects expectations/requirements after the project has advanced past the point of requiring rework.	Monitoring



## Program Risk Register

Risk ID #	Risk Title	Risk Details	Status
029	Business needs of the regional courts were not mapped in CCM2 resulting in their specific business needs being unknown.	Business needs of the regional courts were not mapped in CCM2 resulting in their specific business needs being unknown.	Monitoring
030	User stories sometimes lack clarity (impacts: scoping, development, testing).	User stories sometimes lack clarity (impacts: scoping, development, testing).	Monitoring
031	Business changes core processes independent from project awareness.	Business changes core processes independent from project awareness.	Monitoring
032	Scope as defined can not be accommodated within defined iterations.	The scope of the project coming out of the planning phase is based on the delivery of a certain level of business functionality within 60 development weeks. Once the project commenced and the detailed requirements are defined, it may take more than 60 weeks to deliver the solution.	Closed
033	Change in business plan affects CCM2 priority.	Change in business plan affects CCM2 priority.	Monitoring
034	Resource cost for regional roll-out is higher than anticipated. Capacity or cost for resources (people).	Resource cost for regional roll-out is higher than anticipated. Capacity or cost for resources (people).	Monitoring
035	Regional pressure to increase coverage for CCM2 roll-out beyond current plan or in advance of current schedule.	Regional pressure to increase coverage for CCM2 roll-out beyond current plan or in advance of current schedule.	Monitoring
036	Key project personnel changes (PM/OCM/Tech) which impact strategy,	Key project personnel changes (PM/OCM) which impact strategy, knowledge and/or process.	Monitoring



## Program Risk Register

Risk ID #	Risk Title	Risk Details	Status
	knowledge and/or process.		
037	Technical resources spread too thin to complete assigned responsibilities.	Technical resources spread too thin to complete assigned responsibilities.	Closed
038	Pressure to change scope and/or timelines of the iterations of the project to deliver earlier business value.	Pressure to change scope and/or timelines of the iterations of the project to deliver earlier business value.	Closed
039	Project stakeholders are less available to participate in project activities due to other priorities.	Project stakeholders are less available to participate in project activities due to other priorities.	Monitoring
040	Operational outages/issues divert resources from project to maintenance.	Operational outages/issues divert resources from project to maintenance.	Monitoring
041	Risk of employee resistance or no buy-in to the project.	Risk of employee resistance or no buy-in to the project.	Monitoring
042	Business Intelligence requirements / expectations can not be addressed within the scope of CCM2.	Business Intelligence requirements / expectations can not be addressed within the scope of CCM2.	Monitoring
043	CARM Interface With RCMP Does Not Receive Ottawa Support	The CARM interface provides officer availability automatically from the RCMP system to JOIN. This requires the opening of a PORT on the RCMP National Network which may not be done in time for the go live date of the end of February.	Closed
044	Courts Board Funding Requires Approval For CCM2 Change Requests	The Change Requests approved for Scope and Timing by PIC are recommended for funding approval to the Ministry Board. These change requests were approved	Closed



**Program Risk Register**

Risk ID #	Risk Title	Risk Details	Status
		by Ministry Board and are now being forwarded to the Courts Board. The basis of approval at the Courts Board is not understood (Scope? Timing? Dollars?) as a 20% funder. Change requests receive approval from PIC and Ministry Board but not from Courts Board	
045	API3 Roll-Out Schedule Will Impact The ability to move ahead on CCM2's defined schedule	The API3 roll out schedule ends up conflicting with the work being done in CCM2 and causes modification in the CCM2 delivery plans	Monitoring
046	API3 Court Brief Format May Not Meet Crown Business Needs	API3 had defined a Court Brief called ProPac which is based on designs and requirements that were defined between 2007 and 2009. The specifications were not tested against or based on Crown processes. With this gap it is possible that the resulting design will not integrate well into Crown and Court processes.	Active
047	Establishment of the JIMS Program Board impacts CCM	The Courts and Ministry have been replaced by the JIMS Program Board on May 22, 2012. A number of board resolutions were passed that are defining the future approaches, funding and directions to be defined as part of the JIMS program. CCM will be impacted in ways which evolve over the upcoming months.	Monitoring
048	Vendor Contract Expansion Is Not Approved	The CGI contract needs to have the upper funding limit for new development raised so that development can continue through to the end of the current term of July 2013. A presentation is being made to CRC which may not be approved in a response to the number and size of funding increases that have been made to this contract. This is even though the original bid contemplated the increase in scope and capacity.	Closed
049	Testing is compromised by the environments ready to support acceptance processes.	The current environment promotion from development to production does not include a defined test environment(s) to ensure that each of the development teams are effectively supported to confirm that their solutions will effectively function in production after	Active



**Program Risk Register**

Risk ID #	Risk Title	Risk Details	Status
		implementation.	
050	Expansion of file types supported by PRISM is significantly delayed	Currently PRISM only supports Adult Criminal "P" file types for the Crown office. Moving to other file types is required for enhanced Crown File Management functions. The expansion of the current replication will continue to be delayed by other priorities and the complexity of the given data structures.	Active
051	Cost and time required for accessing JOIN data negatively impact CCM Schedules	In order for new solutions to be designed and implemented, timely access to JOIN data is critical. Current technology approaches required the preparation of "custom code" to expose data and services. The time and cost associated with this code development can have a significant impact on the new solutions delivery speed.	Issue
052	As Enterprise Architecture matures new demands are placed on CCM	Enterprise Architecture (EA) is evolving their approaches and processes, the new directions taken by EA may place more demand on CCM that has not been worked into the current plan. Or EA may demand that some prior solutions be adjusted to meet new directions.	Monitoring
053	JSG Ministry Amalgamation adjusts the environment that CCM must fit into.	With the amalgamation of the two departments of Alberta Justice and Solicitor Generals the business processes, technology standards, and business priorities may demand a re-alignment of CCM directions or solutions.	Active
054	Aggressive Value Realization Program Required	CCM is required to report on the value being delivered by the enhanced solutions and processes so that the organization can re-allocate savings / efficiencies. Currently Justice and Attorney General does not have an established program in place. This will require a change to direct return of business values that line management and staff are not prepared to provide for re-allocation.	Active



## Program Risk Register

Risk ID #	Risk Title	Risk Details	Status
055	CCM Continuation Approval Is Delayed Requiring Team Ramp Down	CCM2 funding and authority to proceed lapses on March 31, 2013 which will require team ramp down to commence on March 1, 2013.	Closed
056	Harmonization Work Delays Process Finalization Needed for Provincial Expansion and other CCM Solutions	We had planned to commence harmonization analysis in the January through March period in order to effectively launch Provincial Expansion in April and position the Crown offices for Criminal E-File development and implementation. Harmonization is not proceeding as scheduled related to messaging, funding, and the potential impacts of Value Management.	Active
057	Criminal Case Management Activities Confuse CCM Constituents on Future Targets	With the initiation of Criminal Case Management as an initiative within the JIMS program there will be confusion with the CCM stakeholders on what is the future targets for development.	Monitoring