

# Oregon eCourt

## The QUARTERLY

Oregon Judicial Department

### Contents

- Turning the Ship to an SSP* ..... page 1
- The Quarterly Quote* ..... page 2
- ADKAR Helps People Prepare* ..... page 5
- Does ADKAR Inspire?* ..... page 6
- What's Up On OJD Webpages?* ..... page 6
- OJD Website Redesign* ..... page 7
- Myth vs Fact* ..... page 8
- Tech Tip* ..... page 8

### Turning the Oregon eCourt Ship from Best of Breed to an SSP

*An interview with Scott Smith, Oregon eCourt Program Director, by Eve Dedek, Staff Writer*

The selection process took eight months for OJD to choose Tyler Technologies as OJD's Single-Solution Provider (SSP). Tyler will implement Oregon eCourt using an integrated system with an integrated case management, financial, jury, ePayment, and bench system for greater efficiency and easier access. "They've done statewide courts in six other states, we're number seven...they've done all this before and have addressed a lot of our concerns before we even expressed them," said Scott Smith, Oregon eCourt Program Director. "I feel positive about our vendor so far....they've been very responsive."

~ Continued Page 2



*Scott Smith, Oregon eCourt Program Director, explains SSP chart showing all the functions and connections provided by Odyssey (Tyler Technologies product) and how they will fit together for Oregon eCourt.*

**Odyssey**

- Court Management System
- Financial Management System
- Content Management System
- Jury Management System
- Odyssey CMS Portal Web Services
  - Notification Subscription
  - Portal Notification
  - CMS Authorization
  - Composite APIServ

**Tyler Online Gateway**

- Payment Admin
- Payments (PCI)
- Online Pay
- Online Pay

**Oregon Decision Support**

- Data Marts**
  - Case Performance
  - Judges
  - Supervision
  - Financial
  - Appeals Case Data
  - Warrants
- SQL Server Reporting Services
- SQL Server Analysis Services

**OJD Applications**

- Appellate Court Management System
- HR Applications
- Judicial Library
- Decision Support System
- OJD Security Services

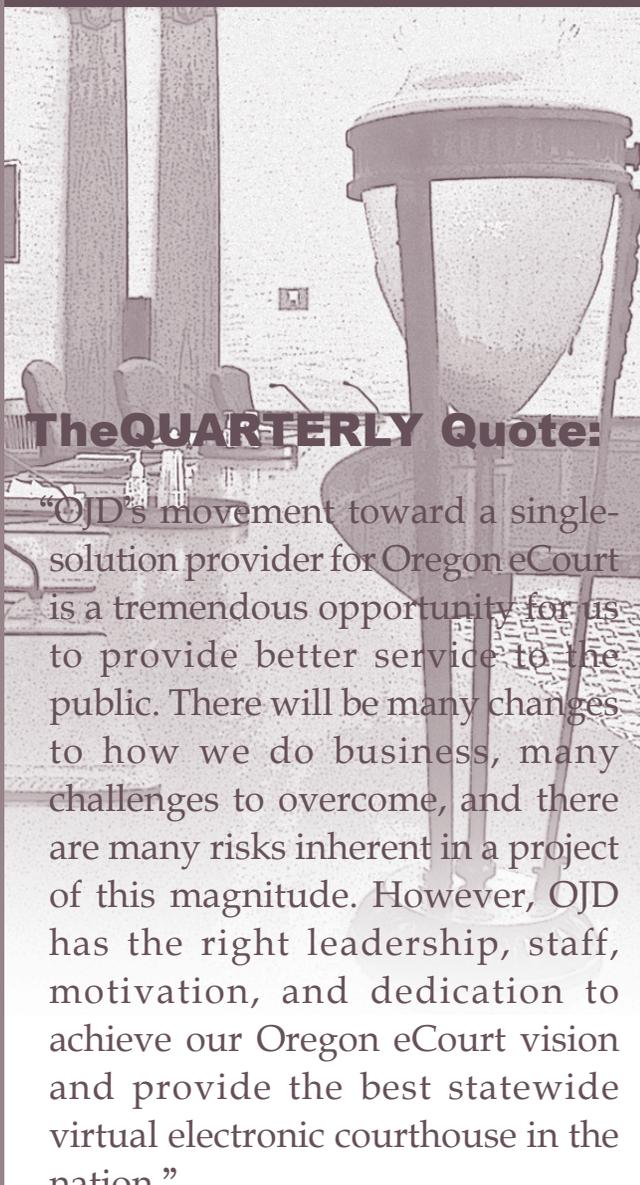
**Oregon Portal Services**

- Authenticated External User A
  - Case Data
  - C
- Courthouse
- Anonymous User Portal Applications
  - Calendar
  - Web Pay
  - Access Docs
  - Judicial Information
  - Information
  - PA Case Data



## Oregon eCourt The QUARTERLY

Oregon Judicial Department



### The QUARTERLY Quote:

“OJD’s movement toward a single-solution provider for Oregon eCourt is a tremendous opportunity for us to provide better service to the public. There will be many changes to how we do business, many challenges to overcome, and there are many risks inherent in a project of this magnitude. However, OJD has the right leadership, staff, motivation, and dedication to achieve our Oregon eCourt vision and provide the best statewide virtual electronic courthouse in the nation.”

– Liz Rambo  
Trial Court Administrator, Lane County  
OJD Oregon eCourt Steering Committee

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### Turning the Ship...

When asked what makes him positive about the decision to go with an SSP, Smith said, “Judges and staff who saw the demonstrations were excited about it, because it is so far beyond what we have available to us now.” The Tyler Technologies product, called Odyssey, will provide a system that is much more user friendly. “When you look at the screen, everything you need to know is available on that screen. So if you retrieve person or case information, depending on your access rights, there will be five to seven tabs on the screen that will have different views of that case. So Tab 1 might be the list of all the events that have occurred on the case to date, and Tab 2 might be a list of all the parties to the case. All the information is there in one place, and you’re just clicking tabs to bring it up.”

For OJD staff, the new system will reduce case processing time and provide numerous data entry efficiencies. This will free up staff resources for courts to allocate to services that have been reduced in recent years. “One of the overall goals in respect to staff,” said Smith, “is to eliminate extensive data entry and complicated case retrieval work and free up staff to become more involved in important human interaction work. For example, violations - we have about 250,000 violations a year. Currently, you can send in your check and plea to resolve your case. We take your check, go to FIAS and register the payments then go to OJIN and close the case. In this system - Odyssey - we’re setting up a **plead and pay** online. So, you go online, you pull up your citation number, license, or whatever the unique identifier is, submit a plea, and make the payment. Once that payment is made, Odyssey registers the information and closes the case; financial information is put into the financial system; a receipt is issued to the customer, and the case is done. Nobody touched that...the entire case was handled electronically. Staff are no longer opening envelopes, taking out checks, processing the check in FIAS, producing a receipt, and potentially encountering insufficient funds. There are some courts where 60% of their caseload is violations...so you say, if we could move half of that to a plead and pay model, you just reduced their case processing by 30%, and that’s huge.”

What about Oregon eCourt cost savings using an SSP? “We have a comparison in an updated business case between this approach and the old approach. The difference is pretty stunning. Just for implementation, which we figure is a five-year process - it will be about \$35 million less. Over a 10 year cost of ownership calculation, it’s about \$70 million less,” said Smith. “The Business and Fiscal Services Division did all the financial calculations, and at the end of 2021, the prediction is a \$150 million net benefit to OJD.”

“The real excitement is going to be in March. We are putting two virtual servers in our data center. One is going to be focused on data migration tasks - something we can get started on right away. The other one is what we call the “show and tell” server - this is one we can use for light training and to just

Continued Page 3~



## Oregon eCourt The QUARTERLY

Oregon Judicial Department



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demonstrate when we say, “we have an electronic court,” what that means.

OJD’s initial planning of an electronic court system for Oregon began in 2006 when the industry rule of thumb was to purchase separate best-of-breed software components for each application area from different vendors. Smith has been involved in OJD’s journey to get to Oregon eCourt since 2008. “When I came onboard, we were fully vested in this vision of best-of-breed components...you go out and buy a case management system, a financial system, a content management system...and knit them all together. After doing that for a year and a half, it became pretty clear to us that it was going to take a lot longer and be more expensive to do it that way.”

OJD began looking at single-solution packages that had since been developed specifically for courts and their processes. Advantages of the single-solution approach that OJD found favorable were lower overall costs, applications that run off of a common database, easier access to shared data, consistent user interface, convenience, and less of a drain on the organization’s IT resources. So in the fall of 2009, OJD’s executive management invited a couple of these vendors in to present their single-solution packages. “We were all very impressed,” said Smith. “We had discussions (with the vendors) on how they would build requirements – OJD wants the system to do this, or we have this business process that the

system has to support – and we were seeing these systems do things that we’ve never even seen before.”

The relatively new evolution of a single-solution provider that offers a complete package specific to enterprise-wide court processes was weighed in combination with other factors affecting the existing Oregon eCourt Program. “It was kind of the perfect storm,” notes Smith, “general dissatisfaction with the progress of the ECM effort; a budget crisis where we needed to save money; and us (OJD) looking at some of our options for stopping what we were doing and repositioning. All those came together, and in mid-February 2010 we put together an analysis, took it to the sponsors and said, here’s what we can do to provide a quality product to the courts and save money in the process. They made the call that yes, that’s the direction in which we are going to go.”

OJD began the effort to reposition the focus of all divisions, committees, courts, and governing bodies working on the Oregon eCourt Program. “That’s a lot of people,” said Smith, “when the Oregon eCourt Sponsors said: ‘Bring us a quality, integrated product and save money’ we immediately put ECM on hold, along with other projects, and the funding saved (added to funds expected from the coming March 2011 COP sale) was redirected towards contracting an SSP. That will probably only take us through the first two years, but that will have five courts DONE...and I mean done – all modules, all connections, all filings...DONE,” said Smith. “In the best-of-breed mode, in two years we would have ECM implemented statewide, and that’s all. So we go from an option of only having ECM for Small Claims and FEDS in two years, versus five courts completely done and a model in place that we can then apply to all the other courts.”

The process involved in selecting a vendor started with writing a Request for Proposal (RFP) that included input from OJD teams across the state. Smith described the process:

“One of the critical elements (in Oregon eCourt) is that we have participation by judges and staff who are actually going to use the system. So we identified 12 teams (from courts) across the state, carved out requirements (things we need the system to do) for all the different modules and all the case types, and

Continued Page 4 ~



## Oregon eCourt The QUARTERLY

Oregon Judicial Department



*In-person presentation for OJD by one of the SSP vendors. “Judges and staff who saw the demonstrations were excited about it, because it is so far beyond what we have available to us now.”*

~ Continued From Page 3

we sent those out to the teams and said: add, delete, edit, and send them back to us. We ended up with 2,700 requirements that were put into the RFP along with about 150 process and narrative requirements, and instructions for the vendors to submit a configuration management plan and a decision support system that meets those requirements.”

Two vendors proposed that they were able to meet OJD’s requirements and gave in-person demonstrations on how each of their systems would work for Oregon. The proposals were reviewed and analyzed by a 15-person team, then each vendor was run through a series of questions related to their proposals: “We then had a clarification process where we asked a number of clarifying questions based on the vendor’s proposals,” said Smith, to help in the evaluation and final decision.

Two OJD teams then traveled to courts who are operating electronic courts under each of the vendor systems. “We went to four courts. One team went to two small courts: one in North Dakota and one in Arizona, and my team went to two large courts: one in San Antonio, and one in Nevada – Boy, that was so worthwhile. We didn’t just talk to the vendor on those site visits. We also talked to management, judges, and staff (in those courts) and picked up some good pointers. In Nevada they said: ‘We thought it would be prudent to implement just pieces of the system as we moved forward.....that was a mistake, because if you only have part of it, you need to build workarounds for those connections and processes that aren’t covered. And then you bring in the next piece...well, now you’ve got to develop a whole new set of workarounds.’ And they said if they had it to do all over again, they would just buy the whole complete package at once and implement the entire package in sections. That’s a good validation of our current direction.”

The next steps include getting a “startup contract” signed (expected date is Feb 1, 2011) so that the project can start some fundamental tasks that must be complete before the project can move forward. “In any major project like this you have a number of items that we call the critical path items,” explains Smith, “one of them – the primary one – is data conversion and migration. Another is establishing all the project management rules. We need to get on that right away because that’s going to define everything that happens after contract signature. There are a couple of others: e-payment solution that works with treasury, DAS, Tyler, and Tyler’s payment processor (lot of moving parts to that). That’s one of those things that you just need to start right away, because there is so much lag time in getting all these different parties lined up.”

In anticipation of the major contract, an intensive Statement of Work (SOW) process is underway where deliverables will be hammered out by OJD teams (for architecture, data migration, and so on), representatives from judges and staff across the state, and staff from Tyler Technologies. “The startup contract we’re hoping to get signed Feb 1, 2011, will list the courts Governance has selected to implement first, then a month later, we will have the full amended contract that has ALL the work defined – so by Mar 1, we will have the final contract signed,” said Smith. “We’re no longer planning, we’re no longer plodding along...in fact, we’re doing it...it’s rolling, we’re signing contracts, we’re going to have boots on the ground in a couple of months, and everybody hold on! I think the real excitement is yet to come – when we start getting the road show out there to show people what’s coming.”





# Oregon eCourt The QUARTERLY

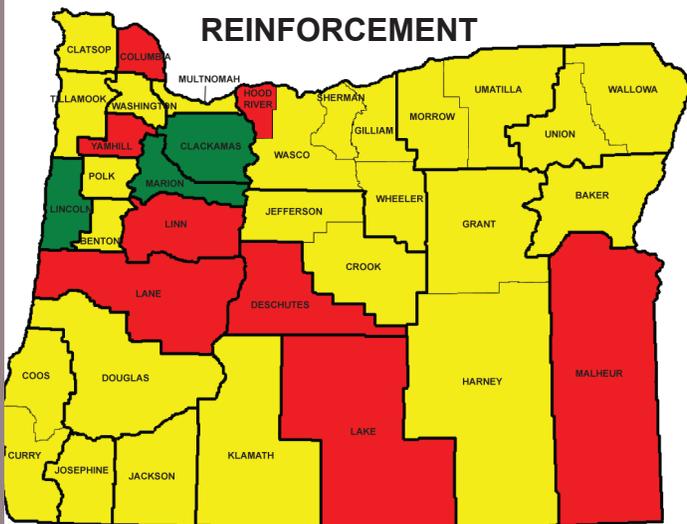
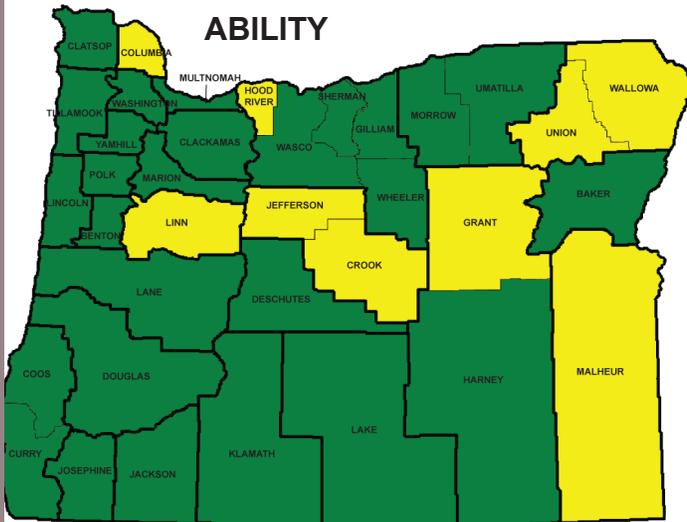
Oregon Judicial Department

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## ADKAR Methods...

**KEY**

- Scores of 1 or 2 = Resistance - Not proficient in OR eCourt skills and knowledge
- Score 3 = Resistance - Neutral
- Scores of 4 or 5 = No resistance - Proficient in OR eCourt skills and knowledge



This first round of data accumulated from the worksheet sessions will be used as a baseline that the OCM Project Team and OJD managers can use to identify readiness shifts that indicate either progress or deficits needing more support, in an ongoing effort to help judges and staff move towards Oregon eCourt implementation.

If you would be interested in having an in-person OCM presentation on the ADKAR change management method, email Christopher J. Hamilton, Education and Outreach Manager: [christopher.j.hamilton@ojd.state.or.us](mailto:christopher.j.hamilton@ojd.state.or.us).

## Does ADKAR Inspire?

An ADKAR (Awareness, Desire, Knowledge, Ability, & Reinforcement) change management session attendee, Marc Backstrom, File Room Lead Worker, was recently inspired. The Multnomah County Court file room lead saw an opportunity to change an outdated business practice by discontinuing the hard copy printing of case recording logs.

In the past, Backstrom maintained a hardcopy log of case milestones including the names of parties, the time the trial begins, etc. The case recording logs were sent to the file room where they were printed and maintained in a hardcopy file. Following the ADKAR presentation, Backstrom questioned the practice of maintaining paper case recording logs when they were available electronically. The hardcopy practice has now been discontinued and with the positive action of one staff person, change is produced and reinforced in Multnomah County.

- Sent in by Yumi Minagawa O'Neil, JD, MSc, Supervisor of Judicial & Courtroom Clerks, Multnomah County Circuit Court

(Email examples of more ideas that have been inspired by ADKAR training at your court or division, to: [OETO@ojd.state.or.us](mailto:OETO@ojd.state.or.us) to be highlighted in future publications.)

## What's Up On OJD Webpages?

**OJD's intranet pages have some new items:**  
**Suggestion Box:** Here, OJD judges and staff can provide (anonymous or not) suggestions for OJD efficiencies.  
<https://intranet.ojd.state.or.us/sites/OJDIntra/>

**ETSD Homepage:** Features new quick access links for information on Changing Passwords, VPN Access, Webinar Setup, Video Conferencing, etc.  
<https://intranet.ojd.state.or.us/OJDIntra/osca/etsd/index.page?>

**Oregon eCourt Intranet Homepage:** Provides information on projects; gives access to newsletters, glossaries, committee meeting agendas and minutes, project documents, and other Oregon eCourt related materials.  
<https://intranet.ojd.state.or.us/OJDIntra/courts/ecourt/index.page?>

**OJD's internet homepage has a new page:** Chief Justice Paul J. De Muniz's State of the Courts Addresses (video and text versions):  
<http://courts.oregon.gov/OJD/ChiefSpeech.page>



## Oregon eCourt The QUARTERLY

Oregon Judicial Department



### **Oregon eCourt Def-i-ni-tions: What is a “Disaster Recovery Site”?**

*Submitted by David Bly, Acting Infrastructure Mgr,  
ETSD*

OJD’s emergency preparedness currently includes a Disaster Recovery Site, located in Roseburg. It contains backup systems for some of our mission-critical components. Some of the backup components allow for real-time (*immediate response*) failover (*when functions of a system are assumed by a standby system*) while others are dormant. The idea of the Disaster Recovery site is to provide a backup location where our mission-critical systems can run, in the event that our primary systems in our primary data center become unavailable. Our current technology allows some of our systems to provide real-time failover from our primary data center to our Disaster Recovery Site, while other systems require technicians to bring them online for use.

The Disaster Recovery site should not be confused with a Backup Data Center. In a perfect world, a Backup Data Center would be an entire data center that is a mirror of the Primary Data Center in all aspects, and would allow for real-time failover of all systems. Both data centers would be staffed and maintained equally at all times.

For more Oregon eCourt related definitions, go to the [Oregon eCourt Glossary on the internet](#) or, the Oregon eCourt Glossary on the intranet located under [Oregon eCourt/Projects/Organizational Change Management/](#) in the Quick Links box. ■

### **OJD Webpages to Get In-House Redesign and Longer Logon Times**

The Oregon eCourt Web Portal Phase 2 Project is redesigning the OJD internet and intranet homepages to feature a new “look and feel.” In addition to the redesign, several new pages and concepts have been added. The new OJD internet homepage will include two new navigation concepts: *How Do I...* links to pages on how to make payments, file a case, contact a court, find an interpreter, etc; and *I Am...* role based pages for attorneys, jurors, case participants, and the self-represented that will link those users to information specific to their needs.

Aside from a new OSCA intranet homepage, there will be login process improvements. Internal users will still have to log in to access their timesheets and restricted information to ensure the security and privacy of that information. Currently, internal users log in to view their “My Portal” home page. For security purposes, once logged in users are given a 30 minute inactivity timeout. If there is no interaction with their My Portal page after 30 minutes, users are automatically logged out and are required to log in again to continue working.

When the redesign goes live, intranet (internal) users will log in and land on the new OSCA intranet homepage. From there, users will have up to 120 minutes of inactivity with intranet pages before they will be logged out.

It should be noted that the public and any internal users who choose to interact with their My Portal pages will still have a 30 minute session inactivity time limit.

The webpage redesign is tentatively scheduled for completion in March 2011. For a full view of the new look and planned subject categories for OJD’s internet and intranet pages, see the Web Portal Phase 2 [NewsFLASH](#), December 15, 2010. ■

#### **PRINTING TIP:**

To print TheQUARTERLY in black and white, look for a Color button in your print dialogue box, and select the “print colors in black” option. Select legal size paper.



# Oregon eCourt The QUARTERLY

Oregon Judicial Department

## Myth vs Fact

### Myth:

“We don’t need the Oregon eCourt Vision, we already have an OJD Mission.”

### Fact:

Action without vision just passes the time. Vision with action can change the world. If you have just a mission, the action written, and not the vision - you will not know where you’re going or if you have arrived. - Joel Barker, *Power of Vision*

The Mission of OJD states:

“As a separate and independent branch of government, our mission is to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.”

OJD’s five-year [Strategic Plan 2009-2013](#) outlines how we will bring OJD into the 21st century while retaining our values. It describes 5 goals and the actions we can take to achieve them:

1. Public Access to Justice
2. Maintain Public Trust and Confidence
3. Provide Quality and Timely Dispute Resolution
4. Collaborate With Justice System Partners
5. Enhance Judicial Administration

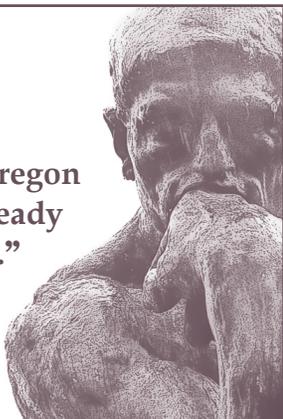
Out of the OJD Mission and its five goals came the Oregon eCourt Vision:

“Oregon eCourt will give courts and judges the tools they need to provide just, prompt, and safe resolution of civil disputes; to improve public safety and the quality of life in our communities; and to improve the lives of children and families in crisis.”

A vision draws from the human value in an organization’s mission, often describing the highest values that an organization hopes to reach. In implementing Oregon eCourt, we are taking action to move toward such a vision: to achieve those human values and improvements in the communities we serve by providing a more efficient court system that provides better tools for judges and staff to fulfill our highest values. ■

Please email your comments, questions, or suggestions for articles to: [OETO@ojd.state.or.us](mailto:OETO@ojd.state.or.us)

*Oregon eCourt will give courts and judges the tools they need to provide just, prompt, and safe resolution of civil disputes; to improve public safety and the quality of life in our communities; and to improve the lives of children and families in crisis.*



## Tech Tip

Submitted by David McCall, Desktop & Help Desk Analyst, Enterprise Technology Services Division

### Toolbars on Your Taskbar

On your home computers, many of you have a little set of shortcuts on your taskbar (the bar at the bottom that displays your open programs). This is called the “Quick Launch” bar and you can drag shortcuts here so they are easily available if you are working in multiple open programs. Most OJD machines do not have this feature visible, but activating it is very simple and useful:

1. Right-click on an open space on your taskbar and a menu will pop up.
2. Click on Toolbars and a second menu will pop out.
3. Click Quick Launch - a checkmark will appear and little shortcut icons will become visible next to your START button. By default you will see two shortcuts: Internet Explorer and a blue and white square that minimizes your icons and shows the desktop.
4. Enlarge the shortcut space on the taskbar by dragging the separation bar (vertical blue dots) to the right.
5. Create shortcuts of the programs you’ll be using by right-clicking on them in the Start Menu and selecting Send To in the pop up menu, then select “Desktop (create shortcut).”
6. The shortcut for your program will appear on your desktop and now you can drag any shortcut you want down to the taskbar and just drop it in the open space you have created there.

(Sample of a taskbar at bottom of screen)



Once you’ve done that there is no more searching through All Programs, or going back to your desktop to find a shortcut. Now any program or document can be available with one click on your shortcuts bar whenever you want it. ■