



# Highlights from the Oregon Judicial Department's Oregon eCourt

*Presentation to the Joint Committee on Legislative  
Audits and Information Management and  
Technology*

**Tuesday, April 5, 2011**



# The 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.*

Oregon eCourt

# What is Oregon eCourt?

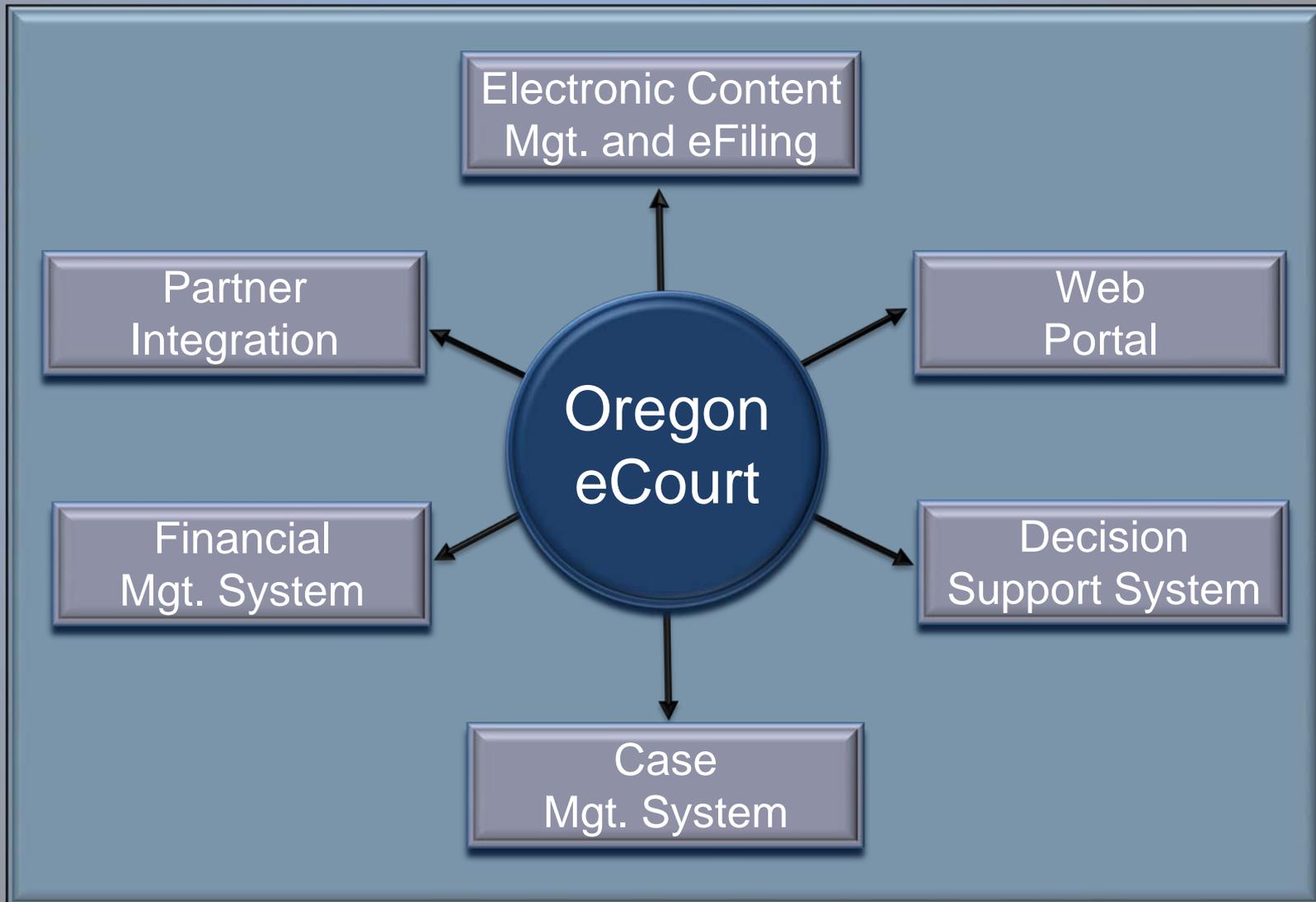


*Oregon eCourt is:*

- OJD business transformation
- An Electronic courthouse
- Court Efficiency –replaces 50 million pieces of paper each year
- Replaces an aging Oregon Judicial Information Network (OJIN) system
- Information in “Real time” – time savings for customers and partners



# Oregon eCourt Components





# Brief History

- OJD Strategic Plan discussed the need for court automation in 2001
- Started Oregon eCourt discussion with Technology Committee in 2004
- Launched initial appellate work in 2005
- Launched Oregon eCourt in 2008 after legislative acceptance of business case and funding provided
- Modified governance and program leadership in 2009
- Modified strategy to single-solution provider in 2010



Oregon eCourt

# Oregon eCourt Governance

# Guiding Principles



On January 31, 2011 the Oregon eCourt Sponsors adopted the following guiding principles in regards to the development and implementation of the Trial Court eCourt Program.

- Be guided by the Oregon eCourt vision, to 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.
- Subject to #1 above, SSP business processes will be the first consideration. Customization will only occur if required by the law.
- Organizational Change Management is critical to the success of the Oregon eCourt Program and requires an on-going investment.
- Rapidly providing quality products to internal and external customers is critical to the success of Oregon eCourt.
- Timely decisions need to be made as a unified organization to implement a uniform solution.
- It is imperative to learn and understand the Tyler product prior to configuration.
- Configuration team membership must have broad representation of the trial courts and requires a substantial amount of concentrated time that must be allocated by participating courts.
- The perspective for implementation should be from the “outside in” to streamline customer interactions.
- Tyler Technologies and Soos Creek have significant expertise and we should carefully consider their advice.
- Oregon eCourt is a business reengineering tool that supports the OJD mission and infrastructure needs; therefore, the program falls within the overall OJD governance structure for assuring congruence of OJD policy and practice.
- Communication with Tyler Technologies should be in a clear, consistent, and uniform approach and only as provided in the OJD contract contact provisions. As provided, if there are comments, questions, or requests, they must go through either Scott Smith (emphasis on all programmatic areas) or Mollie Croisan (emphasis on communication, training, materials/meetings).

# Oregon eCourt Governance



- Oregon eCourt Program Executive Sponsors – the final decision makers on the Program.
- Oregon eCourt Steering Committee (OESC) – provides broad-based, direct policy input into the Program's direction including high level policies and oversight regarding the Oregon eCourt Program's core values, objectives, budget, scope, performance measurements, and schedule.
- Oregon eCourt Implementation Committee (OEIC) – makes recommendations to and advises the OESC on information technology issues, law and policy issues, project steering and work group activities, program and project scope and resource management; implements decisions of the Oregon eCourt Executive Sponsors and the Chief Justice; and provides the OESC with Program status reports.



# Oregon eCourt Accomplishments

# Foundational Strategic Plans



- Developed key documents for expressing Department strategy into technology plans
  - Hired consulting firm with experience in electronic court systems (MTG)
  - OJD Strategic Plan (business focus)
  - OJD IT Strategic Plan – Oregon eCourt
  - Oregon eCourt Business Case v1.0
  - Oregon eCourt Charter v1.0

# Appellate Courts



- Electronic Case Management System in use
- eFiling – over 20,000 eFilings to date
- Web Portal – includes ePayment, using the DAS SecurePay solution
- Provided an interface to existing financial system from the DAS ePay service and the case management system
- Electronic content management primary workflows will be completed by Summer 2011



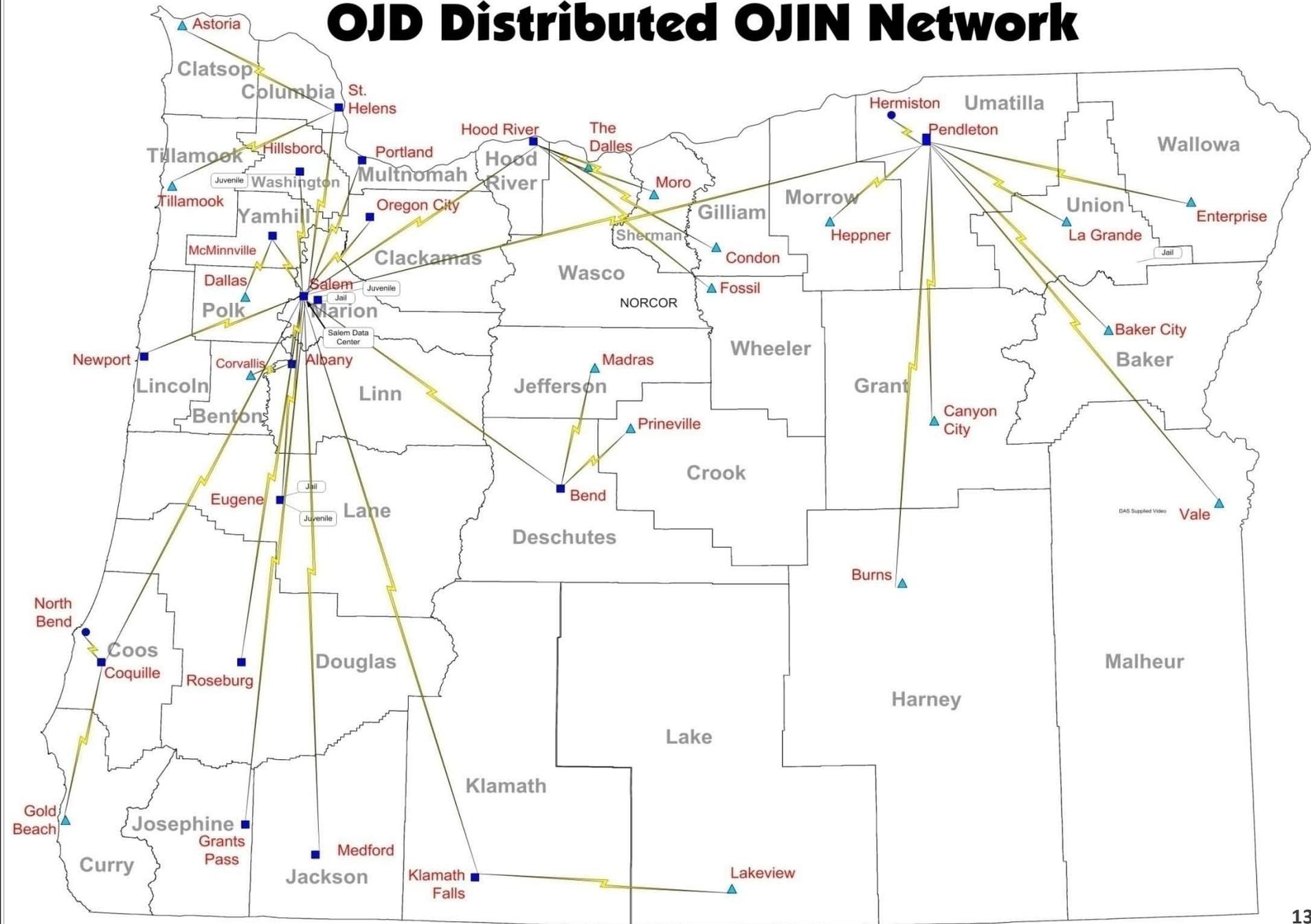
# Architecture

Infrastructure to support deployment of an electronic court system (Oregon eCourt)

## Accomplishments:

- † Created comprehensive architecture plan
- † Consolidated 16 OJIN installations into one
- † Updated OJIN connections to public safety partners / improved data transfers
- † Implemented video conferencing – arraignments, sentencing, and hearings
- † Implemented wireless access for court visitors
- † Implemented disaster recovery site
- † Replaced fragile spoke / wheel network with redundant loop backbone

# OJD Distributed OJIN Network



# New OJD Network Topology



# Security



A comprehensive security model that covers physical, system, and information security including identity and access management

## Accomplishments:

- † Created Enterprise Information Security Office (EISO) (3 FTE) from existing resources, including OJD Information Security Officer
- † Linked EISO with existing internal and external statewide security management
- † System and information security assessments (SunGard / KPMG)
- † Completed Information Security Plan
- † Implemented Consumer and Identity Protection Law (2009)
- † Security planning tasks embedded in integrated schedule

# Enterprise Content Management (ECM)



ECM allows concurrent document processing, access from any location, and standardizes document management processes

## Accomplishments:

- † Implemented uniform statewide case numbering system
- † Implemented ECM for small claims and landlord tenant (FEDs) in five pilot courts
- † More than 42,000 cases now handled in ECM, saving a stack of paper over 875 ft. high
- † Provided comprehensive training of end users (judges / staff) and technical support staff
- † Provided certification training for application administrator and court business analysts
- † Developed integration, implementation, control, and oversight processes for multi-court COTS project

# Web Portal

The Web Portal will allow court stakeholders, case participants, and the public to conduct a significant portion of their court business online without requiring them to travel to a courthouse

## Accomplishments:

- † Designed and developed integrated web format design in collaboration with courts
- † Migrated over 40 court and Office of the State Court Administrator (OSCA) sites into a uniform look and feel
- † Migrated uniform sites to DAS E-Government services
- † Implemented customizable portal for public, staff, and judges using DAS E-Government
- † Conducted user reviews with court staff, judges, and members of State Bar



SEARCH

### - How Do I ...?

- Contact a court
- File a case
- Find an attorney
- Find a case
- Find a form
- Find divorce information
- Find fee information
- Make a payment
- Schedule an interpreter for a court proceeding
- Apply for a job at OJD

### + Search

### Latest News

Notice Seeking Public Comment on Proposed UTCR Changes for 2011

Correction-Uniform Trial Court Rules (UTCR) Forms 2.130.1 and 2.130.2

Oregon State Courts Remain Open During Furlough Cutbacks

[Read more](#) 

### I am...

An Attorney

A Juror

A Case Participant

Self-Represented

### Court Calendars



[Search court calendars](#) of all the circuit courts to find your court case.

Search by attorney name, date, county, or party name.

### Jury Information

- Confirm or Defer Jury Service
- Juror Experience Video
- FAQs

Circuit courts may have additional information pertaining to their courts.

- Circuit Court Jury Websites -

### Court Information Finder

**Find out your state court hours, phone number, directions, map, address, and website:**

Select a court location from the list.

Select A Court

General Information

Map

Parking

Fee Rates

### New website!



Learn what's new on our website!  
[View site help.](#)



**Welcome to the Oregon Courts**

- Chief's News
- State of the Courts Address

*Chief Justice Paul J. De Muniz*

### Popular Links

- Appellate eFiling
- Court Opinions
- Court Rules
- Family & Children
- Forms
- Job Opportunities
- Jury Information
- Online Services
- Oregon eCourt
- Self-Help

### Getting Help

- Self-Help
- Court Forms
- Court Rules
- Court Opinions

### Website Accessibility

- Accessibility & ADA
- Español
- Text Only

### Connect with Us

- Office of the State Court Administrator
- Contact Us
- RSS Feeds

[Back to Top](#)

# Project Management / Remediation

Responsible for delivering projects on time, on budget, and to the satisfaction of stakeholders

## Accomplishments:

- † Created and maintain project management standards and processes
- † Created and maintain key Program documentation and plans, publish on Intranet
- † Monitor and control scope, schedule, budget, and resources
- † Identify, monitor, and address risks and issues
- † Manage consolidated, comprehensive integrated schedule
- † Organize and implement development, change control, and testing activities
- † Remediation was the effort to complete foundational planning documents and reports in preparation for Oregon eCourt
  - Produced 84 plans and reports in a 9-month period

# Quality Assurance (QA)

Oversight of the planning and implementation of the Oregon eCourt Program

## Accomplishments:

- ✦ Contracted with external QA contractor (2008)
  - Provides quarterly risk assessment for Program (OJD risk team ranks and develops mitigation plans)
  - Provides quarterly findings and recommendations to Executive Sponsors (more than 50 addressed by OJD to date)
  - Provides quality control reviews of internal processes
  
- ✦ Dedicated Internal Quality Manager
  - Implements the Oregon eCourt Quality Management Plan
  - Provides quarterly assessment of program processes, including schedule, budget, and testing
  - Defines critical success factors

# Organizational Change Management (OCM)

- Organizational Change Management (OCM) is a structured process used to assist in implementing the changes required for an organization to support a new culture, system, or way of doing business
- OCM complements the Project Management Body of Knowledge (PMBOK) by taking critical elements (i.e. communications, training, etc.) and providing a structured approach to enhancing those PMBOK areas
- Executive Sponsors recognize OCM as critical to the success of the Oregon eCourt Program and that it requires an on-going investment (*Oregon eCourt Guiding Principles*)

# OCM Goals

- **OCM Goals:**
  - Prepare, develop, and provide the knowledge, skills, and motivation for judges, TCAs, and staff to help them embrace the changes required to support the new system and the associated new methods of doing business in pursuit of the Oregon eCourt Vision.
  - Manage change as an organization. The areas of focus are as follows:
    - » Communication
    - » Training
    - » Organizational Readiness
    - » Court Readiness

## Accomplishments:

- ✦ Developed a comprehensive Organizational Change Management (OCM) Plan which includes organizational readiness (human side of change), communication, training, and operational readiness that supports the successful implementation of the Oregon eCourt Program and its vision
- ✦ Adopted a nationally recognized change management model (Prosci/ADKAR) to assist with the awareness, desire, knowledge, ability, and reinforcement of change for judges and staff
- ✦ Conducted multiple After Action Reviews (AAR/Lessons Learned) to review, analyze, and enhance the OCM processes

# OCM Goals: Communication



- **Communication**

Activities that provide Oregon eCourt information to internal and external stakeholders to alert them of upcoming implementation events and to report successes through methods such as newsflashes, webinars, and prototype demonstrations.

- Accurate, timely, open, and transparent communication

**Accomplishments:**

- ✚ Designed, deployed, and maintain the Oregon eCourt Program Internet site
- ✚ Conducted in-person Oregon eCourt presentations at all 36 court locations and OSCA divisions
- ✚ Consistently communicate essential program information to OJD judges, staff, and external stakeholders utilizing multiple media types to ensure the best possible coverage
- ✚ Coordinate, conduct, and manage training and activities of 30+ Change Agents

# OCM Goals: Communication



## Internet

## Poster

## The QUARTERLY

## Newsflash

## Bulletin

24/7 public access to take care of court business ~ improved court efficiency ~ more cost effective than paper courts ~ 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

**Oregon eCourt**  
www.courts.oregon.gov/oregoncourt

# OCM Goals: Training

- **Training**

Activities that teach skills and provide information necessary to implement Oregon eCourt technologies and related business processes in support of the vision.

- Ensure internal and external stakeholders receive comprehensive and ongoing education and training programs, job aides, and coaching to provided them with the necessary skills and knowledge to work effectively in the new environment

## **Accomplishments:**

- † Designed, created content for, and maintain Computer Based Training (CBT) courses for basic computer skills
- † Conducted numerous consolidated reviews and walkthrough of training materials (e.g. user manual, quick reference guide, guided presentation, etc.)
- † Created content for and maintain quick reference guides
- † Coordinated logistics and enrollment for numerous trainings in courts



# OCM Goals:

## Organizational Readiness

- **Organizational Readiness**

Activities that address the people-aspect of change necessary to build and sustain commitment from internal and external stakeholders to support Oregon eCourt and its Vision, including education workshops and assessments for judges and staff.

- Prosci's ADKAR model for change management

### **Accomplishments:**

- ✚ Identified Local Implementation Teams (LITs) in each court
- ✚ Created LIT / organizational readiness concept and materials, stored on a network database
- ✚ Conducted Prosci ADKAR and Program plan presentation site visits at all 36 court locations and OSCA divisions
- ✚ Certified four OJD staff in Prosci Change Management and Prosci Train-the-Trainer program

# OCM Goals:

## Operational Readiness

- **Operational Readiness**

Activities that address facility, technical, and business transformation changes necessary to implement Oregon eCourt and its Vision, including ensuring that equipment, space, and facilities are ready for new technologies and business processes.

- Assessment of facility (e.g. courthouse) to identify physical and equipment changes needed to implement new technologies

### **Accomplishments:**

- † Conducted baseline technical readiness assessments utilizing multiple on-site visits at all 36 court locations around the state
- † Created court readiness assessment punch list report
- † Created a consolidated database to store all of the technical readiness report data

# OCM Goals: Operational Readiness

**Courthouses**



**Courtrooms**



**Courtrooms**



**Workstations**



# Additional Components



- Comprehensive court review of each component's requirements
  - eFiling
  - Case Management
  - Financial Management
  - Integration Backbone
  - Decision Support
- Established requirements for RFP

# Lessons Learned



- Integrated and involved governance
- Comprehensive quality assurance structure
- Thorough project planning, documentation, and management
- Extensive organizational change effort
- Broad based external stakeholder involvement
- Strong financial management



# Oregon eCourt Single-Solution Approach

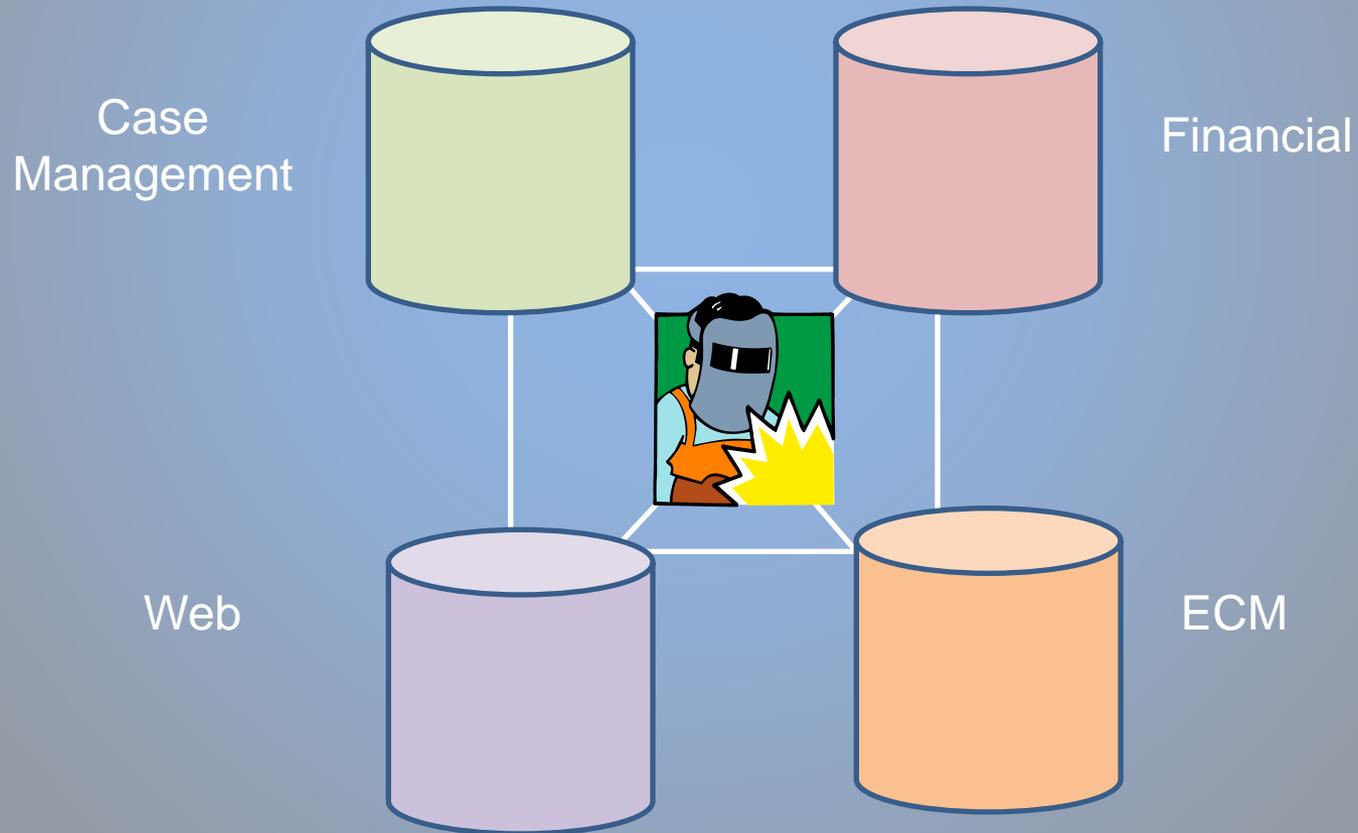
# Single-Solution Provider (SSP) Approach



- Move from “best of breed” integration approach to a single-solution provider
- SSP provides single core system, integrates OJD components into single supported system
- Less risky – reduces cost / risk / time of integrating components into customized system
- Access to enhancements developed in other state

# SSP Approach (cont.)

## Old Best of Breed Approach





# SSP Approach (cont.)

- The SSP approach yields a single integrated system for 36 counties
  - *One* common database
  - *One* common person index
  - *One* statewide view of financials
  - *One* content management system
  - *One* statewide view of warrants and orders

# SSP Approach (cont.)

Oregon eCourt



## Oregon eCourt Portal



Case Access



eFilings



ePayments



Statistics



Case Management



Content Management



Financial Management



Oregon eCourt  
Decision Support



Session Works  
Clerks / Judges

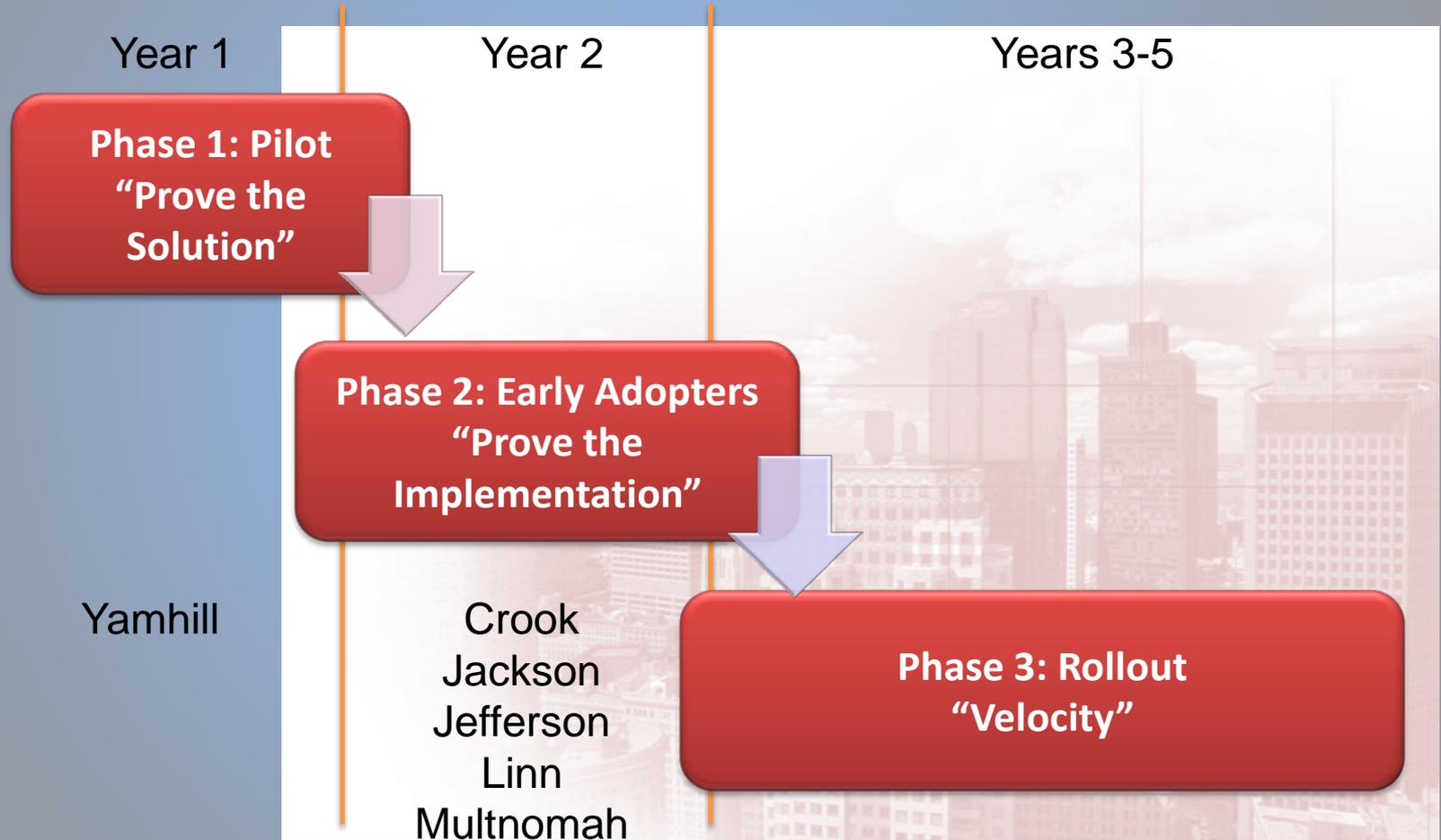


Jury  
Management



Integration  
Framework

# SSP Approach (cont.)





# Oregon eCourt Program Management

Oregon eCourt

# Program Management



- Seasoned Staff
  - Project Management Professional (PMP) or state certified project managers
  - Program leadership has large project experience
  - Dedicated schedule manager
  - Dedicated quality manager
  - Dedicated financial manager
- Mature Processes
  - Complete set of linked plans
  - Complete set of project templates
  - Cost, Risk, Quality, and Resource Plans
  - Change control processes well defined
- Mature Governance

*cont.*

# Program Management (cont.)



- Schedule and Budget Oversight
  - Schedule analysis done weekly, combined OJD / Tyler schedule and budget analysis done monthly
  - Schedule / budget variances reported monthly to governance committees
  - Defined variance levels trigger governance review process
  - Oregon eCourt Fiscal Manager meets with project managers monthly to cross reference budget to schedule

*cont.*

# Program Management (cont.)



- Control processes included in Program Management Plan
  - Scope and schedule control
  - Risk management
  - Issue management
  - Resource management
  - Cost management
  - Quality management



# Oregon eCourt Procurement and Strategy

# SSP Procurement



- Detailed Request for Proposals
  - 2,700 functional / technical requirements
  - 105 narrative requirements
  - Reviewed / edited by 15 courts
- Vendor Site Visits
  - North Dakota, San Antonio, Nevada, Arizona
  - Mix of large and small courts
  - Team included judges, trial court administrators, staff, and directors
- Proposal Clarification Process
- Vendor Presentations and Demonstrations

# SSP Strategy



- Detailed Statement of Work
- Updated Business Process Maps
- Overview / Familiarity Training
- Fit Assessment
- Configuration Workshop
- OCM Plan
- Training Plans
- Environmental Assessment
- Implementation Teams
- Post Implementation Support



# Oregon eCourt Single-Solution Provider

Oregon eCourt

# SSP Vendor – Tyler Technologies



With hundreds of courts in 12 states migrated to Odyssey, Tyler has the experience required to successfully implement the Oregon eCourt solution for Oregon



**Miami-Dade**  
Florida



**Minnesota**  
Statewide



**Dallas**  
Texas



**New Hampshire**  
Statewide



**Wayne**  
Detroit, Michigan



**Indiana**  
Statewide



**Broward**  
Ft. Lauderdale, FL



**New Mexico**  
Statewide



**Clark**  
Las Vegas, NV



**North Dakota**  
Statewide



**Tarrant**  
Ft. Worth, Texas



**South Dakota**  
Statewide

# SSP Vendor – Tyler Technologies



## Tyler Technologies

- \$300 Million Public Corporation
- Over 2,000 employees
- Solely focused on public sector software
- Clients in all 50 states, Canada, United Kingdom
- Top 200 Software Companies worldwide
- Co-developing new Dynamics AX government financial suite with Microsoft



## Tyler Courts & Justice Solutions

- \$50 Million Division
- 300 employees
- Dedicated exclusively to Courts & Justice solutions
- 12 States, 6 statewide systems; hundreds of courts
- 30 years of courts experience
- 98% Client Retention Rate

# SSP Vendor – Tyler Technologies

## *Odyssey*



- Based on 25+ years Tyler domain expertise in integrated justice.
- Designed specifically for small to large courts and multi-jurisdictional implementations.
- Comprehensive court management solution.
- Integrated Document Management and E-Filing.
- Over 50,000 hours per year in continuing functional and technical development since 2002.



-  **Case Management**
-  **Financial Management**
-  **Content Management**
-  **e-Filing**
-  **e-Payments**
-  **Public Access**



# Oregon eCourt Summary



# Oregon eCourt

## *Poised for Success*

- ✓ Mature Governance
- ✓ Mature Law and Policy Committee
- ✓ Mature Organizational Change Management
- ✓ Mature Cost Management and Controls
- ✓ Mature Project Management and Controls
- ✓ Mature Risk Management and Controls
- ✓ Mature and Experienced Vendor
- ✓ Mature and Experienced Management Team
- ✓ Internal Quality Management
- ✓ External Quality Assurance Oversight