

# **Project Management Lapses and Planning Failures Delayed Court Technology Improvements**

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A presentation to the  
**Joint Legislative Committee on  
Information Technology**

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# Evaluation Rationale

- Approximately \$18.7 million was spent on 6 projects from 2000-01 to 2007-08
- Highly anticipated technology needed by users
- Users expressed concern for delays in projects



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# North Carolina Lagged Behind Other States

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

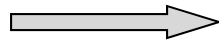
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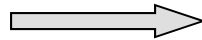
# Court Technology Projects

## 2007-08 Systems

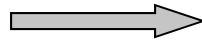
Magistrate System



Automated  
Criminal/Infraction  
System (ACIS)



Case  
Management  
System (CMS)



No Current  
System



## Systems Under Development in 2007-08

NCAWARE

Criminal Court Information  
System – Clerk Component

Criminal Court Information  
System – District Attorney  
Component

Discovery Automation

eFiling

ePayment

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# Funding for Projects

AOC Technology Project	Expenditures 2000-01 to 2007-08	Project Development Began
NCAWARE	\$ 13,002,895	2000
CCIS-Clerk	2,578,268	2005
CCIS-DA	811,451	2006
Discovery Automation	1,609,763	2006
eFiling	545,864	2006
ePayment	134,960	2006
Total Expenditures	\$ 18,683,201	

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# **Finding 1: Projects Were Delayed**

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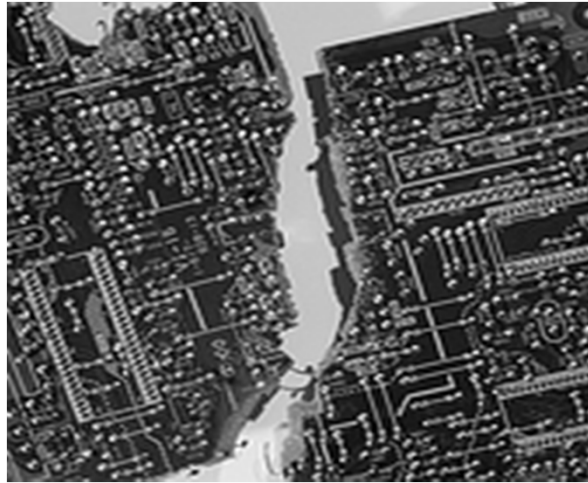
# **Management Practices Created Delays in Project Development**

- Delays due to inadequate management of staff resources
  - In-house development created a steep learning curve of software; staff reassignments and turnover halted projects
- Ineffective project planning and management
  - Inadequate and inconsistent planning and budget documentation demonstrated poor planning procedures

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

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# **Communication with Users Needed Improvement**

- Poor communication between the Technology Services Division and users of court technology
- There were some mechanisms for user input, but users found them ineffective

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# Summary of Recommendations

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



# **Report Follow-up as of October 2010**

- Project implementation
  - NCAWARE was in 98 counties (was scheduled statewide September 2010)
  - CCIS-Clerks was implemented through iteration 5.1
  - CCIS-DA was implemented in 19 Districts (was scheduled statewide October 2010)
  - Discovery Automation was in 35 Districts
  - eFiling is on hold due to budget cuts
  - ePay implemented statewide in June 2010



# **Report Follow-up as of October 2010**

- AOC reports that user's groups have met regarding development and implementation schedules of projects
- AOC has provided reports and presentations to the General Assembly and the Judicial Council



# **Report Follow-up as of October 2010**

- AOC reports project management processes have changed to include
  - establishing a new Project and Quality Assurance Management Office
  - improved project tracking and consistent reporting and
  - certification of staff
- The State Office of Information Technology Services has been consulted on several projects.

*Program Evaluation Division Activities and Accomplishments 2008-2010* pg. 10



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**Report Available online**

**[www.ncleg.net/PED/Reports/Topics/Judicial.html](http://www.ncleg.net/PED/Reports/Topics/Judicial.html)**

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