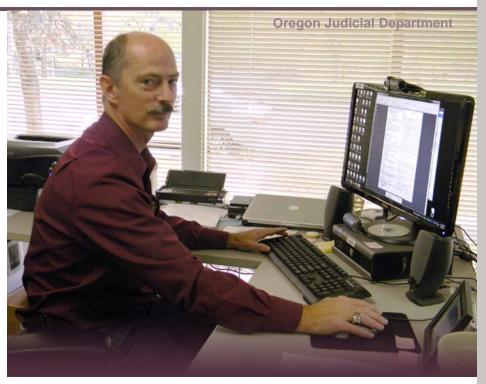




Jim Conlin, Deputy Director of ETSD - OJD, brings up an E-Citation image from OJIN on the computer screen.



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working in the field, and are utilized in conjunction with hand-held devices that can issue electronic citations on the roadway. The electronic ticketing program, which eliminates most citation errors, improves trooper safety and efficiency by making the process faster, accumulates violation and accident data digitally, and provides the hardware to transfer citation records to the courts within seconds, needed one more component.

To download the citation data to the courts (saving OSP huge amounts of processing time), they needed the "electronic" partcipation of the courts, who would first need to develop the capability to receive the data from the troopers. "They [OSP] couldn't get the full efficiencies without the courts," says Jim Conlin, Deputy Director of ETSD at OJD, who began working with Steve Vitolo, ODOT Safety Division Program Manager, and Lt. Tom Worthy at OSP on the project about 18 months ago. "OSP had a need to automate their systems and what they wanted to do with E-Cites could also help the courts, so we worked on it as a joint effort. OSP spent the money for the system," points out Conlin. "OJD didn't put out anything in terms of funding or hardware...it's people time that we have contributed." OJD's contribution of staff time involved writing the basic programming that would bring the electronic citation data into OJD's server and prepare it for processing into OJIN - the Oregon Judicial Information Network, which houses citation and case data for the courts.

With the OJD component in place, the capability to receive and process OSP citations in all circuit courts throughout Oregon was rolled out between August and mid-November 2011.

So with OSP and OJD now sharing that data, what does the whole process look like? "The E-Cites process begins when the trooper pulls someone over," says Conlin. "Instead of asking for the driver license and then handwriting all the person's information onto a ticket pad, this is where the efficiencies start to happen: Now the trooper can take the license that has that nifty barcode on the back, and swipe it on a hand-held electronic device (basically a hand-held computer). All of that personal information is pulled from the license to populate an electronic ticket. It creates a "clean" copy so when the court system receives it, we have the same exact data as the license - there's no transposition process. Before OJD's participation in E-Cites, if the trooper handwrote 30 tickets, then 30 pieces of paper were handed over to the court where court staff would have to decipher what was handwritten and manually enter that data into the system to create 30 cases in OJIN."

Once the ticket is populated, the trooper selects the violation from a drop down list, which inserts the court information and fine amount. The trooper prints out a copy for the citizen (the ticket resembles a grocery receipt – about a foot and a half long). If the trooper is within radio range, the ticket can then be downloaded from the patrol car unit directly to

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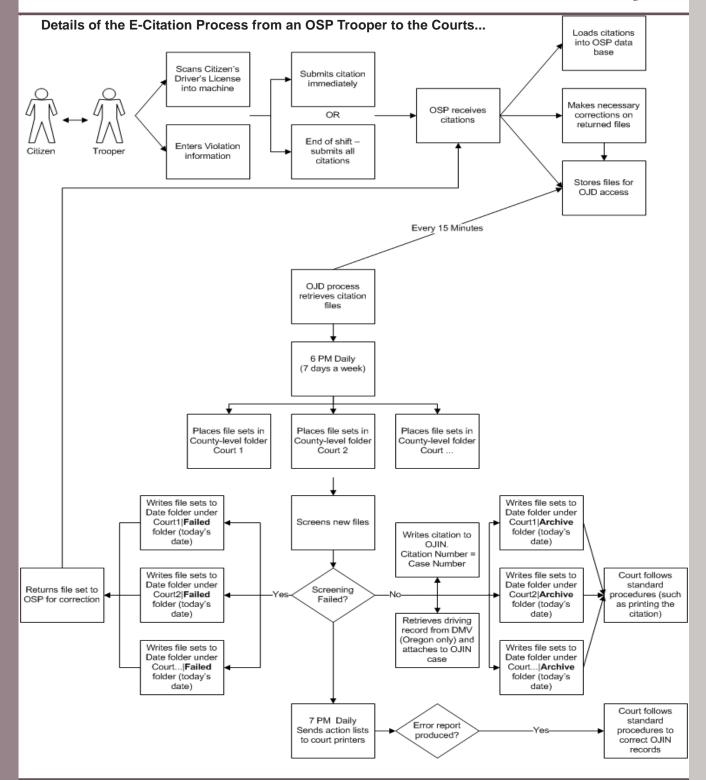
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a main server maintained by OSP's electronic citation vendor, Advanced Public Safety (APS).

OJD then pulls that data from the server, processes it, and distributes it to the courts. "For the courts to only get the citation data that we want, a program that sits on our server calls out every 15 minutes to the APS server and says, 'I want the data for OJD,' explains Conlin. "The program has criteria built into it to pull all the citation data applicable to OJD

courts, leaving data meant for all other local agencies out of it. We then screen the data by validating that it will match up to laws in OJIN, and then we validate that it's a violation. After the data passes the screening criteria, it's processed in the evening for addition into the case management system of OJIN and a citation list is also provided electronically to the appropriate circuit courts each morning." The citation is now in the court system,

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and waits for the citizen to either make payment on the citation or appear in court.

Each day's citations are processed and uploaded to OJIN within a 24 hour period. "So what E-Cites does for us [the courts] is it eliminates manual data entry for those citations, improves citation data accuracy, and speeds the process," says Conlin. "I believe the number of citations for violations across OJD's courts hovers in the 200,000 a year area. OSP citations are a fair slice of that number – especially along the main highways, so any court that is in a big tourist area or near a main highway is going to see a lot of OSP citations. If one of our courts receives in the vicinity of 7,000 of those a year, that means that court personnel only have to touch five out of 100 [for processing], when they used to have to touch all 100. Every Trial Court Administrator (TCA) I've talked to is excited about the fact that E-Cites will save time and the courts will be able to have personnel do other things that have been piling up." OJD's courts have also made the decision to use the OSP citation number as the court's case number, making those case numbers consistent statewide, and saving even more processing time that used to be spent creating separate court case numbers for each citation.

A complement project to E-Cites is now moving forward in Oregon's circuit courts. They are in the process of implementing OJD ePay, a service for the public that allows the public to pay citations on line. Currently, Josephine County Circuit Court offers ePay, and six other circuit courts (Clatsop, Coos, Curry, Deschutes, Umatilla, and Morrow) will provide the service to their communities end of January to early February 2012. The remainder of Oregon's circuit courts are being scheduled for ePay rollouts. "Once the implementation is complete," says Conlin "we can have OSP add that information onto the citation that says: You may go here to pay your ticket online." E-Cites will get the ticket to the court faster, and OJD Courts ePay will save the public time by being able to pay the citation online.

E-Cites and OJD ePay are components of OJD's statewide Oregon eCourt Program, which is currently carrying out a five-year implementation schedule. OJD's Oregon eCourt vendor, Tyler Technologies, has scheduled implementation of

Odyssey (their electronic content management system for Oregon eCourt) for Yamhill County Circuit Court in June 2012 followed by four more courts (Linn, Crook/Jefferson, and Jackson). "Tyler has a lot of experience in the electronic citation area," says Conlin. "As Odyssey is up and running, we won't have to change the E-Cites process at all. OSP will send the citation data, OJD will pick it up from the vendor server, cleanse and process the data, hold it on the OJD server, and Odyssey will pick it up." E-Cites and ePay will transition into Odyssey as Oregon eCourt goes live in each court.

"There are other law enforcement agencies out there – Salem Police Dept, Marion County Sheriff, Polk County Sheriff, Gresham Police Dept, the Portland Police Dept and others who are very interested in E-Cites and are heading in the same direction with the same vendor," says Conlin, "and the probability is that 80 – 85% of the law enforcement agencies that do electronic citations will move to this vendor. While OJD is interested in working E-Cites from other agencies in, there is quite a bit of work to be done to accommodate for local laws and ordinances, as well as data transfers from all of the sources. This will be something to work into our Odyssey product in the future. For now, it will be the OSP only."

As of December 12, 2011 OJD circuit courts have electronically processed 4,128 OSP E-Citations.



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OJD Courts ePay Has Arrived

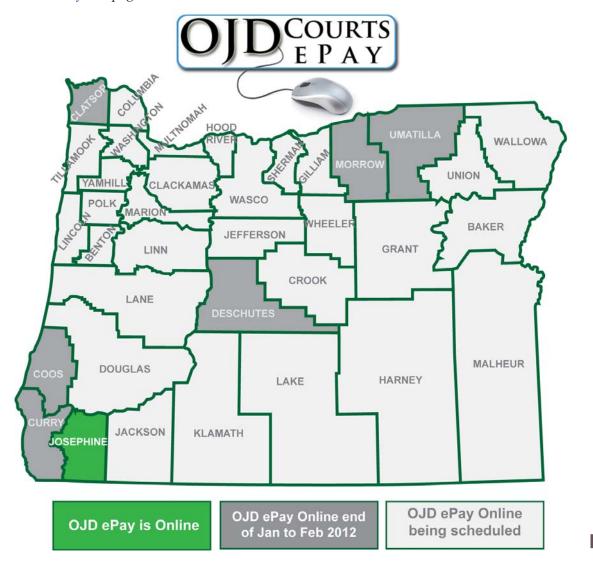
Josephine County Circuit Court went live with OJD Courts ePay on November 14, 2011. The new OJD online service allows the public to pay most citations or make payments on accounts (for most court cases) without having to travel to the courthouse, pay by phone, or mail in a check. OJD Courts ePay is particularly convenient for residents who live long distances from the courthouse.

KTVL News Spot - November 30, 2011.

Six more courts are scheduled to come online with OJD Courts ePay by end of January/ early February 2012:

- Clatsop County Circuit Court
- Coos & Curry Counties Circuit Courts
- Deschutes County Circuit Court
- Umatilla & Morrow Counties Circuit Courts

The remainder of OJD's circuit courts are being scheduled for rollout of the service. Click here to see the OJD Courts ePay webpage.





Oregon Judicial Department

Q & A - APPELLATE ECM

Responses from: Lisa Norris-Lampe, Staff Attorney to Chief Justice De Muniz; Diane Swint, Appellate ECM Project Manager – ETSD; Rebecca Osborne, ACRS Director; Jim Nass, Appellate Commissioner; Debbie Rosenberger, Court of Appeals; and Monica Waldroop, ETSD Business Analyst

Q: Can you give a brief history of the Appellate ECM project?

A: The Appellate Electronic Content Management (ECM) project was a component of a previous multipart Appellate eCourt system that included case management (2006), public access to case registers and ticklers (2007), internal docket and conference management for both appellate courts (2008), and eFiling (2008 for Supreme Court, 2009 for Court of Appeals). The Appellate team began work on the Appellate ECM document repository specifications and one electronic business process "workflow" for each court in early 2009; however, the project was deferred in March 2009 due to funding issues. In 2010, the Oregon eCourt governance groups approved funding to complete the Appellate ECM project.

In July 2010, representatives from the Supreme Court, the Court of Appeals, and the Appellate Court Records Section (ACRS) began working with the ETSD Appellate Team and vendors to design additional business process workflows. The vendors completed development and initial testing of the document repository and first two workflows, based on the January 2009 specifications. From July 2010 through August 2011, in addition to installing the document repository, the appellate courts rolled out fifteen Appellate ECM workflows that collectively are designed to handle all Supreme Court case processing work and a significant amount of Court of Appeals case processing work. That thirteen-month period involved three separate design and functional specification development processes, three User Acceptance Testing processes, and three system rollouts. The rollouts also included an update to the Appellate Case Management System to permit the courts to electronically distribute most court-generated documents via email.

Q: Now that the document repository and electronic workflows are in place, how is the system working?

A: The immediate benefit of the new system has been the creation of an internal electronic case file for each appellate case. Each document filed or issued in a case is linked in electronic form to the case register. Any internal user — or more than one user at a time — can access any case document in the repository at any time from their work computers or through remote VPN access. Documents can be easily emailed and saved locally, if needed.

As of January 2011, this has resulted in significant time savings for all appellate court staff, who no longer rely on retrieving the paper file for documents entered on a case register. Records Section staff can also field telephone calls from customers and respond to case status inquiries without leaving their desks to pull case files for review. The Appellate ECM system eliminates the need to hunt for a paper file to process incoming work and eliminates the need to go to a different building to retrieve files from the judges' chambers when customers request documents from the file.

Using the new system workflows, the Records Section can process the vast majority of its work — including routing to either appellate court for review, and handling returned items for completion — without having to physically move paper documents around. After processing the courts' work, Records Section staff have the ability to generate and distribute court correspondence, as well as court orders, from their workstations. That new process has reduced staff time spent on printing, making photocopies, and preparing envelopes for mailing, and has produced a cost savings on postage, paper, and toner.

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For the Supreme Court, the new system permits staff to process incoming petitions for review of Court of Appeals decisions, as well as all other petitions and motions, in electronic format through system workflows. Multiple paper copies of petitions and motions, Court of Appeals briefs, and internal memoranda no longer are circulated courtwide; instead, staff and justices may review incoming materials on their computer screens and print only if needed. Briefs in Supreme Court cases are also delivered through a workflow, in the preparation of briefing files for the justices to view on portable readers and for staff review as cases are worked on the merits. Electronic versions of circulated draft opinions are easily accessible to all staff through system queues. Members of the court may access electronic material on laptops during court conference, and the court now processes a significant part of each petitions/motions conference electronically, including electronic approval and signature of court orders. Finally, all circulated memoranda and draft opinions are linked to the court's internal management system and are easily retrievable when needed. Overall, the systems are working well for the Supreme Court, with print-ondemand use varying based on user preference and the nature of the work.

For the Court of Appeals, motions processing has changed dramatically. In any given month, the court handles more than 450 motions and more than 600 motions for extension of time. These documents now are easily accessible by judges and court staff. Before, paper documents were routed back and forth between the Records Section and the judges. The court's judicial assistants find it much easier to deliver motions to the judges for decision, especially if the judge is out of the office. Administrative motions that used to take days to process now take only minutes. Motions workflows also have "timers," which remind staff when a motion has had

no action for a period of time. Timers make it less likely that a motion will "fall through the cracks" and not be ruled on in a timely manner.

Briefing also has changed for the Court of Appeals. Roughly 1,140 briefs are transferred to Court of Appeals judges each month. Currently, the judges are using both electronic and hard copy versions as part of the transition to electronic documents. As the transition to electronic versions increases — paper delivery of documents will decrease – over time.

Q: How would you characterize staff opinions and acceptance of the new system now that they have been using it?

A: Use of the ECM system introduced a significant conceptual business process change for the Records Section and has impacted the work of each staff member. Staff continue to learn the system and, with increased use, the benefits and understanding of the system also increase.

For the Supreme Court, the judicial assistants (JAs) have worked intently to learn the new system, including trouble-shooting techniques. This has enabled them to more skillfully assist the justices and to work together to ensure that the system is fully utilized as intended. The system represents a significant business process change for the justices and the legal staff. The appellate courts' work is reading and writing intensive, and traditionally, everyone is accustomed to working with paper. Acceptance of the system has varied, in part based on the nature of particular processes and also the familiarity and comfort level of using "working" documents in electronic format.

Q: Describe the acceptance of the new system by the judges. How does it affect their work?

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A: For the Supreme Court, the system has brought a significant change for the justices, who are accustomed to working with paper. In the year before ECM implementation, many of the justices began preparing for the change by reviewing the briefs for upcoming oral argument on portable electronic readers, which provided an introduction of sorts to comprehensive electronic document review. With the Appellate ECM, incoming petitions for review and other motions and petitions, may be reviewed by the justices through staff memoranda on-screen. The justices enter and save their comments as part of the electronic memoranda, which replaces an older, handwritten note process. Orders are approved and signed electronically. Justices are also able to review more materials using remote VPN connections. Justices who prefer to print-on-demand work with their JAs to ensure that documents are prepared as needed.

The Court of Appeals judges greatly appreciate the ability to access any document that is linked to a case register. This enables them to quickly access the initiating document, for example, or an Appellate Commissioner order issued on the case prior to submission to the court. Judges continue to learn the process and transition to managing their work in an electronic format. As with any new system, some tasks take longer at the outset, as users learn to use the system.

Q: Compared to the old process, how much work time and space is being saved by sharing access to case documents via the ECM document repository?

A: The appellate courts have realized a significant time savings by having access to electronic documents via links on the case register, as opposed to a paper case file. Documents entered now are immediately available through any judge's or staff person's computer and also through remote VPN access. No filing lag time or time spent to find or

return a file affects the ability to view a document. Also, the appellate courts are located in separate buildings, which added another cumbersome layer to paper file retrieval and review. Responding to telephone inquiries about cases from self-represented parties, attorneys, the media, and others is much easier, because there is no need to search for the paper file — all case file documents are at a user's fingertips by clicking on a link for the appropriate entry in the case register. The Records Section is in the process of transitioning to electronic files-only for new cases, which will open up physical space in the office and dramatically reduce staff work currently allocated to a file clerk.

For the Supreme Court, the immediate "space" benefit has been the elimination of routing, organizing, and temporarily storing multiple copies of all documents related to petitions for review, motions, and other petitions. As the transition to electronic briefs becomes more complete — including the process of justices and staff marking up their own brief copies electronically — long-term paper brief storage also will be alleviated.

In the Court of Appeals, the judicial assistants no longer need to move stacks of briefs around or find room for filing the briefs. This has resulted in the discovery of "new floor space" — staff expects to uncover a door to an unknown room at any time!

Q: Are there plans for the future to advance the capabilities of the Appellate ECM system...and how?

A: There are no immediate plans for additional capabilities, in that no funds or resources are currently allocated, other than regular maintenance. However, ETSD staff is trained on many aspects of the ACMS and ECM configurations, and a standing Appellate Change Management Committee

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processes requests for ACMS and ECM enhancements, including those that may be accomplished in-house.

Regarding other components of the appellate systems, we hope to advance the system capabilities at some future time in at least the following respects: (1) expand eFiling beyond Oregon State Bar members to allow, for example, self-represented parties to eFile; (2) allow remote electronic access to appellate case file documents; and (3) regarding confidential cases, permit the parties and their lawyers to have remote access to documents in their own cases without giving them access to documents in all other confidential cases.

Finally, we have worked with transcriptionists and trial courts so that they can submit trial court records to the appellate courts in electronic form, although, as of now, trial court records are not maintained as part of the ECM system itself. On our agenda for future consideration is the possibility of permitting state agencies whose orders are subject to judicial review in the appellate courts, to submit agency records in electronic form.

Q: Did any Oregon Rules of Appellate Procedure (ORAP) need to be changed as part of implementing Appellate ECM?

A: The Appellate Courts adopted a new chapter to address efiling, but it was not necessary to change any ORAP as part of the ECM system implementation. Now that the system is in place, we will be reviewing the rules to propose changes that result from implementation of the system — for example, rules requiring hard copies of filed documents. Changes most likely will be proposed as out-of-cycle rules to be implemented via Chief Justice Order.

Q: Is there anything else you want to communicate about the Appellate ECM project, its past, present, or future?

A: Collectively, the Appellate eCourt systems provide the Appellate Courts with a modern approach to case and docket management, and document production and maintenance. The collective systems require more data entry by Records Section staff than the old OJIN system, which must be acknowledged when considering the overall system-produced efficiencies. The increased data entry, however, permits the Appellate Courts to provide far more detailed and accurate reporting, to more accurately manage internal work, and to more easily search for cases and case data.

Of all the Appellate eCourt components, the Appellate ECM system introduced the most significant business process change for the justices, judges, and staff. Over time, the courts will benefit more and more from increased efficiencies created by the ECM respository and workflow capabilities.

The Appellate eCourt systems are the product of intensive, collaborative, and successful ongoing work among the ETSD appellate team, the vendors, business leads and staff, and subject matter experts from the courts. Development of the systems over the years frequently required full-time immersion of court staff on system configuration, functional specification review, testing, training, and ongoing maintenance. The degree of staff time needed to create a successful implementation cannot be underestimated. More importantly, a cooperative, team approach — from court staff, ETSD staff, and the vendors — was essential to the success of the Appellate ECM project.



Oregon Judicial Department

Myth vs Fact

Myth:

"Organizational Change
Management is a program that
seeks to control people's
attitudes about a major
change in their
organization."

Fact:

Organizational Change is an organization's practical response to keep up with changes in the society it services. The Oregon Judicial Department's (OJD) technology project, Oregon eCourt, will implement a necessary business improvement that will replace old technology that currently limits OJD's ability to interact with the legal community and other agencies, as well as with the public.

Before organizations were educated about the benefits of helping employees adjust to a major change in business processes, work duties, or technology, people were expected to comply and then struggle individually to adjust with no questions asked. In the 21st century, Organizational Change Management has adopted a component called "the people side of change." It focuses on preparing people for the new demands that will be placed on them.

Organizational Change Management invests in employees by helping them develop skills through knowledge and training that will carry them through the change process. It seeks their participation as workforce experts in implementing advances, and it counts on their desire to support the organization's development and purpose.

Utltimately, the "people side of change" has nothing to do with control –instead, it has everything to do with an organization's decision to support everyone involved by providing them with the skills and knowledge to be equipped for and ready for change.

Tech Tip

Submitted by Dana Jensen, Technical Writer, ETSD

Optimizing Your "Change Password" Experience

Every six months, the "Change Password" message pops up on your computer screen to remind you that it is time to change your password or passwords (most people prefer to use the same password for all OJD systems, when possible).

The "change password" process works best when you change your passwords at the same time – in a specific order:

- 1. OJIN Password
- 2. Notes Password (servers & resources)
- Lotus Notes Password (Intranet, iNotes, & Sametime-instant messaging)
- 4. Windows Desktop Password

Instructions can be found on the OJD intranet at the link below to walk you through your password changes in the proper order:

https://intranet.ojd.state.or.us/OJDIntra/osca/etsd/password.page?

Def-i-ni-tions:

What is "Oregon eCourt Integration"?

The Integration component of the Oregon eCourt Project oversees the creation of interfaces allowing data exchanges between the Odyssey case management system and our partner agencies. These agencies include: Oregon State Police, Department of Revenue, Department of Motor Vehicles, Department of Corrections, State Treasury, Department of State Lands, Criminal Justice Commission, Oregon State Bar and others. The goal is to maintain the current existing interfaces with these agencies and gradually replace them with interfaces with the Odyssey system.

For more Oregon eCourt-related definitions, go to the <u>Oregon eCourt Glossary on the internet</u> or, the Oregon eCourt Glossary on the intranet located under <u>Oregon eCourt/Projects/Organizational Change Management/</u> in the Quick Links box.

Please email your comments, questions, or suggestions for articles to: 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.