JUSTICE WORKS
NE LANCASTER PUBLIC DEFENDER
DEFENDERDATA™ DD7 CASE MANAGEMENT SYSTEM
SYSTEM IMPLEMENTATION PROPOSAL

Proposal Date: February 01, 2023

OVERVIEW

JUSTICE WORKS is pleased to submit this proposal for services to support Ne Lancaster Public Defenders in achieving its goals for improving system efficiencies, information access, and data collection standards. Through meetings, telephone conferences, and emails with staff, we have a clear understanding of the system enhancement needs.

We are pleased to have the opportunity to implement your defenderData™ Case Management System. Our goal throughout this process is to provide the base system and necessary enhancements to meet Ne Lancaster Public Defenders system requirements, improve user efficiency by implementing new features and to further enhance available security features to control user access to case information.

Please note that Justice Works is the sole-source provider of the defenderData™ Case Management System.

Project Deliverables

Below is a high-level list of project deliverables (please see Appendix A for an itemized breakdown of system requirements):

Deliverable	Description
Data & System Conversion	Convert existing system data format into defenderData encoding and standards. Data Conversion items are denoted in Appendix A as any item with a WBS category 1.
defenderData Standard Feature Set	Implementation of the core set of features for defenderData with minimal customization, these include client centric case management features screens and workflows, scheduling screens, time entry screens, request workflow screens, searching screens, and reporting. defenderData Standard Feature Sets are denoted in Appendix A as any item with a WBS category 2.
Project Tailored Workflows and Screens	All Project Custom Features that were discussed and agreed upon in previous meetings. Project Tailored Workflows and Screens are denoted in Appendix A as any item with a WBS category 3.
Merge Fields	A feature that allows specified data fields stored in defenderData to be projected into document templates. Ne Lancaster Public Defenders will be responsible for ensuring their existing documentation to use defenderData merge fields is working correctly. Merge Fields are denoted in Appendix A as any item with a WBS category 4.
Custom Business Rules	Rules that will be integrated into the UI or Business Logic layers of the system will enhance user experience and reduce data entry error. This is intended to refer to the Ne Lancaster Public Defenders automated court integrations systems. Custom Business Rules are denoted in Appendix A as any item with a WBS category 5.
Custom Reports	Project Specific Reports that allow the user to apply filters and extract specified data and information from defenderData. Custom Reports are denoted in Appendix A as any item with a WBS category 6.
Documents	Ne Lancaster Public Defenders has by default opted out of any document conversion as they are currently a client. Docuemnts are denoted in Appendix A as any item with a WBS category 7.

Project Specific Risks

1. The current system Ne Lancaster Public Defenders is using may have alterations made that were not foreseeable in the current scope. This could expand the timeline and costs if the changes are enough that they exceed the estimated project hours. Project change requests will be used and agreed upon by both parties involved.

2. Some requirements may have been forgotten or missed in the requirements gathering meetings. This could cause project delays and additional costs if the requirements are large enough. Project change requests will be used and agreed upon by both parties involved.

Deliverable Category Resource Allocation by Hours

Deliverable	Hours
Data Conversion	2
defenderData Standard Feature Set	317
Project Tailored Workflows and Screens	249
Merge Fields	41
Custom Business Rules	10
Custom Reports	186
Documents	0
Total	**806**

Timeline for Execution

Key project dates are outlined below. Dates are best estimates and are subject to change until a contract is executed.
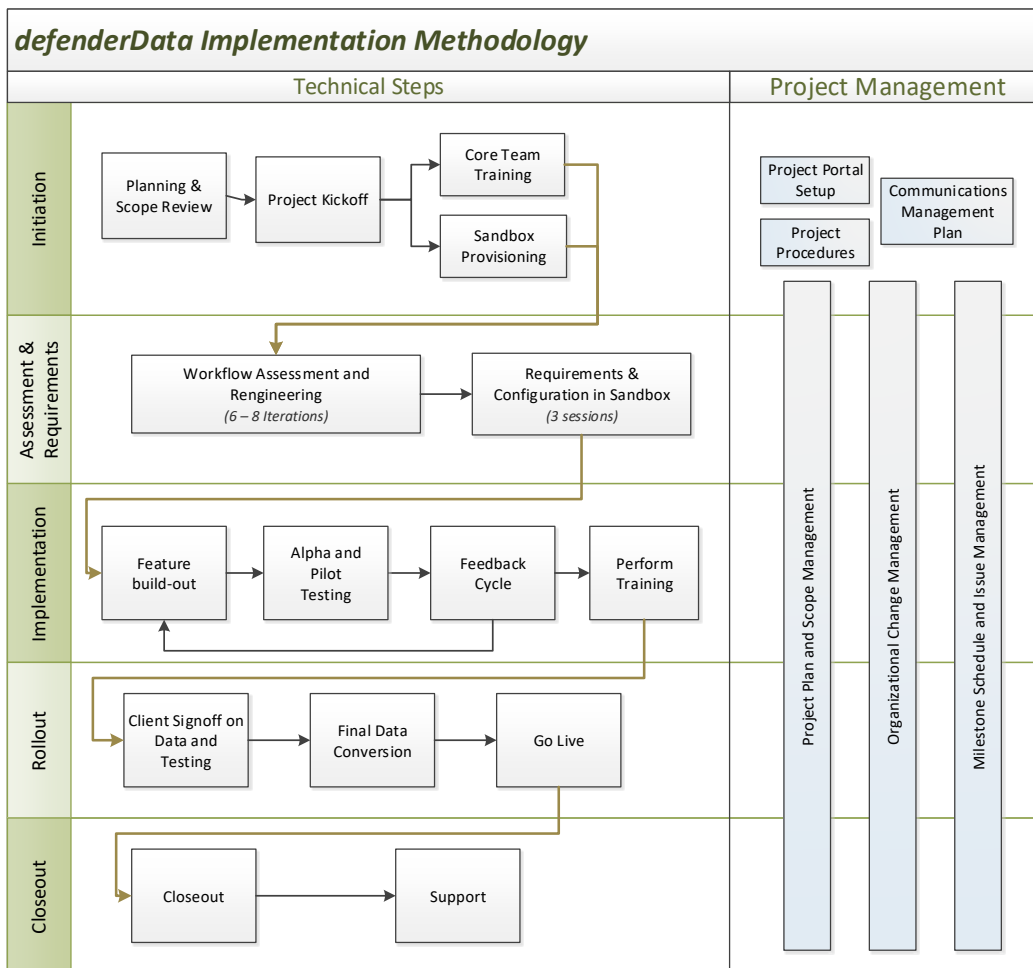
Description	Date
Proposal Accepted By	03/01/2023
Project Kickoff	02/01/2024
Start of Development	02/01/2024
Prototyped	07/23/2024
Alpha Testing	07/23/2024
Beta Testing	07/30/2024
Final Deliverable Signoff	08/13/2024
Code Freeze	08/13/2024
Project Launch	08/20/2024
Project Close	09/17/2024

IMPLEMENTATION STRATEGY

The following plans and suggested timelines are very preliminary pending further discussion with your internal project team. We have performed many successful implementations and have learned that no two projects are the same. As such, we anticipate changes to these plans as further communication and information come to light.

Overview of the Implementation Methodology

Justice Works prioritizes establishing a beta or "sandbox" installation of defenderData available as early as possible. This allows the team to use the actual product in design and configuration sessions, applying the changes as identified. The Client project team will be able to work with the system early and often during this process. We have found that this interactive and agile approach results in faster and successful implementation. An overview of the implementation approach is depicted below.

Project Phase Summary

Initiation	During Initiation, the leadership team will review and confirm the project scope, identify key stakeholders and the steering committee, establish project procedures, settle logistics for site visits, and conduct a full team kickoff meeting. During the initiation, our technical team will be establishing the hosting environment and starting preliminary data conversion activities to provide realistic data content for the assessment phase.
Planning, Assessment & Requirements	This phase manages ongoing analysis of workflows and alternatives to determine & document different methods in which *defenderData* can be customized to meet the client needs. A model workflow is refined with each division and case type to identify needs, exceptions, and nuances in system requirements. The sandbox is used to continually refine the configuration with each group. During each step of this process, the team will start with the system requirements grid and expand it into a working requirements list. This will become the WBS for later phases. Existing processes are evaluated for streamlining opportunities prior to mapping them to system features.
Execution/Implementation	This phase executes the design and development of any enhancements, configuration of settings and workflow, and the ongoing development of data conversion and data interface programs. System and user acceptance testing will use scenarios and the WBS from the assessment phase to validate the system.
Rollout	During the rollout, a final data conversion is implemented, legacy case management sources are locked down, and the client's new case management system goes live. User training sessions continue throughout this period.
Closeout	The final phase, Closeout, completes the administrative closure of the project. System support is activated as soon as the system has gone live.

Project Implementation Plan

Project Overview

The Ne Lancaster Public Defenders Office seeks to implement a Case Management System suitable to handling the needs of the Public Defender Office. Justice Works proposes customizing and enhancing our defenderData product to meet the current and future needs of the Ne Lancaster Public Defenders Office.

Purpose, Scope, and Objectives

- Purpose
    - The purpose of this project is to design, develop, and implement a new Case Management System to support Ne Lancaster Public Defenders Office in many of its goals and initiatives.
- Scope
    - To provide a Case Management System (CMS) including software, IT infrastructure support and services, including installation, support, maintenance, and training.
- Objectives
    - To ensure a timely and smooth transition to defenderData.

Assumptions, Constraints, and Risks

1) **Assumptions**
   a) Based on an initial evaluation of the project requirements and Justice Works' past experience, it is assumed that the project can be completed on or before the deadline.
   b) Primary work effort areas required to complete the project include customizations to the defenderData CMS system for screen layout, workflow configuration, reporting, administrative functions.
   c) Bandwidth necessary to access defenderData services in our Utah hosting center will be available.
   d) Monies in the current contract are sufficient to cover all requirements.
   e) Pilots will run smoothly, which will allow for enough time to make adjustments before final rollout.

2) **Constraints**
   a) The CMS must be implemented by a date to be determined.
   b) defenderData will be capable of hosting the data presently contained in the current CMS.
   c) CMS must meet all of the requirements set out by Ne Lancaster Public Defenders Office.
   d) Ne Lancaster Public Defenders Office will be prepared to establish a Pilot team of users to work with Justice Works to finalize preparations prior to final rollout.

3) **Risks**

Project Risks	Monitoring or Mitigation Approach
Users may not have sufficient time to adequately review the new system during the development/test/pilot phases.	Generate reports detailing the amount of system activity each test user has. Work with Ne Lancaster Public Defenders Office management to help users set aside time for system review.

Project Risks	Monitoring or Mitigation Approach
Poor internet performance in some locations may affect usability of the system.	Identify sites with higher latency and determine if upgrades are possible. Instruct sites with poor performance on alternatives to the dD Window platform that will perform better on slower connections (i.e. web/mobile versions of dD)
If the feedback and results of the Pilot bring to light additional requirements or excessive defects, the overall project schedule could be compromised.	Depending on time constraints and severity of issues, identify features that can be phased in after initial launch as part of the ongoing maintenance services.
The Commercial Off-the-Shelf (COTS) product and platform used to develop the system are new technology for the users.	Introductory training will be provided to relevant stakeholders and consulting services will be acquired to provide practical guidance on an as needed basis.

Project Management Process

1) **Initiation and Planning Activities**
   a) **Estimation Method**
      i) Estimates are all provided based on the top-down approach established by Justice Works' considerable experience in deploying case management systems.

2) **Staffing Strategy**
   a) Staffing for the project will be managed internally by Justice Works. Throughout the project plan, those employees of Justice Works responsible for meeting the delivery timeline are named. It is not anticipated that any additional contract/consultants will be necessary to meet the deliverable schedule.

3) **Project Team Training**
   a) The project team will need to become familiar with defenderData (the CMS itself), as well as the Justice Works issue tracker. The issue tracker will be used to track and prioritize enhancements, customizations, and defects within the CMS. It is anticipated that this training can be done as part of our weekly status meetings.
   b) defenderData training will also be provided to members of the project team during the weekly status meetings, however more detailed system administrator training will be provided through the formal training plan.

4) **Project Schedule Development**
   a) The schedule is broken down into these four primary phases:
      i) Initiation Phase
      ii) Planning Phase
      iii) Execution Phase
      iv) Closeout Phase

5) **Project Monitoring and Control**
   a) Throughout the course of the project, weekly meetings will be held to identify any areas of slippage in the project, and opportunities to accelerate where estimates have exceeded the actual work effort.

6) **Requirements Control**
   a) Requirements Gathering
      i) Justice Works will perform an initial system review to identify any other areas within defenderData that will need alteration in order to preserve existing functionality while also delivering on the enhancements and requirements desired by the user community.
   b) Requirements Management
      i) Change requests will be used during the project and will be agreed upon by both parties. Change requests can affect the timeline and cost of the project.

7) **Tools, Methods & Techniques**
   a) Requirements and issues will be prioritized and tracked within the Justice Works issue tracker web tool. During weekly status meetings, progress on individual tasks will be reviewed and priorities adjusted as needed. Ultimately, Ne Lancaster Public Defenders Office will have control over the priorities assigned to each task, and Justice Works will communicate timeline, work effort estimates and work progress within the issue tracker.

8) **Schedule Control**
   a) The Justice Works issue tracker will maintain a granular listing of individual development tasks. This will be a key tool to track and record communication between developers, project management, and end-users regarding enhancements, defects, and customization requests. Priorities and progress on active items in the issue tracker will be reviewed weekly to adjust for estimate variations and changes in priorities.

9) Cost Control
   a) System change requests will be reviewed by both parties and agreed upon before any changes to the cost of the project take place.

10) **Communications and Reporting**
   a) Throughout system development and implementation: The primary communication medium for this project will be via weekly teleconference meetings with the project team to review and update the issue tracker and the project schedule regarding project performance, status, and risk.
   b) After implementation: Communication to end-users will be handled via a news bulletin that will display at the time of login to the system when changes have been posted.

Project Management Team

	Physical Address: 1216 West Legacy Crossing Suite 200 Centerville, UT 84014	Technical Team: 888-696-9357 support@justiceworks.com Finance/Legal: 866-387-6260 sales@justiceworks.com
Ian Ericson	Director of Web Development	Ian@justiceworks.com
Sheldon Mills	Web Development Manager	Sheldon@justiceworks.com
Abe Raigne	Project Manager	Abe@justiceworks.com

Training Plan

Training sessions will be conducted by Justice Works staff during the Pilot phase of the defenderData case management system implementation. During the Execution phase, Justice Works staff will conduct training sessions for targeted end-users.

This Plan document details the methods and tools which will be used to conduct training sessions during each phase. Trainees will receive instruction in all areas of the system, including but not limited to:

- Software Installation & Login
- Browser-based/mobile device access
- Case Management
- Document Management
- Event Scheduling & Calendaring
- Connections with external systems
- Administrative Tools
- Account Maintenance & Security

Training Objectives

1) **Primary**
   a) A primary objective of all training sessions will be to ensure that all administrators and end-users receive quality & comprehensive instruction. At the end of each session trainees should find that the course has met or exceeded all their expectations and that all questions were answered accurately.

2) **Secondary**
   a) The secondary objective of training will be to provide all the necessary post-training reference material, including:
      i) Recorded tutorials
      ii) Recorded training webinars
      iii) Written responses to Frequently Asked Questions (FAQs)

Roles and Responsibilities

Justice Works

- Schedule & conduct all Pilot phase training sessions
- Schedule & conduct all training sessions during the Execution phase

Ne Lancaster Public Defenders

- Review and approve all user manuals & training materials
- Assist Justice Works with coordinating & scheduling all end-user training sessions
- Verify that all end-users have had an opportunity to receive training

Training Database

A mock database will be created containing fictitious data for the purpose of training the system.

Pilot Phase Training

The pilot training session will be conducted using the GoToWebinar online meeting system for Ne Lancaster Public Defenders staff and the users selected for Pilot phase access. This webinar will be held on a date later to be determined.

The webinar will be scheduled for a duration of 1 to 2 hours. The webinar will also be recorded in Microsoft mp4. format, a link to the recording will be provided to attendees for future review and to anyone who was unable to attend.

Execution Phase Training

All training sessions will be conducted using the GoToWebinar online meeting system for Ne Lancaster Public Defenders staff. Training sessions will be broken out by functional area of the system including:

- Software Installation & Login
- Browser-based/mobile device access
- Case Management
- Document Management
- Event Scheduling & Calendaring
- Connections with external systems
- Administrative Tools
- Account Maintenance & Security

Multiple opportunities to attend training webinars will be communicated to office staff so that they can work the training into their schedules. Separate training sessions will be held for the Public and Alternate Defender staff.

Project Closeout

Once the execution phase for this project has been completed, and the system has been deployed to all users, the following closeout steps will take place:

- The ongoing support of the system will transition to the ongoing service agreement wherein additional reporting, custom development, and training will be performed.
- Any remaining payments due for the development phase of the project will be paid at the time of project closeout.
- Ongoing review of the system performance and user feedback may be performed quarterly for the 1st year after implementation and annually thereafter.

Test and Change Management Plan

Test Plan Overview

Software Quality Assurance (SQA) will be conducted throughout all implementation phases of the defenderData system by Justice Works staff, Ne Lancaster Public Defenders staff and Pilot phase participants. Feedback on issues and errors will also be provided by Ne Lancaster Public Defenders.

This document describes the appropriate SQA strategies, processes, workflows, and methodologies used to plan, organize, execute and manage testing of the defenderData case management system.

The test scope includes the following:

- Testing of all functional, application performance, security and requirements listed in the design specification documents.
- End-to-end testing and testing of interfaces with all external systems which interact with the defenderData system.

1) **Quality Objectives**
   a) **Primary**
      i) The primary objectives of testing application systems are to assure that the system meets the full requirements, satisfies the test case scenarios, and maintain the quality of the product. At the end of the project development cycle, the client should find that the project has met or exceeded all their expectations as detailed in the project specifications.
      ii) Any changes, additions or deletions to the requirements documents, functional specification or design specification will be tested at the highest level of quality and documented within the Justice Workers Tracker.

   b) **Secondary**
      i) The secondary objectives of testing application systems are to identify and expose all issues and associated risks, communicate all known issues to the project team, and ensure that all issues are addressed in an appropriate manner before release. These objectives require careful and methodical testing of the application to first ensure all areas of the system are scrutinized and, consequently, all issues found are dealt with appropriately.

2) **Roles and Responsibilities**
   a) **Justice Works**
      i) Develop the system/application.
      ii) Develop test cases in collaboration with Ne Lancaster Public Defenders.
      iii) Conduct unit, system, regression, and integration testing.
      iv) Support user acceptance testing during the pilot phases.

   b) **Ne Lancaster Public Defenders**
      i) Review and provide feedback on test cases and product requirement specifications during all stages of development.
      ii) Users participating in the Pilot will provide feedback on experiences, issues and errors encountered using an online, web-based tracking system provided by Justice Works.
      iii) Ne Lancaster Public Defenders will review the issue tracker with Justice Works to prioritize each entry before reporting back to users.

4) Test Execution

The pilot period of the defenderData implementation is the single most critical phase of the entire project. During the pilot, a number of users will perform a subset of their day-to-day operations within dD. Analysis of the results from the pilot may determine when the final implementation will occur.

In preparation for User Acceptance testing during the pilot phases, the Justice Works team will complete unit, system and integration testing which meets all requirements (including quality requirements) based on design and functionality specifications.

i)   User Acceptance testing will be conducted by pilot users.
ii) Test results will be reported in the Justice Works Tracker (http://yankee.defenderdata.com/tracker) by SQA staff and pilot users participating in the pilot phases.
iii) Test cases are developed by Justice Works with approval by the SQA manager and Ne Lancaster Public Defenders team.
iv) The SQA team will train, support and provide appropriate guidance to pilot users.

5) Test Methodologies

The purpose of the various testing methodologies is to achieve the following:

i)   Define testing strategies for each area and sub-area to include all the functional and quality (non-functional) requirements.
ii) Divide product specifications into testable areas and sub-areas.
iii) Define bug-tracking procedures.
iv) Identify testing risks.
v)   Identify required resources.
vi) Establish a testing schedule with respect to software updates as well as basic user interface customizations.

Usability Testing

The purpose of usability testing is to observe and report the experiences of users who are not familiar with the system or are using the system for the first time. The primary objective is to identify areas where users commonly have difficulty which may otherwise go undiscovered by the SQA team.

Usability testing will be performed by Pilot phase participants. Participants will provide the project team with its evaluation of the impact the user experience will have on the project as a whole.

Unit Testing

Unit Testing is conducted by Justice Works software development staff during the code development process to ensure that proper functionality and code coverage has been achieved by each developer during coding and in preparation for acceptance into iterations testing.

The following are the example areas of the project which must be unit-tested and signed-off before being passed on to regression Testing:

- Databases, Stored Procedures, Triggers, Tables, and Indexes
- .OCX, .DLL, .EXE and other binary formatted executables

Performance Testing

Client and Server-side performance will be monitored by Justice Works staff throughout the development phase to isolate any areas where the system is not performing within expected boundaries in respect of the total concurrent users. These tests will also be conducted under high CPU usage as well as high latency conditions to identify areas of the system which are most adversely affected when the system (server-side) is under load or when low-bandwidth connections are used (client-side).

Regression Testing

During the repeated cycles of identifying bugs and taking receipt of new builds (containing bug fix code changes), there are several processes which are common to this phase across all projects. These include the various types of tests: functionality, performance, stress, configuration, etc. There is also the process of communicating results from testing and ensuring that new iterations contain stable fixes (regression).

Final Release Testing

The purpose of this test phase is to verify that the product is ready for distribution, acceptable to the customer and address any potential operational or workflow issues.
Once all priority 0 and 1 issues are resolved during previous iterations testing phases, bug fixes during the Final Release phase will be focused on minor and trivial issues (priority 2, 3, 4 and 5). The SQA team will also continue the process of verifying the stability of the application through regression testing (existing known bugs, as well as existing test cases).

The milestone target of this phase is to establish that the system has reached a level of functionality and stability appropriate for day-to-day usage.

6) **Item Tracking – Change Management**

All enhancements, customizations, reports, and defects should be logged using the Justice Works Tracker system. All Tracker items will be visible to members of the SBIDS and Justice Works teams. Each team member will have access to create, update, comment or include attachments for individual Tracker items. When status updates are made to each item, team members will receive an email notification.

Justice Works Tracker URL: http://yankee.defenderdata.com/tracker

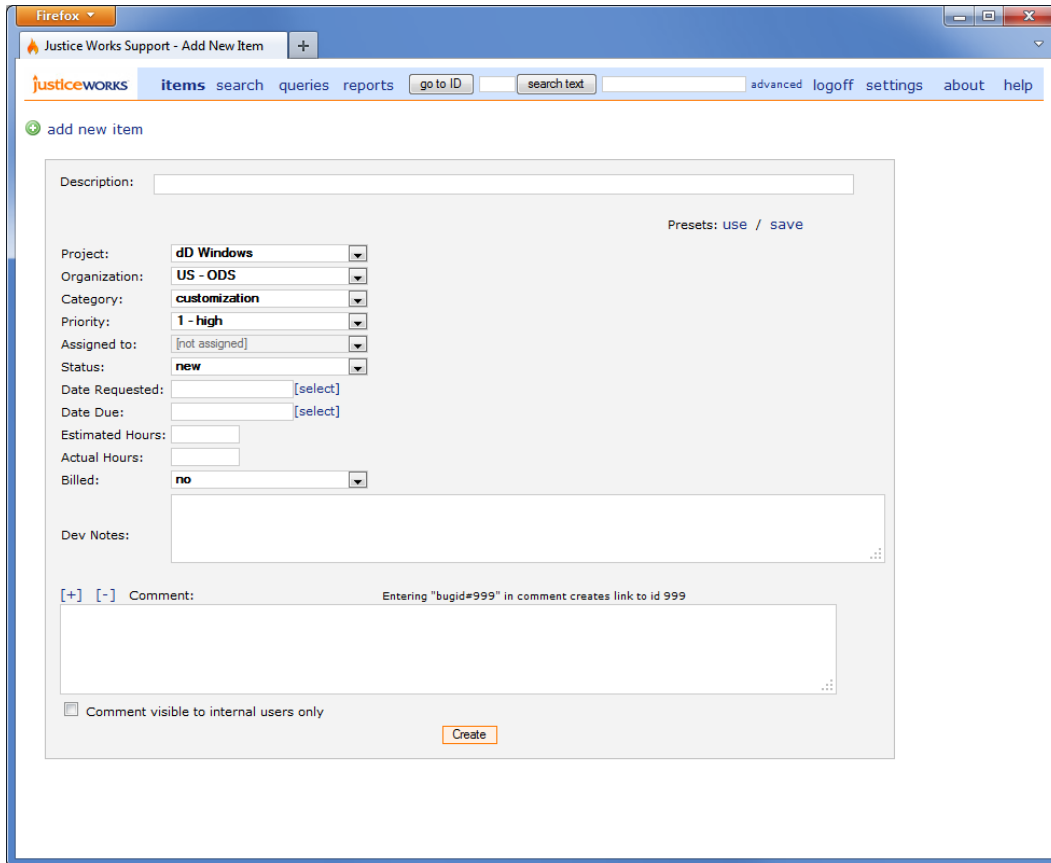The following Priority levels will be tracked:

- 0 – critical
- 1 – high
- 2 – med
- 3 – low
- 4 – next release
- 5 – later release

The following item Categories will be tracked:

- Customization
- Data Conversion
- Defect
- Duplicate
- Enhancement
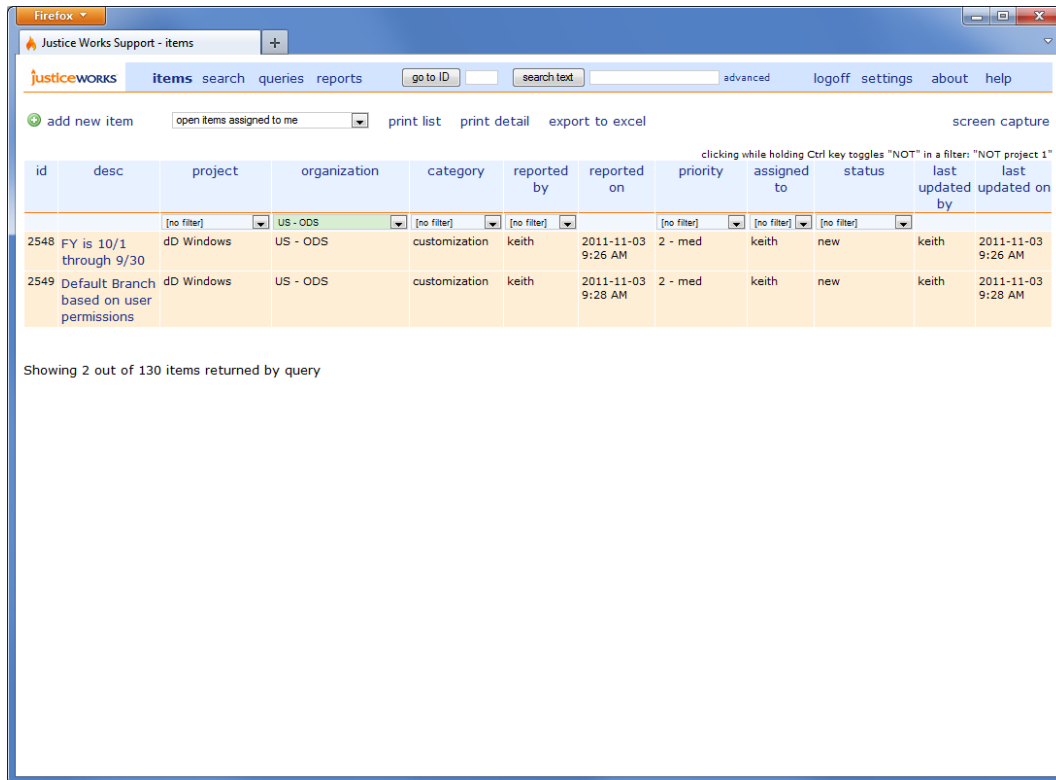
- Question
- Report
- Task
- Ticket
- Cosmetic

The below screen capture displays the "add new item" screen.

User may use a set of filters to find and sort all items in the Tracker:

After login, user can select "settings" to configure their password and email notification preferences.

7) Tracker Review

Review meetings will be held throughout all phases of the development cycle. Scheduling of meetings will be the responsibility of the Project Managers. Tracker reviews will be held on a regular basis throughout the project schedule.

The Product Managers, SQA Lead, and Lead Developers should all be involved in these review meetings. The Justice Works Tracker system will be utilized for prioritization and collaboration on all items under review. The purpose of review meetings is to determine the type of resolution for each item, to prioritize and determine a schedule for all pending items. Development will then assign the items to the appropriate person for completion.

8) Testing Completeness

Testing will be considered complete when the following conditions have been met:

- When the Ne Lancaster Public Defenders and Justice Works teams agree that testing is complete, the app is stable, and agree that the application meets functional requirements.
- Test cases have in all areas have passed.
- All priority 1 and 2 bugs have been resolved and closed.
- Each test area has been signed off as completed by the SQA team lead.
- Ad hoc testing in all areas has been completed.

PRICING

The following table details the pricing for delivery of the services outlined in this proposal. This pricing is valid for 30 days from the date of this proposal:

Implementation Fees

Implementation Services Cost	Hours	Price
System Implementation	806	150 per hour
	Total	**$120,880**

Implementation Payment terms

Implementation Services Costs

50% upon Project Start: $60,440
50% upon Final Delivery: $60,440

ON-GOING SERVICE AND SUPPORT

The transition from the development and Pilot phases of the project into the final release will continue with much of the same processes already established in previous phases. Any outstanding, low priority issues in the item tracker will continue to receive development and testing attention with changes to the system occurring periodically.

Our support technicians are available between 6 am and 6 pm Mountain Time (7 am - 7 pm Central Time).

We also want to clarify that our support services are not limited to troubleshooting and defect repairs in the software. Ongoing changes to business logic, screen interfaces, and reports may be provided at an additional cost as a system enhancement request. This policy to provide ongoing software development, customization, and training is the key reason that we are able to maintain our client base.

Service Level Agreement

Revision: 1.0

The agreement covers the provision and support of *defenderData*, which provides access to Justice Works' servers for access to legal case information.

This agreement remains valid until revised, and will be reviewed annually, with further reviews in the case of a breach of this agreement. There is a section for mutually endorsed minor changes at the end of this document.

Service Description

defenderData consists of software and supporting infrastructure for end-user personal computers running the Windows 10 operating systems.

Service Support Hours

Customers can expect support for the service to be available during all regular business hours Mountain Time.

Regular hours: Monday - Friday, 6:00 A.M. to 6:00 P.M. Mountain time.

Support cannot be expected on weekends or on all holidays that the federal government observes.

If these detailed service times are found to be unacceptable, the Customer may request an SLA review for re-evaluation.

Customer Support

The point of contact for users will be through the Support Group.

Internal Web: http://yankee.defenderdata.com/tracker/

Phone: 888-696-9357

E-mail: support@justiceworks.com

Outside of normal operating hours, the following e-mail will be monitored:

support@justiceworks.com

If all Support Group agents are unavailable, an effort to return all messages (with a telephone call) within 30 minutes will be made.

Service Availability

Required availability for these services is 99 percent uptime, not counting planned maintenance times.

The 99 percent availability metric will be measured by a rolling 6-month period.

Change Management Procedures

Any proposed changes by the Customer must be submitted through the Support Group for review. A notice of acceptance/denial and reason for such must be within five business days. Emergency changes will be dealt with immediately by the Support Manager.

IT Service Continuity

In the case of a major catastrophe with hardware loss, service will be redirected to standby hardware within 24 hours. Details for business continuity will be provided in such an event.

Service Reviews

Reviews of the service may be conducted by Service Level Management in conjunction with the Customer at least annually, as well as after a major outage or change.

DATA OWNERSHIP

All data remains the property of Ne Lancaster Public Defenders Justice Works holds no ownership interest in the data at any point and will not disclose the information to any party without written consent of Ne Lancaster Public Defenders. A backup copy of the data can be requested at any time and the Ne Lancaster Public Defenders. would only be billed for the time taken to gather and deliver the data.

CONCLUSION

We look forward to working with Ne Lancaster Public Defenders and supporting your efforts to improve your Case Management capabilities. We are confident that we can meet the challenges ahead and stand ready to partner with you in delivering an effective solution. If you have questions on this proposal, feel free to contact me at your convenience by email at ian@justiceworks.com or by phone at 801-294-2848.

ACCEPTANCE

_____   _____

Ne Lancaster Public Defenders   Craig Richey
                                                                   Finance Director
                                                                   Justice Works, LLC

_____   _____

Date   Date