



Oregon Judicial Department
Enterprise Technology Services Division



Oregon eCourt Program

IT Strategic Plan & Program Charter

Version 1.0

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0. Document Information

0.1 Document Purpose

The Judicial Branch's Oregon eCourt Information Technology (IT) Strategic Plan and Program Charter describe the overall strategies and implementation plan for the Oregon eCourt Program. This document focuses on the next five years (FY 2011 – FY 2015) and reflects the needs of the courts, the reality of the current economic environment, and the change to a single-solution provider (SSP) approach to addressing the Oregon eCourt. Furthermore, this document details a vision for the future, presents a situational assessment of the Oregon State courts, identifies the strategies and tactics to be employed, and describes the estimated costs and benefits of the Oregon eCourt Program.

The content and analysis in this document represent a compilation of material and content from previous versions and direction that emerged from strategic decisions by the Chief Justice, State Court Administrator (SCA), and Chief Information Officer (CIO). The IT Strategic Plan/Program Charter has been produced in response to the decisions made as of February 2010 when the Oregon eCourt Executive Sponsors directed the Program to acquire a single-solution provider/integrator (SSP) to deliver the needed functionality for the Oregon eCourt. Furthermore, the document is receptive to the current economic and political environment and has been adjusted accordingly.

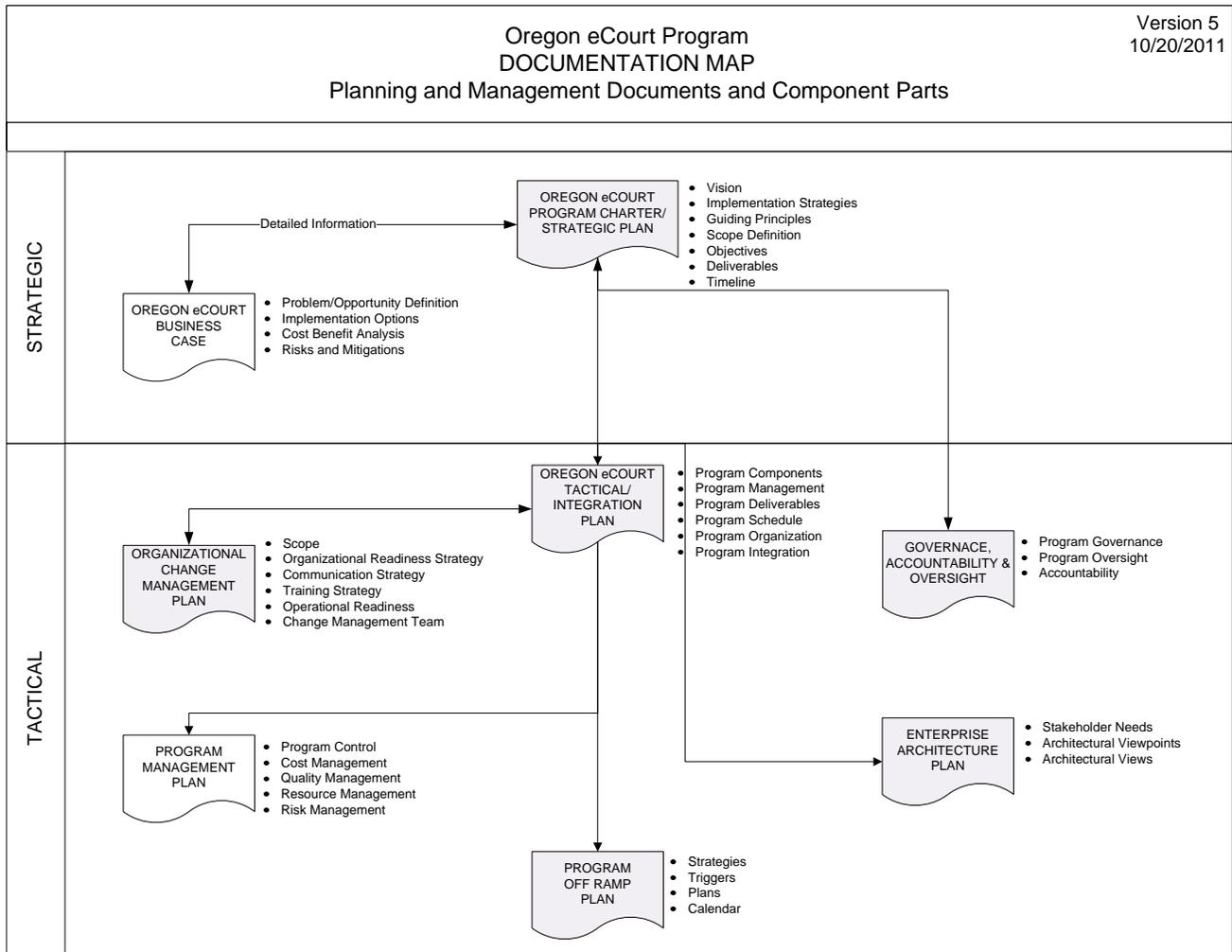
Revision	Date	Author	Comments
0.1	6/28/2011	Soos Creek	Combined IT Strategic Plan and Program Charter. Revision to include SSP approach to Oregon eCourt (Draft).
0.2	8/23/2011	Soos Creek	Revision includes SSP approach and feedback from OJD (Final—not approved).
0.3	9/8/2011	Charlotte Mills	Changed version history to reflect new document and other minor formatting changes
0.4	9/29/2011	Charlotte Mills	Changed signature page
0.5	10/21/2011	Charlotte Mills	Incorporated changes recommended by OESC and minor administrative changes
0.6	11/15/2011	Brittany Larkins	Electronic signatures added after Executive Sponsor approval on 10/31/2011 – Executive Sponsors Meeting
1.0	11/15/2011	Charlotte Mills	Modified electronic signatures from “/s” to “/s/” and changed to final approved version 1.0

0.2 Document Relationships

The recent changes in the approach to addressing the needs of the Oregon eCourt have brought about concern for the content and structure of the Oregon eCourt supporting documents. In response, this particular revision focuses on bringing consistency and cohesiveness to the Oregon eCourt and to the supporting documentation as a whole. This increased emphasis for organization and collaboration will ultimately promote solidarity among these Program drivers and provide improved strategy and direction for the overall Oregon eCourt effort. In addition, this revision will also introduce Tyler Technologies, Inc, or Tyler, and their single solution provider (SSP) approach to meeting OJD's Oregon eCourt functionality needs.

The diagram below describes the hierarchical relationships that exist between the Oregon eCourt Program planning documents.

Figure 1: Oregon eCourt Documentation Map



1. Introduction

The Oregon Judicial Department (OJD) is in the midst of transforming the business operations of the Oregon state courts through the creation of a statewide electronic court system termed "Oregon eCourt." Oregon eCourt will be the largest and most accessible courthouse in the state — one that provides a common experience for all citizens and businesses of Oregon, no matter how they choose to access services or where they are located. It will be the one place that the public may visit to do business with any trial or appellate court in the state. The new technologies used to create Oregon eCourt will enable Oregon's state courts to evolve business processes to more effectively serve the needs of judges, court personnel, the legal community, and the citizens of Oregon.

This document addresses the complexities associated with operations of the appellate and trial courts and the statewide use and management of technology within all the courts along with the Office of the State Court Administrator (OSCA). The Oregon eCourt IT Strategic Plan reflects the efforts and outcomes associated with the Judicial Branch's migration toward a fully electronic court.

1.1 Background

2004-2006 Initial Planning

In February 2004, the Chief Justice chartered a Special Task Force on Future Technology in the Oregon State Courts to develop a ten-year Information Technology (IT) Strategic Plan (TSP) for the Oregon Judicial Department (OJD) and provide recommendations for the future direction of OJD technology systems. At the time, the plan focused on four strategic goals:

- 1) Improve access to justice.
- 2) Increase operational efficiency.
- 3) Mitigate the need for increased space in courthouses.
- 4) Provide data to manage court programs.

The task force went on to develop high-level strategies revolving around governance, a new paper-on-demand business model, and intent to replace the legacy case management system (CMS) in order to accomplish the goals of this plan.

Then, in early 2006, the new Chief Justice, the Honorable Paul De Muniz, accelerated the IT Strategic Plan. The Technology Committee approved an updated IT Strategic Plan in late 2006 and began forming initiative teams made up of court personnel to start planning the business changes and evaluating possible technology acquisitions or replacements.

An updated plan, finalized in March of 2007, retained focus on the original four goals and outlined a five-year effort to provide a fully electronic, virtual courthouse environment, providing a common experience for all court parties regardless of process or location, which was termed "Oregon eCourt."

Continued updates to the Oregon Judicial Department's IT Strategic Plan now focus upon a refined set of five goals for the direction of OJD. Those goals are:

- 1) Protect public access to justice.
- 2) Maintain public trust and confidence.
- 3) Provide quality and timely dispute resolution.
- 4) Collaborate with justice system partners and other stakeholders.
- 5) Enhance judicial administration.

These five goals are wholly consistent with the four goals originally established for the OJD and continue to provide direction for the Oregon eCourt Program.

2007-2009 ECM and Web Portal

In March of 2007, the State Court Administrator hired a new CIO with the responsibility of managing both the OJD IT Division (Enterprise Technology Services Division, or ETSD) and the implementation of the IT Strategic Plan.

In fall 2007, the State Court Administrator, the CIO, and the Deputy State Court Administrator for Business Administration developed and presented the plan and funding proposal for the Oregon eCourt Program to the Joint Legislative Interim Committee on Court Technology.

In early 2008, the Legislature received written documents and in-person presentations for the business case documentation for the Oregon eCourt Program. The Legislature accepted that business case and authorized continuing expenditures for the Program to move forward with planning and implementation. At the end of 2008, the Program planned to roll out applications into five Pilot Courts and extend its reach in the Appellate Court Project. The target for implementation, across all of Oregon, was in the 2013-2014 timeframe.

By early January of 2009, the Program's situation had changed dramatically. The State's economic outlook had taken a substantially negative turn. The Legislature had notified the OJD that the Program had not corrected a number of deficiencies identified by the Legislative Fiscal Office (LFO) since mid-2008. By the end of January 2009, the Legislature had significantly cut the authorized financial capability for the Program, pending satisfactory remediation of the deficiencies.

During the February 2009 – May 2009 time period the Program's staff focused heavily on preparing documents required by the LFO. As a result, the Program was required to announce the suspension of activity on a number of its projects; effectively the Program underwent a refocus of its efforts and a significant delay in rolling out its applications throughout the State during this time.

2010-2011 Migration to Single Source Provider

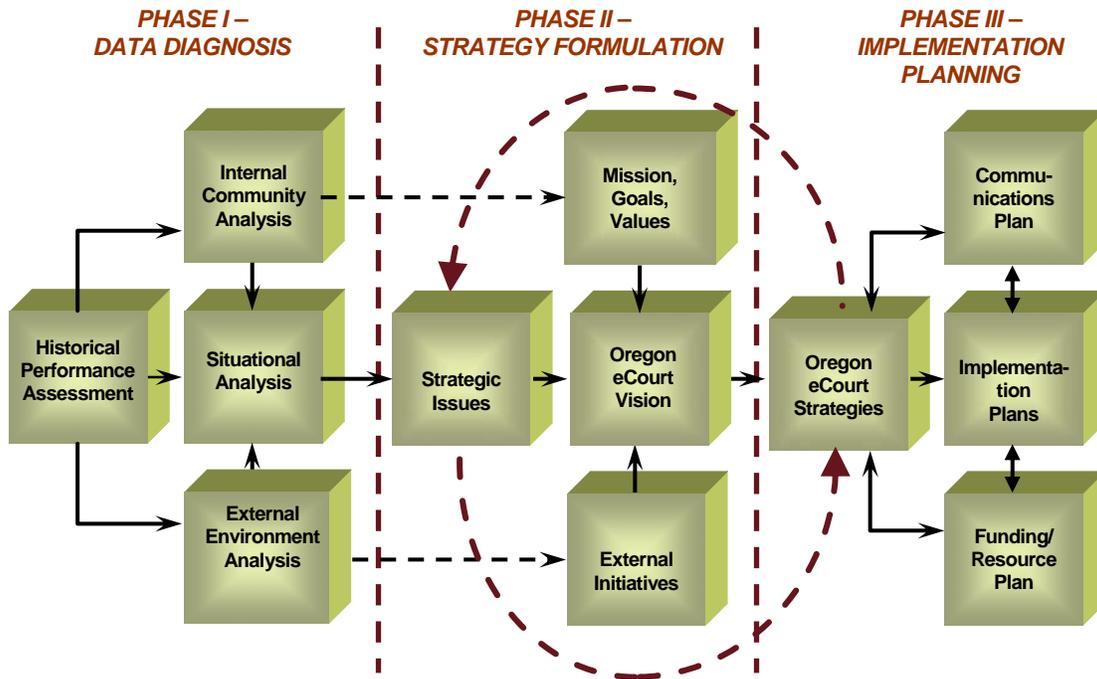
In February of 2010, the Oregon eCourt Executive Sponsors directed the Program to halt rollout of many of the Program applications and to restart the Program, centering the implementation strategy on an integrated application suite delivered by a single solution provider (SSP). The Program then wrote and issued an RFP to procure products and services offered by an SSP. The OJD acquired, Tyler Technologies, Inc., a single solution provider/integrator (SSP) to deliver the remaining needed functionality for the Oregon eCourt Program.

When fully implemented, the Oregon eCourt Program will replace the current paper-based processes and legacy technology of Oregon's State Courts with more efficient and informative web-based processes and a modern, scalable technical infrastructure. This document has been prepared in support of the Oregon eCourt Program and closely aligns with the five strategic goals mentioned above. Furthermore, this document directly supports the Oregon eCourt vision, which is: "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."

1.2 Methodology

A three-phase structured approach was used in the strategic and tactical planning process of the Oregon eCourt. This methodology includes: Phase I – Data Diagnosis; Phase II – Strategy Formulation; and Phase III – Implementation Planning. See the diagram below:

Figure 2: Oregon eCourt Planning Methodology



This approach focuses on critical decision making and results in a structured portfolio management approach for implementation.

Phase I – Data Diagnosis. Evaluated the present environment in terms of past performance, current capabilities (strengths and weaknesses), and external influences (opportunities and threats). It included an analysis of other states and the vendor community currently supporting courts nationwide. This analysis yielded the strategic issues that must be addressed in the plan.

Phase II – Strategy Formulation. Identifies the overarching direction for the Oregon eCourt Program. This includes reviewing the long-term direction for the Oregon state courts, articulating the direction the Department will operate under in the future, and defining the solution, technology, and management strategies necessary for implementing the Oregon eCourt Program.

Phase III – Implementation Planning. Presents the program areas, initiatives, resources, budget, and milestones for the overall Oregon eCourt Program. The strategies and initiatives, derived from the Oregon eCourt vision, shall serve as a basis for organizing the tactical plans and directing OJD’s business and operational improvements.

2. Strategic Plan

The purpose of the IT Strategic Plan is to provide a comprehensive planning framework for improving the overall business effectiveness and operations of OJD. The intent is to focus OJD on the organizational, operational, and technological changes that must be implemented to achieve the Oregon eCourt vision for Oregon's state courts. This plan serves as a valuable tool for defining the road map that will shape the future of Oregon's state courts and for communicating to OJD judges and staff, business partners, the Legislature, and the public.

2.1 Judicial Branch Operating Mission

The basis for the IT Strategic Plan is OJD's strategy of the desired future environment for court service delivery, operations, technology, and management. This strategy is based on the operating mission, values, and goals defined by the Judicial Branch. The future state of an electronic court with online services and supporting technology fosters the overall operating mission as defined below.

In 1992, the Chief Justice of the Oregon Supreme Court and OJD launched a project with stakeholders to consider the future of Oregon's courts. As a result of that project, the Chief Justice formed the Future of the Courts Committee.

The committee worked for several years to create the 1995 vision statement for the Oregon state courts in the year 2020, titled "Justice 2020: The New Oregon Trail." For six years, that vision statement informed and guided state court administration, planning, budgeting, and legislative activities. In 1998, the Future of the Courts Committee began work to renew, refresh, and update the vision statement.

This committee developed a new vision statement with values, goals, and suggested strategies. In 2001, the Chief Justice approved the new statement, "Justice 2020: A Vision for Oregon's Courts." Oregon state courts continued responsibility to provide justice and uphold the rule of law as supported by these adopted values:

- Fairness, equality, and integrity
- Openness and timeliness
- Independence, impartiality, and consistency
- Excellence, innovation, and accountability
- Respect, dignity, public service, and community well-being

In July 2008, the Chief Justice assembled a Strategic Plan Leadership Team to develop the Department's five-year strategic plan. One of the most significant changes was the shift from a vision statement to a mission statement, "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." The strategic goals set out in the 2009-2013 Strategic Plan align closely with the mission statement, values, and goals with which the judiciary uses to focus their continued commitment to providing justice and serving Oregonians. The five goals are:

Goal 1: Protect Public Access to Justice. Oregon's courts are committed to providing equal access, ensuring fairness, and enforcing the rule of law. Everyone has a right to accessible justice. Our courts provide all people with the help and information they need to resolve their disputes quickly and fairly, and at a reasonable cost. We help to secure legal representation for those who need it and to assist those who represent themselves. Oregon courts strive to be safe, easy to use, free from barriers, and culturally responsive. County courthouses will continue to stand as symbols of assurance that justice will remain available to everyone throughout the state. Our courts will use state-of-the-art technology to ensure that the services that we provide meet people's diverse needs.

Goal 2: Maintain Public Trust and Confidence. Preserving and enforcing the rule of law is one of the cornerstones of our democracy. Oregon's courts strive to be impartial, fair, and accountable. As an equal branch of government, we work closely with the Executive and Legislative branches to ensure justice for all, to preserve the traditional judicial function, and to secure adequate resources to fulfill our responsibilities. The Oregon court system supports judicial operations in every county by providing coordinated services related to technology, court improvement, and education.

Goal 3: Provide Quality and Timely Dispute Resolution. At a fundamental level, courts work to resolve conflicts fairly, in a timely manner, appropriately, and cost effectively. We must continually develop innovative procedures to meet those often disparate demands. Effective case flow management makes justice possible not only in individual cases but also across the entire justice system. Effective court management helps to ensure that everyone receives due process and equal access to justice. Oregon courts will continue to work to provide access to the dispute resolution methods most suited to the parties' needs, whether it be mediation, a timely jury trial, or some other process. Judicial administration organized around the requirements of effective case flow, dispute resolution techniques, and trial management enhances justice.

Goal 4: Collaborate With Justice System Partners and Other Stakeholders. The Judicial Branch alone cannot solve difficult societal problems. Oregon courts work actively with their public and private partners and volunteers to strengthen the work of the courts and to improve safety in our communities. Together, we promote public safety and quality of life, improve the lives of children and families, help provide a stable and predictable environment with consistent enforcement of economic and property rights, and protect the most vulnerable members of our communities. Toward those ends, many judicial districts have adopted various specialty court models (such as family courts, domestic violence courts, restitution courts, and community courts) that allow us to meet local community needs. In those and other areas, judges are committed to applying best practices to enhance outcomes for all those we serve.

Goal 5: Enhance Judicial Administration. Oregon courts must use the resources of Oregonians wisely. We are accountable to the law, to the other branches of government, and to the public. The effective administration of justice requires deliberate attention to and improvement of the core processes of our court system.

The mission, values, goals, and strategies provide the framework for the design of the Oregon eCourt Program and support the continued commitment of the branch to providing accessible justice services that protect the rights of individuals, preserving community welfare, and inspiring public confidence in all Oregonians.

2.2 Situational Analysis

OJD is an information-based business. OJD relies extensively on up-to-date, accurate, available information to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

The information management systems that OJD depends on today were developed internally over 25 years ago. Today, there are only a few staff remaining that continue to understand and know how to maintain these aging systems. The systems are siloed, inflexible, and cannot leverage new technologies or enable improved business practices. They inhibit the ability to promote new and improved ways to share court data with criminal justice and human service agencies, legal and business stakeholders, and the public. A key system, OJD's Financial Integrated Accounting System (FIAS), which processes upwards of \$250 million in revenue each biennium, is difficult or impossible to modify in order to accommodate policy, law, or business practice changes. Additionally, much of the current hardware used for these systems is reaching end-of-life and will need to be replaced.

In addition to the aging and inflexible computer systems, OJD's business practices are inflexible and inefficient due to a continued heavy reliance on paper-based processes. OJD handles approximately 50,000,000 (50 million) pieces of paper per year. This equates to about 10,000 boxes of paper that weigh 500,000 lbs, or about 250 tons. Over a ten-

year period OJD handles and moves about half a billion pieces of paper. These paper-intensive, manual processes, combined with the very real threat of budget/staff reductions, threaten OJD's ability to fulfill its mission.

To better understand OJD's business and technology needs, stakeholders from Oregon's justice environment and the national justice community were engaged in a series of events designed to capture input of the overall planning process. The material below outlines Oregon's business and technology needs, includes a synopsis of how peer states have addressed similar issues, and describes the resulting strategic issues that are addressed by this plan.

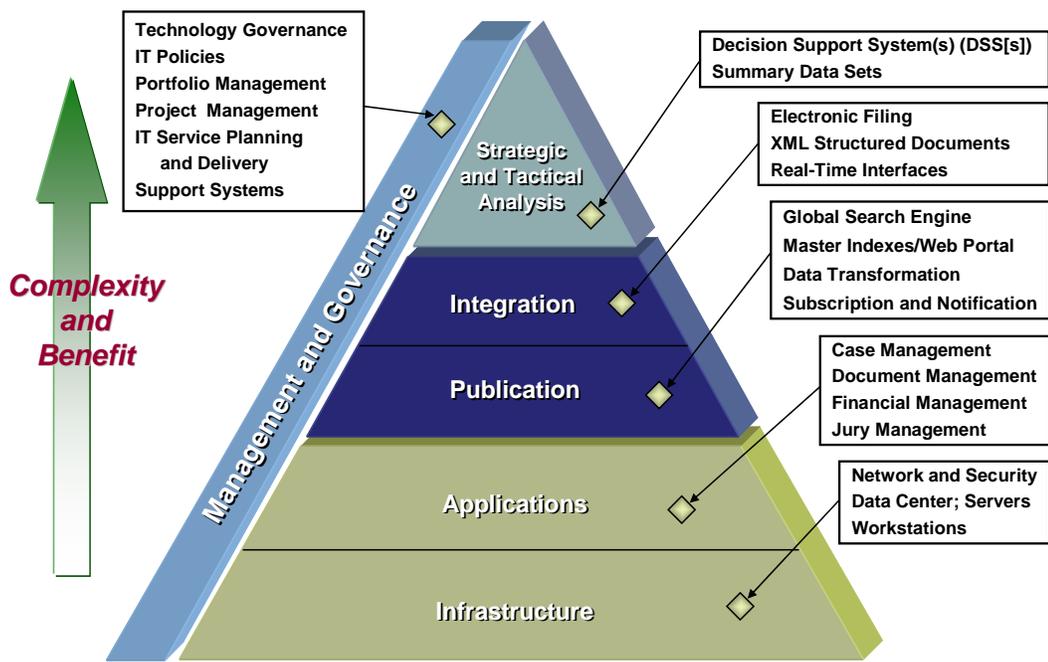
2.2.1 OJD Needs Analysis

OJD's stakeholders were engaged at the onset of planning activities to capture and describe their unmet business and technology needs. Stakeholders then participated in a series of events to discuss and confirm their needs through the structured needs planning framework described below.

2.2.2 Needs Planning Framework

Business and technology needs relative to the use and management of OJD's current IT infrastructures were gathered from stakeholders using a structured framework that segments needs in a manner common to most governmental technology organizations. See Figure 5: Needs Planning Framework.

Figure 3: Needs Planning Framework



More information regarding the structure and areas of examination for the business and technology needs can be found in the 2004 OJD Information Technology Strategic Plan.

2.2.3 Captured Needs

Over 280 business and technology needs were captured from stakeholders during a series of personal interviews and regional workshops. The following table shows the distribution of needs within the context of the planning framework:

Framework Layer	Captured Needs
Management and Governance	61
Strategic and Tactical Analysis	21
Integration	54
Publication	38
Applications	73
Infrastructure	33

2.2.4 Commonly Identified Needs

The following tables summarize the more common threads of identified business and technology needs gathered from stakeholders:

MANAGEMENT AND GOVERNANCE

Needs	Description
Project Management Office	Need for increased communication and accountability regarding IT changes and plans to meet business deliverables from a

Needs	Description
	centralized source.
Technology Standards	Need for published standards for technologies that will interoperate at the enterprise level and be available for leveraging purchasing power.
Business-Based Initiatives	Need to ensure that technology plans and expenditures meet a defined outcome and support specific organizational goals.
Training and Documentation	Need for more robust applications training and systems documentation for end users.
Demarcation of Responsibility	Need to define the IT responsibilities of the central IT organization versus those of individual courts.

STRATEGIC AND TACTICAL ANALYSIS

Needs	Description
Uniform Court Management Statistics	Need for increased consistency in common court management and reporting across the enterprise.
Court Performance Measures	Need for information regarding the success of court operations in terms of tangible benefits to the public.
Decision Support Standards	Need to provide access to internal and external information in a manner that allows a more informed degree of judicial decision making.

INTEGRATION

Needs	Description
Electronic Commerce	Need the ability to accept electronic payments for common court fees and fines, to reduce the manual processes involved and increase collections capabilities.
Electronic Filing (eFiling)	Need to reduce the highly manual efforts associated with processing court filings by implementing eFiling capabilities.
Partner Integration	Need to implement electronic information exchanges with state and local justice organizations to reduce the level of manual processing required and increase timeliness and accuracy of information.

PUBLICATION

Needs	Description
Operational Reporting and Data Inquiry	Need to provide the mechanisms necessary to allow the ability to extract information from enterprise data stores as needed.
Notification and Subscription	Need to provide the capability to electronically notify interested parties of significant court events to reduce the reliance on manual requests for common information.
Electronic Document Distribution	Need to provide the programs necessary to distribute commonly requested official court documents to reduce the manual effort required to respond to requests for common documents.
Public Information Access	Need to provide the capability to allow the public to access common court information electronically, especially as it applies to an individual's particular case, to reduce the manual efforts currently required to satisfy information requests.

APPLICATIONS

Needs	Description
Case Management Suites	Need to provide consistent capabilities to manage daily court caseload work while reducing the need to switch between various court case management applications.
Case Management Coding Standards	Need to implement common standards for data entry for purposes of consistent court operational reporting across the enterprise.
Consistent Person and Case Identification	Need to establish the mechanisms necessary to consistently identify individuals involved in court business. This will ensure that all individual court interactions are known and accessible.
Financial Management	Need to execute a number of changes to the current court Financial Management System (FMS) to promote ease of financial management, state accounting system integration, and implementation of electronic commerce.

INFRASTRUCTURE

Needs	Description
Content Management	Need for the ability to consistently manage electronic documents throughout the enterprise to increase access to common information and reduce the complexities of managing a traditionally paper-based environment.
Videoconferencing	Need to expand the videoconferencing infrastructure to allow for growth in use of the technology to reduce the logistical costs and complexities associated with person-to-person communications and related events.
Terrestrial and Wireless Networking Infrastructure	Need for increases in networking bandwidth to accommodate a number of new functions, including videoconferencing, wireless access in the court, document management, and new court case management applications.
Office Automation	Need for standardizing the office automation environment to better fit with the justice community as a whole.

2.3 Environmental Scan

Through this planning effort, OJD surveyed its national peer community of state judicial departments to understand how other states addressed similar business and technology needs. In addition, OJD contacted a number of vendors for information and held an information session for demonstrations and information. This subsection describes the areas of inquiry and some of the key results from the survey responses and the information session.

2.3.1 Areas of Inquiry

The 2004 peer survey focused on areas of inquiry originally defined in the scope of work outlined by the 2004 task force. These areas were:

- *IT Management and Governance* – Includes peer governance structures, membership composition, and operating protocols.
- *Technology Infrastructure* – Includes usage of eFiling, wireless infrastructures, and digital audio and video components.
- *Case Management Systems (CMS)* – Includes a review of national CMS vendors and their trial court and appellate court case management product offerings.

- *Court Data Publication and Integration* – Includes a review of current techniques for exchanging court information with partner organizations.

The section below outlines, at a high level, findings among the areas of inquiry outlined above.

2.3.2 Survey Results

Data points from the peer survey of 27 states and territories were considered during the overall planning process. Selected survey data points are provided below.

IT MANAGEMENT AND GOVERNANCE

The peer survey yielded a number of trends suitable for consideration by OJD as a component of the IT strategic planning process. Trends identified in the survey included the following dimensions of IT management and governance:

- *Use of committee structure*
- *Subcommittee involvement*
- *Committee origin and formality*
- *Committee size and membership*
- *Meeting frequency*

TECHNOLOGY INFRASTRUCTURE

The 2004 peer survey of 27 states and territories revealed insights regarding the use of technology in other organizations. While slow progress has been made in other states since 2004, the survey was not repeated for this plan update. A summary of the 2004 trends is provided below.

- *eFiling* – Of the 27 states and territories surveyed, only two (California and Texas) had demonstrated success with eFiling. The majority of surveyed agencies are also actively planning for this functionality.
- *Wireless Networking Infrastructure* – No judicial branch had recently rolled out, or was planning to roll out, wireless technology on a branch-wide level. Only 20 percent of the agencies interviewed had rolled out wireless technology on a limited basis.
- *Digital Audio Infrastructure* – Only two states provided digital audio technology on a comprehensive level. However, all judicial organizations identified the adoption of digital audio technology as a strategic initiative for the future.
- *Digital Video Infrastructure* – No state provided digital video technology on a comprehensive level. Only three states had major installations, and these addressed only remote conferencing and arraignment proceedings.

CASE MANAGEMENT SYSTEMS (CMS)

The peer survey included components of vendor court CMS market offerings. Findings were segmented into both trial and appellate court CMS market offerings.

- *Trial Court Case Management* – Six vendors were identified as the leaders in the trial court CMS marketplace. Offerings ranged from new to mature products that all had the potential to meet OJD's trial court case management needs.
- *Appellate Court Case Management* – While a number of trial court case management vendors were beginning to plan for the needs of the appellate court, only one vendor was found to have a system functionally mature enough to meet the unique needs of this market area.
- *Buy Versus Build* – Of the states surveyed, a slight majority (53 percent) planned to purchase its next court CMS rather than build one using internal judicial IT staff.

COURT DATA PUBLICATION AND INTEGRATION

The ability of courts to leverage technology for information sharing with other agencies and parties is a critical need. This portion of the survey addressed the integration options available to OJD as it set its strategic IT direction.

- *Inquiry Access* – The court’s ability to access other agencies’ information, as well as the ability to allow others to access court information, is critically important for effective and efficient court operations. This can be done by leveraging the following common technologies:
 - Enabling direct system access
 - Posting information to the Web
 - Implementing “portal” technology to publish court information
 - Enabling enterprise search of all content repositories
- All four options represent viable alternatives for OJD to share court information with the public and its partners.
- *Information Exchange* – The second component of integration is information exchange. Information exchange is commonly defined as moving discrete sets of information from one system to another in order to:
 - Improve public safety throughout Oregon
 - Improve data integrity throughout the justice process
 - Improve data currency throughout the justice process
 - Improve data reporting and analysis capabilities
 - Reduce data entry costs
- Through the implementation of a comprehensive integration solution for criminal justice information sharing among state and local agencies, many states across the country have realized these benefits.

2.3.3 Vendor Information Session

January 8 through 10, 2007, OJD, in conjunction with MTG, hosted a vendor fair at the Monarch Hotel & Conference Center in Clackamas, Oregon. Three types of products were showcased at the vendor fair: CMS, Enterprise Content Management (ECM), and eFiling. The purpose of this fair was to provide statewide court users and administrators with the opportunity to experience the functionality, processes, and look and feel of the applications. Those who may have been unfamiliar with the capabilities provided by such modern systems gained a better idea of what they may expect from a new OJD system. The vendor fair also served as a catalyst for garnering user momentum in moving this initiative forward. The following nine vendors attended the fair:

Vendor Name	Session
CMS	
Affiliated Computer Services, Inc. (ACS)	January 8 and 9, 2007
Justice Systems, Inc.	January 8 and 9, 2007
MAXIMUS, Inc.	January 8 and 9, 2007
Tyler Technologies, Inc.	January 8 and 9, 2007
ECM	
EMC Corporation (EMC ²)	January 10, 2007
Hyland Software, Inc.	January 10, 2007
eFiling	
LexisNexis	January 10, 2007
Tybera Development Group, Inc.	January 10, 2007
Wiznet, Inc.	January 10, 2007

2.4 Business Context

This plan is written and published at a turbulent time for the nation and the state. There are a number of potentially fundamental changes that are occurring at the time of the IT Strategic Plan update that could impact the scope and approach to implementation. Primarily, these include the political and economic issues described below.

2.4.1 Economic Environment

Oregon is currently experiencing a severe economic downturn that has dramatically reduced state income tax revenues. This has led to reduced funding for the Oregon eCourt effort in addition to reductions to the OJD operating budget. The Program implementation team has responded to this situation by extending timelines and reducing scope for many of the projects that make up the overall Oregon eCourt Program. However, the overarching strategies and approach to Oregon eCourt that are contained in this document remain essentially unchanged.

The national economy is currently struggling with unemployment, energy, and financial market issues. The Oregon economy is dependent upon national and state overall prosperity, and tax revenues are estimated to be significantly lower over the next two to three years, as the world is in the grips of a steep recession.

2.4.2 SWOT Analysis

A strengths, weaknesses, opportunities, and threats (SWOT) analysis summarizes the significant issues identified from the needs analysis, environmental scan, and business context. This analysis represents the situation as of April 2008.

Figure 4: SWOT Analysis

		POSITIVE	NEGATIVE
		Strengths	Weaknesses
I N T E R N A L		<ul style="list-style-type: none"> • Project management office, strong project management professionals, and certified project managers • Strong executive commitment • Significant change management • Active involvement of OJD judges and staff from across the state • Support from Oregon State Bar • New eFiling statute • Stable business programs • Funding for the first stage of implementation • Oregon Judicial Information Network (OJIN) online services 	<ul style="list-style-type: none"> • Limited management capacity, as there is a growing number of retirement-eligible personnel within the court system • Limited electronic communication with customers • Largely operation-centric programs • Some consensus for process reengineering standards/approach • Inadequate quality management metrics and performance measures • Unclear ownership of business processes • Overly dependent on key staff within program areas • Poor management of expectations • Systems and supporting technologies with limited support (OJIN, Financial Integrated Accounting System [FIAS]) • Very limited ability to provide data for managing programs • Limited ability to interface with partners • No way to adapt current systems to accommodate changing demands of the business • Not a culture accustomed to embracing change
		Opportunities	Threats
E X T E R N A L		<ul style="list-style-type: none"> • Upgrades to Oregon State Police and Department of Corrections systems • Oregon State Bar, public, and other customers increasingly more technical • Migration toward a self-service society • Increasing customer expectations and demands for new services 	<ul style="list-style-type: none"> • National economy and dropping state revenues • Slow response from civil service system for hiring personnel for the program • Impact of presidential election as well as state elected officials such as governor can hinder priorities • Changes in state legislative personnel

2.4.3 Strategic Issues

A number of high-level strategic issues have been identified through the analysis of business and technology needs, along with corresponding input from OSCA and the peer state survey. The manner in which these strategic issues are addressed largely determines the overall outcome of the plan implementation over 2008–2017. These strategic issues are:

- What is the most efficient means of providing services to customers? Are the State Bar and the public going to adapt to the new electronic services?
- How will the OJD maximize the available funding for the first stage while committing to the complete strategy?
- Can and should some similar business functions across the trial and appellate courts be integrated into a centralized or single-services environment?
- Can the Department leverage partnerships with other government entities to provide the technology required to integrate state and local agencies?

- How aggressive should the Department be in implementing this IT Strategic Plan and moving to a new business environment?

The approach to addressing these strategic issues shapes the manner in which Oregon's state courts will operate and use technologies in the future.

2.5 Oregon eCourt

The Oregon eCourt Program is the centerpiece for enabling the Oregon judiciary to achieve its mission and goals. Oregon eCourt will transform how the court system serves the people of Oregon. It is the judiciary's primary statewide undertaking for the next several years, the largest technology program ever taken in support of Oregon's judges and courts, and has received both support and funding from the Oregon Legislative Assembly. Oregon eCourt is the forefront of the state court system's business Strategic Plan. The scope of this major initiative supports and enables every one of the five goals in OJD's 2009-2013 Strategic Plan.

Oregon eCourt will implement technology to shift the present paper-based system to a digital universe of information and services. That technology will transform how private businesses, public agencies, and individuals obtain information and services from Oregon's courts. It will transform how judges, court staff, and consumers of judicial services work. Instead of the limits of a paper document available at a single courthouse during an eight-hour business day, Oregon eCourt will provide an open forum available 24 hours a day, every day of the year, for documents, court information, and case-related filing and payment services. The Oregon eCourt will address the ways in which to transform the courts of today into the courts of tomorrow.

2.5.1 Vision

A vision draws from the human value in an organization's mission, and often describes the highest values that an organization hopes to reach. In implementing Oregon eCourt, the Oregon Judicial Department is taking action to move towards its vision that: *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 will produce those results by constructing a standard technology infrastructure in Oregon courthouses to give judges and staff the information management resources they need. For example, Oregon eCourt will provide the following:

- A single web portal for access to any court, at any time, from anywhere, for eFiling, obtaining information about court programs and services, and making payments
- Web-based services such as multilingual guides, fill-in-the-blank court forms, and self-help centers
- Web access to court documents, calendars, case records, exhibits, and other digital content
- Video court appearances from any place with an Internet connection, a camera, and bandwidth
- Video conferencing for trainings and meetings
- Wireless Web access in every courthouse
- Standardized business processes across the state

These features will combine to enhance the public's trust and confidence in the Oregon court system by enriching judicial administration, improving both the quality and timeliness of dispute resolution, expanding access to justice, and permitting more efficient collaboration with Oregon's justice system partners and other stakeholders — all in the service of responsible stewardship of public resources and excellence in the achievement of the judiciary's mission. At the same time, Oregon eCourt will not replace in-person services at a physical courthouse. Those traditional services will remain available, just as they are today, and hearings and trials will continue to convene in courthouses across the state and be open to the public. In short, Oregon eCourt is the most comprehensive electronic court effort

undertaken in a state court system in the United States. Its successful implementation lies at the core of the mission for Oregon's courts.

2.5.2 Objectives

In order to quickly adapt to and meet changing business needs, the IT Strategic Plan must aim to accomplish and support the following goals:

- Protect public access to justice by:
 - Improving the scope and quality of services for self-represented litigants through both staff training to improve customer service and the development of user-friendly, multilingual court forms and guides
 - Improving and expanding, through the use of technology and other means, the availability, distribution, and scheduling of qualified court interpreting services

- Maintain public trust and confidence by:
 - Providing resources and training to judges and staff on domestic violence, elder abuse, child development, adult protective proceedings, and mental health
 - Ensuring that courts have the tools and information necessary to respect and enforce the constitutional rights of crime victims
 - Evaluating and expanding programs aimed at increasing the number of citizens responding to jury summonses and improving the quality of jurors' experiences, for example, through the use of "one-trial or one-day"
 - Implementing the statewide security, emergency preparedness, and business continuity plans, and continue developing and testing local and division plans
 - Developing programs to improve the effective collection of monetary orders – restitution, fines, and fees – and compliance with related court orders to increase individual accountability to the justice system, victims, and society
 - Developing a robust management system that allows for projection, analysis, and reporting of budgets and expenditures at a variety of organizational levels
 - Expanding outreach efforts designed to enhance public understanding of the judiciary and its processes

- Provide quality and timely dispute resolution by:
 - Updating and ensuring compliance with the Oregon Standards of Timely Disposition by implementing local best practices for caseflow management
 - Offering the full range of dispute resolution options to resolve cases before trial
 - Ensuring that every court and courtroom meets baseline technology standards for providing audio, video, and telephonic capabilities, and for creating and maintaining accurate court records
 - Creating a statewide pool of judges trained to manage complex litigation and expand the availability of commercial courts in Oregon

- Collaborate with justice system partners and other stakeholders by:
 - Creating an adequate and stable system of staffing and funding for existing and future treatment courts
 - Advancing the goals of the Juvenile Court Improvement Program to improve the safety, permanency outcomes, and well-being of children in dependency cases
 - Developing tools and training to improve the handling of delinquency cases and to address over-representation of minorities in dependency and delinquency cases
 - Improving information sharing with the legislature and other governmental entities
 - Improving information sharing with other stakeholders in the justice system and increase the judiciary's involvement in intergovernmental committees

- Enhance judicial administration by:
 - Developing and implementing methods to assess the needs and performance of the judiciary and to educate personnel on using performance data to identify and improve workflow and outcomes
 - Enhancing knowledge, skills, and abilities in the area of court administration for judges and managers throughout the court system
 - Developing and implementing career-ladder planning and development programs and opportunities for all court and administrative staff

These objectives drive an actionable program framework that will meet the needs of the citizens of the state of Oregon and the goals of the Chief Justice.

2.5.3 Context

The Oregon eCourt Program design and plan are unique to Oregon. While other states are pursuing electronic payments, eFiling, and paper on demand, they are typically focused on mechanizing the back-office operations of the court. The distinctive characteristics that make the design of the Oregon eCourt Program the best solution for OJD and the citizens of Oregon are:

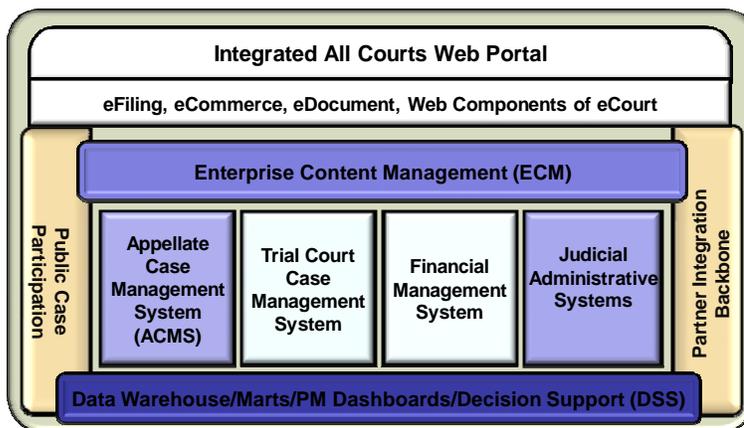
- *Leadership* – Oregon has strong advocacy from the Chief Justice, the Oregon eCourt Steering Committee (OESC), and the Oregon eCourt Executive Sponsors.
- *Organization* – Oregon has a unified and mature court structure that has been in place for more than 20 years. The governance of the trial court model is consistent across all of the courts.
- *Technology* – Oregon has a single CMS (OJIN) that has been used statewide since 1985. There is limited implementation of modern electronic technologies, so a comprehensive new solution requires minimal rebuilding of the old.
- *Business Partners* – Oregon has developed a strong relationship with the partners required to design, develop, and successfully implement the Oregon eCourt Program.

These characteristics enable OJD to look at technology solutions that support the citizens, improve the ability to meet the core mission, and provide long-term technology that will evolve over time.

2.5.4 Technical Vision

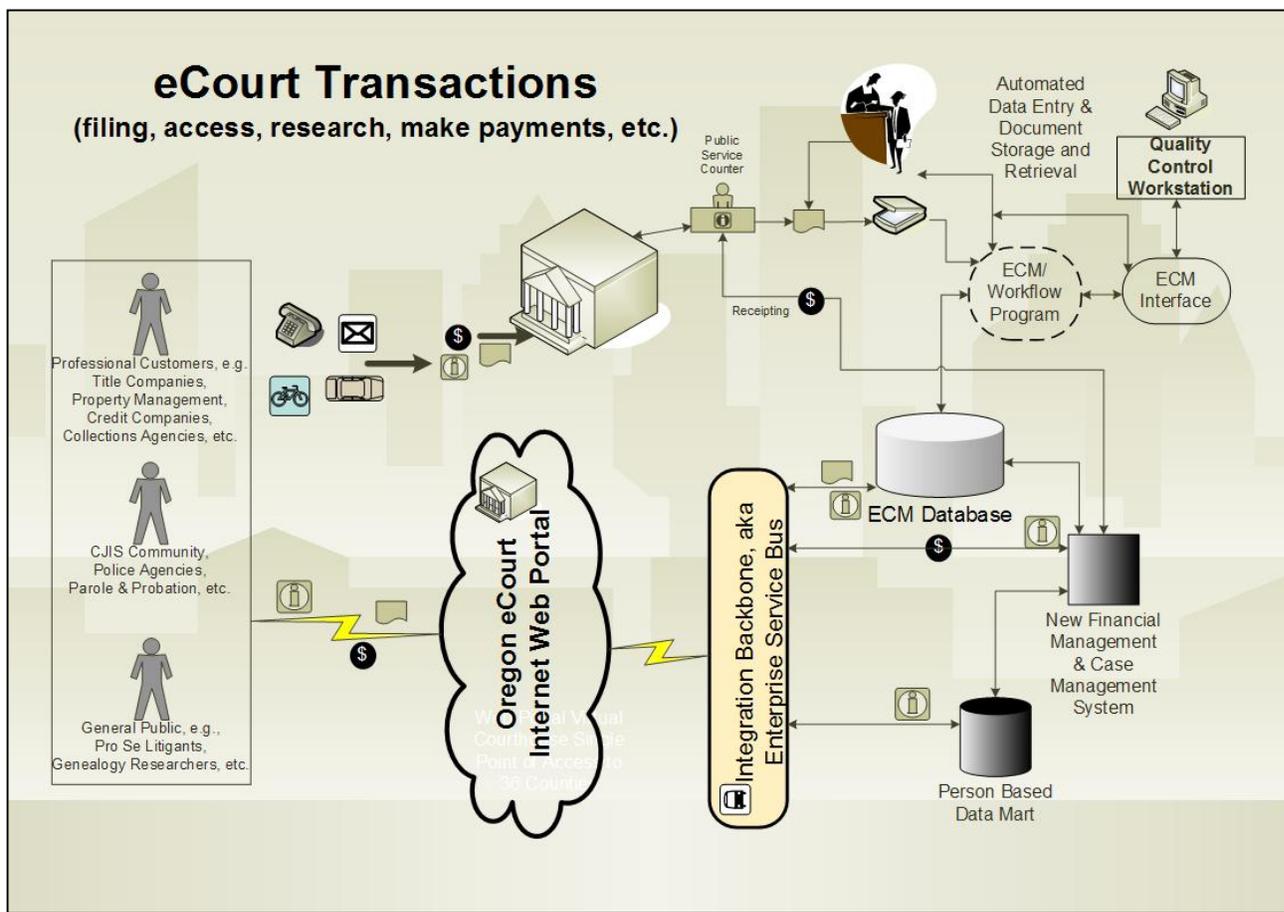
The single-solution provider/integrator (SSP) acquisition supports the Oregon eCourt requirements through replacement of existing OJD applications with a single, pre-integrated packaged software system of court management components supplied by a commercial vendor (Tyler). The key system technologies or components being supplied by Tyler are identified in the conceptual diagram below and described in subsequent paragraphs.

Figure 5: Oregon eCourt Conceptual Diagram



How the different components of the Oregon eCourt function together to provide an actual electronic court is shown in the model below.

Figure 6: Oregon eCourt Transactions



The model shows that the Oregon eCourt solution is an integrated system that will appear seamless to judges, court staff, business stakeholders, and the public. The model is organized into four primary service delivery areas that are integrated into an overall solution.

- Integrated Web services:
 - Integrate all courts/OSCA web portals, both Internet and intranet
 - eFiling, eCommerce, eDocument, and Web components of Oregon eCourt
 - Enterprise search of all content repositories
- Content and data management:
 - Enterprise Content Management (ECM)
 - Data warehouse/marts/performance management, dashboards/Decision Support System (DSS)
- Case management:
 - Appellate Case Management System (ACMS)
 - Trial Court Case Management System (CMS)
 - Financial Management System (FMS)
 - OSCA eCourt (judicial administrative management systems)
- Integration:
 - Partner Integration Backbone

2.5.4.1 Integrated Web Services

OJD will implement a sophisticated central Internet web portal for the trial and appellate courts and OSCA. This 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. The website will provide both a web portal for information access and a set of structured services for conducting business, such as filing cases electronically, making payments, and inquiring about court locations and schedules.

WEB PORTAL

The new OJD web portal will have a common architecture and service delivery model, while allowing for unique presentation and personalization by each of the trial and appellate courts. The web portal will support a customized view by account holders (for example, lawyer, self-represented filer, researcher) in order to streamline business interaction and participation.

The Internet web portal is a key part of the IT Strategic Plan and will drive the definition of standards across the courts for certain business practices and forms. It will move a significant workload from OJD to case participants and business stakeholders. It will provide a common and consistent electronic access point to all Oregon trial courts and court activities.

EFILING/ELECTRONIC SERVICE DELIVERY

The service delivery components of the web portal allow for business to be conducted over the Internet. These components include filing, document access, data access, online payment, scheduling, communication, and improved court case and opinion publication.

The eFiling solution will allow the Oregon State Bar, district attorneys, and self-represented litigants to electronically file and interact on court cases. Attorneys and parties will follow an interactive step-by-step process for filling out forms and other materials.

The web payment service will allow for the online payment of court fines, fees, and restitution. The document and data access services will replace the current OJIN online tools and provide more immediate access to actual case information based on appropriate access limitations.

2.5.4.2 Content and Data Management

Implementation of a new ECM and content management service is central to the operation of the Oregon eCourt environment. These tools and resources will manage all of the information submitted, maintained, and created by the court in its daily operations.

ECM – ENTERPRISE CONTENT MANAGEMENT

The IT Strategic Plan and the Oregon eCourt strategy are directed toward an ECM-centric approach for replacing the current case management system (OJIN). ECM technologies, tools, and methods capture, manage, store, preserve, and deliver content across an organization in support of business processes. ECM allows for the development of new business processes and workflows within the trial and appellate courts and OSCA environment, using the technology to manage the branch's judicial and administrative activities at a level of efficiency that is not possible in a paper-based environment. ECM will maintain data, audio recordings, videos, digital exhibits, digital court reporting, and website materials.

The ECM-first strategy will enable OJD to deliver the right information to the right people at the right place at the right time, swiftly and efficiently. The court resources associated with filing, organizing, and retrieving paper in case files can be redirected to other vital tasks.

ECM is the mechanism for putting court information and content on the web, a critical component of the Chief Justice's mission and goals for improving service delivery by OJD to its customers and stakeholders.

DSS/DATA WAREHOUSE

The data management functions are for the collection, transformation, analysis, access, and reporting of information kept in operational systems supporting the court, as well as select information available from public and private stakeholders and providers. The various solutions incorporate the needs of judges, TCAs, court managers, and OSCA into a single strategy for analyzing information useful for judicial and management decisions.

The technology and system provided for ECM, ACMS, CMS, and FMS will meet both the management and operational needs of the Department. The data management strategy supports and integrates these systems into decision-making tools for judges, administration of trial courts, and court management.

The data management solution will provide the courts and OSCA with performance measure tracking, dashboard and management reporting, decision support, and sentencing support. It will also provide a variety of analytical management tools to access, manipulate, and report on the information collected and maintained in the operational systems.

2.5.4.3 Case Management Systems

The acquisition, implementation and integration of a packaged software system comprised of a case management system and financial management system supports the single solution provider approach to delivery of the desired Oregon eCourt functionality. This system will be a licensed vendor product, supported by the vendor over the life of the product and integrated into the overall Oregon eCourt solution by that vendor.

ACMS – APPELLATE CASE MANAGEMENT SYSTEM

OJD purchased and installed a new case management system (CMS) using LT Court Tech's C-Track product. This project provided a new CMS for the Oregon Supreme Court and Court of Appeals. It also provides access to case information via the Web and enterprise content management for the public and for OJD judges and staff outside the appellate area. Updates to the Appellate and Supreme also included a new enterprise content management (ECM) system.

The browser-based system components help to meet the challenges posed by diminishing fiscal and human resources and the pressures from ever-increasing filings, reporting requirements, rule changes, and homeland security concerns. Features include dynamic docket entries and data-driven document generation, a highly customizable rules engine, integration with the Oregon State Bar, web calendaring, supplemental reporting, a public access website, fee tracking, motion processing, and opinion processing.

CMS – (TRIAL COURT) CASE MANAGEMENT SYSTEM

The Trial Court CMS component will be vendor-supplied and will replace the existing OJIN system in all of the trial courts across the state. This will be a person-based in addition to a case-based system component, and will support all of the various case types such as criminal, traffic, civil, small claims, probate, juvenile, and family.

The system component will be based on web browser and advanced relational database technology. It will manage the data collected and maintained in support of the ECM system component. It will exchange information with the ECM and FMS components and will allow for active participation by OJD judges and staff, case parties, and other court stakeholders.

OSCA eCOURT – JUDICIAL ADMINISTRATIVE MANAGEMENT SYSTEMS

OJD uses various administrative systems and tools for management reporting, statistical analysis, performance measure tracking, and general office management. As part of the IT Strategic Plan, OJD will use the web portal, ECM, CMS, FMS, and DSS tools to improve the capture and maintenance of administrative information in the same manner as the court case information. This will allow OSCA and the courts to move to an efficient paper-on-demand office environment consistent with the rest of the technology implementation.

2.5.4.4 Financial Management System

The FMS component is a replacement system for the current financial integrated accounting system (FIAS) that supports court financial management and is integrated into the state's accounting system. Some of the features include cashiering, funds distribution, and accounts receivable, accounts payable, and general ledger. The FMS system component will be integrated with the web portal component for accepting online financial transactions, and is integrated into the CMS components for receipt tracking.

2.5.4.5 Integration

Key to the success of the Oregon eCourt environment is the ability to electronically communicate and exchange information with case participants and judicial business stakeholders. Providing electronic facilities and services for parties to actively participate in a court case allows for efficient data capture and provides the new, but critical, services the court's customers expect in today's online world. Developing a structured set of information services and making them available to business stakeholders will increase overall court efficiency and improve judicial decision making by ensuring the most current information is available when needed.

Judicial decisions on matters brought before the court rely heavily on information submitted from other court business stakeholders. The initiation and processing of many court cases relies on interaction with the stakeholders involved. This includes local agencies such as sheriff's offices, district attorney offices, and community corrections, as well as state agencies such as the Department of Human Services, Department of Fish and Wildlife, Department of Corrections, and Oregon State Police.

An "integration backbone" or enterprise service bus approach will provide stakeholders with the information services they need and will be able to isolate connection changes and updates from the core OJD systems. Enterprise service buses, integration suites, and application platform suites can serve as a "backbone" middleware infrastructure for application integration and service-oriented architecture applications. This allows OJD to develop a finite number of information services products that stakeholders can access for their information exchange needs.

The partner integration backbone will be built upon national standards that describe both the content and the context of the information transmitted. OJD data will be accessible via secure Web service calls over the Internet from business partner applications, given the appropriate authentication, authorization, and security.

2.5.5 State and Local Partners

The Oregon eCourt Program has been designed to increase the ability to share and integrate information with OJD's state and local partners. In the current technology environment, most information is shared between agencies on paper, even though OJD supports 50 data exchange interfaces with other agencies. The OJD IT Strategic Plan supports a platform for information sharing with state and local agencies throughout the state of Oregon. While there are numerous instances of state and local partners with which OJD shares information; for the purposes of this document only the high-level state and local partners have been identified in the table below.

Partner	Purpose
Alternative Dispute Resolution	Case-related documents and court decisions
Child Support	Case-related documents and court decisions
Counseling	Court decisions
Department of Corrections	Court decisions
Department of Revenue	Court decisions
District Attorney	Case-related documents
Driver and Motor Vehicle Services Division, Oregon Department of Transportation	Court decisions
Education	Case-related documents
Employment	Case-related documents
Health Services	Case-related documents and court decisions
Law Enforcement (State Police, sheriff, local police, marshal)	Court decisions
Medical Services	Case-related documents and court decisions
Mental Health	Case-related documents and court decisions
Miscellaneous Private Agencies	Case-related documents
Oregon State Bar	Case-related documents and court decisions
Oregon Youth Authority	Case-related documents and court decisions
Probation Department	Court decisions
Social Services	Case-related documents and court decisions
Treatment	Case-related documents and court decisions

Many agencies will be able to electronically access a more detailed level of information based on their security credentials as justice partners.

2.6 Oregon eCourt Strategy

The Oregon court system has trial courts in every county of the state, along with the Oregon Supreme Court, Court of Appeals (COA), Tax Court, and OSCA located in Salem. The court system is a member of the larger state criminal justice community and exchanges information with other community partners such as local and state law enforcement, district attorneys, corrections, the Department of Transportation's Driver and Motor Vehicle Services Division, Department of Justice, Department of Human Services, and other public and private organizations that participate in the judicial process.

Upon review of stakeholder needs and recognition of the limitations of the current OJIN CMS infrastructure, the Special Task Force on Future Technology agreed upon a strategy to replace OJIN. The strategy focuses on enhancing the manner in which OJD should migrate its current, manually intensive business model to one that more closely reflects the needs of court stakeholders. The strategy, model components, and design recommendations discussed below support this concept.

OJD's strategic business plan defines a strategy for a fully electronic court, termed "Oregon eCourt." Oregon eCourt will be a new statewide electronic, or virtual, courthouse providing a common experience for all court parties regardless of process or location. The courthouse will be located on the Internet and will provide many of the existing court services as well as new improved services using an assisted self-service model, much like travel and retail websites do today. The OJD's strategies for the Oregon eCourt Program directly support the Oregon eCourt vision, which is: "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."

The public will access Oregon eCourt using standard computer and web browsing technology. The web portal that supports Oregon eCourt will provide a variety of services to the general public, attorneys, and the business community, as well as to other state and local court stakeholders. These services will include direct access to information based on appropriate security and access policy, and a number of new interactive services, such as educational materials.

These new interactive services will include components for making online payments, including paying fines for traffic tickets or other violations and making restitution payments, and filing a small claims case or other types of cases. A self-service legal center will assist parties conducting business with any Oregon trial court in the state. The Oregon eCourt environment will also support the electronic filing (eFiling) of court documents, access to court calendars, communication with judicial officers and court staff, and other services.

These services will allow retrieval and viewing of information from the different courts, programs, services, educational resources, and more. A comprehensive collection of legal materials and a repository for publications will provide an extensive law library for legal research and education, available over the Internet.

The components and services delivered to realize the Oregon eCourt will also be leveraged to increase the efficiency and effectiveness of OSCA. Electronic document management can be used in the procurement, policy, documentation, and archiving areas. Enterprise content management (ECM) workflow can be used to automate many daily activities and approval pathways within OSCA, and between OSCA and the courts. The financial management system (FMS) can be used to provide timely, detailed analyses of expenditures, payment types, collections trends, fees, and other fiscal related information to the Business and Fiscal Services Division. The portal can be used to create composite applications for OSCA that include functions of multiple systems – Enterprise Content Management (ECM), Financial Management System (FMS), Case Management System (CMS) – for staff that work with many aspects of court and OSCA processes.

2.6.1 Guiding Principles

The foundation for any strategic plan consists of the guiding principles and the implementation strategies. The strategies establish the agreed-upon approach to meeting the overall goals and objectives of the plan. Provided below are guiding principles of the Oregon eCourt Program along with the supporting implementation strategies for the OJD Oregon eCourt IT Strategic Plan.

On January 31, 2011 the Oregon eCourt Sponsors adopted the following guiding principles¹ in regards to the development and implementation of the Trial Court eCourt Program. The guiding principles are:

1. Be guided by the 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.
2. Subject to #1 above, SSP business processes will be the first consideration. Customization will only occur if required by the law.
3. Organizational Change Management is critical to the success of the eCourt Program and requires an on-going investment.
4. Rapidly providing quality products to internal and external customers is critical to the success of eCourt.
5. Timely decisions need to be made as a unified organization to implement a uniform solution.
6. It is imperative to learn and understand the Tyler product prior to configuration.
7. 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.
8. The perspective for implementation should be from the "outside in" to streamline customer interactions.
9. Tyler Technologies and Soos Creek have significant expertise and we should carefully consider their advice.
10. 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.
11. Communication with Tyler Technologies should be in a clear, consistent, and uniform approach and only as provided in the OJD contract contact provisions.

2.6.2 General Implementation Strategies²

The Oregon Judicial Department will implement a series of business and technology improvements over the next several years. The Oregon eCourt Program has adopted strategies to enable this significant transformation and minimize risk. The strategies address court business, technology, and risk management.

2.6.3 Business Strategies

Integral to the progress of the Oregon eCourt Program is the business approach selected for implementation. This establishes the necessary order or approach for implementing the business transformation that is required as part of the migration toward a fully electronic court system. The strategies for implementing a business solution are as follows:

¹ Oregon eCourt Guiding Principles, March 1, 2011.

² From the Oregon eCourt Business Case, February 9, 2011

- *Virtual Courthouse as the Primary Model.* The guiding goal for the Oregon eCourt Program is to implement technology and process changes to achieve a virtual courthouse capability where all services provided by the courts can be accessed either over the Web (or in person as is currently available). In designing the virtual courthouse, court users and stakeholders will be actively engaged to define business requirements. Standard internal business processes will be developed as part of the overall design.
- *Person Is the Focus.* All processes and systems will place the person (including parties such as corporations and organizations) as the primary information entity — as opposed to the current case-based approach.
- *Business Process Management.* The Oregon eCourt governance model identifies the organizational entities and authorities to facilitate the program implementation and business transformation. Court business processes will evolve to support the virtual courthouse model and the needs of external customers. Some of the Oregon eCourt goals for efficiency improvement combined with a uniform computer system will require the standardization and centralization of some of the administrative trial court business functions, processes, and supporting data.
- *Organizational Change Management.* In all court implementations, organizational change management will be sufficiently funded and planned. As part of the overall change management plan, OJD has developed communication, training, and operational readiness guidelines. OJD will develop, maintain, fund, and execute a detailed training and education program as a critical component of each stage of the Program. These guidelines will be developed and followed to ensure courts, judges, court staff, and court users can leverage the new capabilities of the Oregon eCourt environment.
- *Organizational Support.* Key to successful implementation of the Oregon eCourt Program is adequate organizational support, both internally and externally. This includes educating and communicating with judges, court staff, TCAs, and OSCA on planned business changes, technologies, and benefits. A clearly defined and understood set of goals and business benefits positions the Program to secure the funding and executive-level support necessary for success. A Law and Policy Committee has been formed to work with the Oregon State Bar to ensure that Oregon laws and OJD policies support the move to a paper-on-demand, electronic court environment. The committee has already drafted Uniform Trial Court Rules (UTCRC) for filing documents electronically. The committee is addressing confidentiality issues related to online access of court records and document-naming conventions. The draft UTCRC was provided to the vendor as part of the statement of work development process. After conducting a vendor gap analysis, the UTCRC may be further modified to track with SSP system capabilities.

2.6.4 Technology Strategies

The business strategies are supported by a number of interrelated technology strategies. These strategies outline the general approach to providing the technology components being developed or enhanced to support a fully electronic court. The primary technology strategies are described below:

- *Web Portal as Interaction Model.* The web portal is the model for interacting with the court, both internally and externally. The web portal is the front door behind which a fully electronic court will evolve. The portal is positioned as a working courthouse, not merely a communication vehicle. The portal must be designed to be extensible as virtual services are added. Discrete functions will be added to the portal as key components of the Program are implemented.
- *Case Management Is the Foundation.* The Oregon eCourt strategy positions the case management system (CMS) as the foundation for case management and other business process changes. CMS will allow for the development of new business processes and workflows within the trial and appellate court environment, using the technology to manage the courts' judicial and administrative activities at a level of efficiency that is not possible in a paper-based environment. CMS integrated with enterprise content management (ECM) will

enable OJD to deliver the right information to the right people at the right time in an efficient and expeditious manner. CMS combined with ECM is the foundation for putting court information and content on the Web. eFiling is integrated into the CMS/ECM system design since CMS is the container for electronically filed case information and ECM is the container for the electronic documents.

- *Leverage Existing Market.* To the extent possible, OJD will purchase integrated, packaged software and, where applicable, use existing State of Oregon enterprise applications for other major components.
- *Enhanced Infrastructure.* The current network capabilities will be enhanced to meet the needs of the statewide electronic court.

2.6.5 Management and Risk Strategies

In addition to the business and technology strategies, an approach for managing the overall program and risk is necessary. The management and risk strategies of this approach are critical to the successful implementation of the plan and the timeliness of execution. The management and risk strategies for implementing a solution are discussed below:

- *Pilot Court and Early Adopters.* To minimize risk, OJD will implement the new SSP system in a single pilot court to test suitability of the design and configuration. Only after multiple courts participate in configuring the uniform system in the pilot court will the Oregon eCourt proceed with implementation in 4-5 "early adopter" courts. Following the successful implementation of the technology and business processes in the pilot and early adopter courts, the OJD will proceed with statewide implementation.
- *Incremental Statewide Implementation.* Risk will be minimized by implementation in discrete stages designed to reduce disruption and to ensure full testing before roll-out. Large-scale business transformation and technology programs inherently involve risk and are best managed closely with incremental roll-out on a court-by-court or regional basis.
- *Program Management.* OJD has implemented a central Oregon eCourt Program Office to implement and monitor program work. Industry standard project management methods have been adopted for executing projects and providing contractor oversight within the Program. Oversight of the overall Program is provided in both the Executive and Legislative branches. An external quality assurance contractor provides ongoing and periodic assessment of risks and quality, and internal Quality Manager reviews and makes suggestions regarding eCourt Program processes and materials.
- *Existing Resources.* The Oregon eCourt Program will maximize use of current OJD resources. Enterprise Technology Services Division (ETSD) resources will be used to the greatest extent possible to work on Oregon eCourt initiatives. This includes procurement, infrastructure, and management activities. Furthermore, integration with other divisions (i.e. BFS, Legal Counsel, and OETO) is a priority so that all aspects of the administration of OJD are covered and that there is no data/information silos. ETSD staffs have been trained on the Oregon eCourt Program's objectives and the strategies being selected for implementation. Existing initiatives and technologies will be leveraged where appropriate, and statewide partnerships will be established with other organizations to share technology and integrate data and services. The Program will maximize use of a commercially available integrated electronic court package and tools, implementation, and support services from a single-solution provider vendor.
- *Contracting Approach.* OJD used open and competitive procurement processes to ensure the best solution was chosen for the single solution provider (Tyler Technologies, Inc). OJD has obtained the experience and qualifications of an Oregon eCourt vendor to provide an electronic court solution and expert advice for the integration of OJD systems and the overall implementation of Oregon eCourt components.

- *Organizational Capability and Capacity.* OJD will use current staff to provide the necessary talent and experience to manage the overall program and use external contracted program management for the primary system implementation. OJD will evaluate the potential for centralizing some technical support and/or regionalized use of some resources. Over time, OJD will develop the necessary technical proficiency to support the new Oregon eCourt environment.

3. Program Charter

The purpose of the Program Charter is to provide a high-level description of the needs to be addressed by the Oregon eCourt Program, to establish a shared understanding of the Program scope and objectives, to identify the products necessary to satisfy the needs of the Oregon eCourt, to define the manner in which the Program will be managed, and to provide the Governance structure surrounding the Oregon eCourt effort. This Program Charter is comprehensive of the Oregon eCourt Program in that it covers the Program projects, components, and other supporting activities as they relate to appellate courts, trial courts, and the Office of the State Court Administrator (OSCA). This charter is receptive to the current economic and political environment and has been adjusted accordingly.

3.1 Requirements for the Oregon eCourt Program

The lack of a modern technology environment slows the delivery of justice, increases the cost for those who seek it, and adversely impacts the quality of judicial outcomes. By modernizing the systems that support the administration of justice, the Oregon eCourt Program will remove the existing constraints and deliver real improvement to the quality of justice across all of Oregon's state courts, giving 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 Oregon communities; and to improve the lives of children and families in crisis. Additional, specific, requirements will be provided in subsequent design documents generated during the normal software development life cycle.

A number of high-level requirements arise from the strategic goals of the Oregon eCourt Program. These requirements are outlined below:

- Oregon eCourt must be web-based. A key element of the Oregon eCourt vision is to provide access to court services, documents, and information at any time and from anywhere that has web access. Such access must be two-way, allowing users to retrieve and submit information and documents or pay fees and fines using a web browser. All of the components of Oregon eCourt must support this web access for both internal and external users, thereby improving public service and supporting business continuity in the event the physical courthouse is not available.
- Oregon eCourt must support a person-centric data model while also supporting case-centric views and functionality. Access to more accurate and comprehensive information about persons and families in judicial cases will give OJD the tools to improve the overall administration of justice in Oregon. For example, such "person-based" (vs. "case-based") information requires the ability to link criminal records by offender rather than just by case number. Similar person-based information will facilitate consolidated billing and collection of court fees and fines. Linking records results in improved information and analytics to support judicial dispositions in criminal, juvenile, and family law cases, which in turn improves the courts' impact on public safety and the well-being of children and families.
- Oregon eCourt must offer or support a paper-on-demand business model. A foundation of the Oregon eCourt concept is to move away from paper-based processes to electronic documents that can be immediately accessed as needed and used by multiple parties simultaneously. Lost files and missing documents will be significantly reduced, and workflows can be designed to improve overall staff efficiency and accuracy. Imaged documents will also lead to reduced need for physical storage space.
- Oregon eCourt must provide role-based security. Existing legacy systems have limited security configurations, thus being both under-inclusive and over-inclusive of access to functions and documents. Oregon eCourt must use role-based security so that access to documents can be granted or denied based on the specific role of the user. Similarly, system functions can be made visible or hidden based on the job duties of the user. Individual projects are responsible for ensuring the products adhere to published industry standards regarding security and to the Oregon eCourt/OJD Security Management Plan.

- To fully realize the potential of the products and services, Oregon eCourt must be user-friendly and easily navigable by attorneys, the public, outside agencies, judges, and staff.
- Oregon eCourt must replace the existing legacy case management and financial systems. Aging legacy systems do not provide the necessary support for modernizing business processes. These systems are expensive and time consuming to modify, and the skills to maintain and update them are becoming ever more limited.
- The platforms and products making up Oregon eCourt must be flexible and scalable. Aging systems currently in use by OJD are inflexible, making any changes to adapt to new business needs costly, time consuming, and in some cases impossible. The new Oregon eCourt environment must be both scalable as additional users and services are added and flexible, so changes can be made without extensive re-programming.
- Oregon eCourt must provide mechanisms for exchange of information with partners. The justice system in Oregon depends on exchange of information among myriad agencies. Oregon eCourt must facilitate these information exchanges and increase partnership effectiveness.

3.1.1 Business Needs

OJD has identified the business needs it intends to meet with the full implementation of the Oregon eCourt Program. These needs align with the strategic goals for the Oregon eCourt Program and are congruent with the high-level requirements detailed in the Requirements for the Oregon eCourt Program section above. While the trial courts will be the largest OJD consumer of Oregon eCourt services, the business needs listed below often cross all of the three major constituents of the Program: appellate courts, trial courts (including the tax court), and OSCA. Each high-level business need listed below closely aligns with and supports the Oregon eCourt strategic goals.

Access to Justice

- Better customer access to courts and judicial services – Access to court services today typically requires a person's presence in a physical court and knowledge of a specific court's processes and procedures. This creates an unequal burden for those people who are in remote locations. The general public and court partners benefit tremendously from "any time, any place" access to court services, such as the submission and retrieval of documents and the payment of fees and fines.
- A standardized process to improve access – Current access is complex due to the different processes used in different courts. A standardized experience will make access to judicial processes simpler and more understandable. Oregon eCourt will enable remote access to a broad range of court information and services.
- Better control over access to available electronic information and documents – Oregon eCourt will enable remote access to a broad range of court information and services. Currently, the ability to restrict electronic access to specific court documents or to customize application functionality based on role is limited.
- Business continuity – In the event of a catastrophic event in which the physical courthouse must be closed, the electronic court will still be available.

Operational Efficiency

- Improved process efficiency to deal with staff and resource limitations – Current systems that support case management lack the necessary controls, data validation rules, and metadata indexing necessary to achieve desired productivity improvements. Manual processing of payment collection for common court fees and fines, access to and management of documents, processing of court filings, and exchanging information with state and local justice organizations are resource intensive. The availability of additional resources to support these functions is limited.

- Increased system flexibility – OJD requires the ability to quickly adapt to changing business demands, whether they are due to legislative, voter, or societal changes.
- Replacing the legacy case management technology – The existing Oregon Judicial Information Network (OJIN) computer system was developed in-house by OJD more than 25 years ago and contains the electronic records of trial courts. It no longer meets the needs of the courts or their partners. The system has only limited ability to provide data for managing programs and provides little opportunity for the public and other government entities to interact with OJD electronically. The system is extremely difficult to upgrade to accommodate the changing demands of the work OJD performs. Furthermore, the skills required to provide ongoing support to the system are limited.
- Replacing the legacy financial management technology – The current court financial management system (Financial Integrated Accounting System, or FIAS) is inefficient, lacks internal controls, is extremely fragile, does not interface well with other state systems, lacks some important functions such as calculating interest on unpaid debts, and does not easily support e-commerce processes desired by the public and court partners.
- Monitoring and enhancing court performance – The legacy system has limited ability for generating court performance data, and a very limited ad hoc reporting capability. Newer systems support CourTOOLS functionality as a basic offering, have extensive canned performance reports, and have an extensive capability for ad-hoc performance reporting.

Document Storage

- Reducing the need for physical storage space – The courts and OSCA are running out of space to store physical documents. Many courts must store documents in remote locations physically removed from the courthouse, thus increasing the cost associated with physical document management.
- Improved disaster recovery capability – There is a need to implement improvements to ensure business records can be recovered in the event of a disaster. Paper records are especially susceptible to damage and destruction and limit the alternatives available to a court or OSCA for disaster recovery.

Decision Support

- More and better judicial data and faster access to those data – Current systems do not permit easy access to data across cases. Access to more accurate and comprehensive information about persons and families in judicial cases will give judges, administrators, and managers the tools they need to improve decision making and thus provide just, prompt, and safe resolution of civil disputes; improve public safety and the quality of life in Oregon communities; and improve the lives of children and families in crisis. “Person-based” (vs. “case-based”) information will offer the ability to link records by person as well as case number and to make decisions more effective in accomplishing public safety and reduction of harm.
- More and better information for administrative and judicial decision making and faster access to those data – OJD requires better tools and information for all decision making. There is a need to increase the consistency of court management reporting across OJD and to be able to measure the success of court operations in terms of tangible benefits to the public. There is a need to be able to provide statistics on court operations, collections, and judicial decisions. Administrators and analysts have limited access to the data needed to measure these items within the current OJD environment.

3.1.2 Product Requirements

OJD has determined that the business needs identified for the Oregon eCourt Program can best be delivered with the implementation of six core components. Following a complete analysis of the vendor marketplace, it has been determined that the business needs of OJD can best be obtained through a Single-Solution Provider (SSP) court management application package. Tyler Technologies, Inc. has been contracted to supply OJD with their court management Odyssey product comprised of the components listed below. In addition, Tyler will be providing design, development, and integration services, and thus moving OJD back into the more appropriate role of oversight and control.

- Enterprise Content Management (ECM)
- Electronic Filing (eFiling)
- Case Management System (CMS)
- Financial Management System (FMS)
- Decision Support System (DSS)
- Web Portal (SSP integration with existing Web portal)

The table below illustrates how each of the core components satisfies the identified business needs for the Oregon eCourt Program.

Product Benefits Matrix						
Product/ Application Requirements	ECM	eFiling	CMS	FMS	DSS	Web Portal
BUSINESS NEEDS						
Improved Judicial Data	Indexing and metadata associated with electronic documents (scanned or from eFiling) provides case and person data on filings and dispositions. Person-centric data model is supported. Data can feed the DSS.		New CMS will support person-centric data. CMS will feed DSS.	New FMS will support person-centric data. FMS will feed DSS.	Integrated data across all processes and systems provide access to a wide range of data analysis, particularly person-based information that transcends case-based data, helping to improve decision making and thus judicial outcomes.	Web portal will provide consistent and user-friendly access to data.
Improved Administrative Data	In concert with CMS, ECM data on the number and timing of filings as well as workflow statistics provides improved insight into case processing, workloads, and resource management.		New CMS will capture data from each court and filing, providing improved administrative data. CMS will feed the DSS.	New FMS will capture data from each court filing and judgment, providing improved financial and administrative data. FMS will feed the DSS.	DSS will aggregate administrative data from associated systems, offering enhanced analytical capabilities on court and case processing, staff performance and other administrative information.	Web portal will provide consistent and user-friendly access to data
Access to Courts	Faster and more accurate access to documents from any web browser supports improved customer service.	eFiling will promote access to courts by facilitating filing of documents outside normal court hours and without travel to the physical courthouse.		New FMS will support payment of fees, fines, and restitution through the Web, at any time and from anywhere.		Web portal will provide a consistent front door for all internal and external users. It will support retrieval of information as well as online filing and electronic payments.
Standard Processes	ECM supports standard CMS workflows across jurisdictions, improving speed and consistency in case processing and		New CMS will support standard processing of cases across jurisdictions while allowing for needed flexibility in individual	New FMS will support standard processing of financial information across jurisdictions while allowing for		Web portal will provide a consistent front door for all internal and external users.

Product Benefits Matrix						
Product/ Application Requirements	ECM	eFiling	CMS	FMS	DSS	Web Portal
	customer service.		courts.	needed flexibility in individual courts.		
Access Control	Role-based security gives administrators fine-tuned control over access to documents and document types.	Role-based security gives administrators fine-tuned control over access to eFiling functions, documents, and document types.	Role-based security gives administrators fine-tuned control over access to CMS functions and information.	Role-based security gives administrators fine-tuned control over access to FMS functions and information.	Role-based security gives administrators fine-tuned control over access to DSS functions and information.	Interface will present the functions specific to the role of the user.
Process Efficiency	Electronic documents are easier and faster to find and route. Supports new and more efficient CMS workflows. Facilitates improved business processes.	eFiling eliminates time-consuming physical filing and enhances case initiation and processing.	CMS supports improved workflow.	FMS supports improved workflow.	DSS assists in analyzing process efficiency and identifying potential areas of improvement.	Web portal will provide a consistent front door for all internal and external users.
System Flexibility	Easier and less costly to adapt to new user, legislative, and other requirements.		Easier and less costly to adapt to new user, legislative, and other requirements.	Easier and less costly to adapt to new user, legislative, and other requirements.		Look and feel of interface can be easily modified to meet changing user needs.
Update CMS	Easier, better integration with CMS.	Potential integration with eFiling to populate CMS with filing data.	New CMS is easier, less costly to maintain and update.	Easier, better integration with CMS.	Easier, better integration with CMS.	Extract some CMS functionality into portlets.
Update FMS	Easier, better integration with FMS.			New FMS easier, less costly to maintain and update.	Easier, better integration with FMS.	Extract some FMS functionality into portlets.
Physical Storage	Eliminating or reducing paper documents in favor of electronic copies saves storage space.	Eliminating or reducing paper documents in favor of electronic copies saves storage space.				
Disaster Recovery	Electronic storage will be backed up, and documents will be stored off-site.	Electronic storage will be backed up, and documents will be stored off-site.	CMS database will be backed up, and data will be stored off-site.	FMS database will be backed up, and data will be stored off-site.	DSS database will be backed up, and data will be stored off-site.	

The six core components in the table above will enhance collaboration and data sharing among OJD and its business partners. While much of the functionality delivered by the Oregon eCourt Program will benefit all of the stakeholders, certain components (such as the jury management system) are specifically directed at the trial courts. A detailed description of all of the Oregon eCourt projects appears in the Oregon eCourt Tactical Plan.³

3.2 Business Case and Return on Investment

OJD has examined the cost/benefit of pursuing the Oregon eCourt Program. In an existing document entitled the Oregon eCourt Program Business Case, OJD provides a thorough and exhaustive analysis of the anticipated costs and expected financial, as well as non-financial, benefits of the Oregon eCourt Program.⁴ This charter incorporates that analysis and any subsequent updates by reference.

In 2007, OJD contracted with MTG Management Consultants to facilitate the development of a business case for the Oregon eCourt Program. The original business case (January 24, 2008) was presented to the Joint Legislative Ways and Means Committee in February 2008, where initial funding for the Oregon eCourt Program was approved for the 2007–09 biennium. At that hearing, Multnomah County Judge Michael Marcus and Multnomah County Trial Court Administrator Doug Bray provided compelling testimony on the public safety and operational benefits of Oregon eCourt. The Oregon eCourt legislative testimony can be viewed on YouTube at:

- Judge Michael Marcus – <http://www.youtube.com/watch?v=ZoPjMOXQ3Lk>
- Doug Bray — http://www.youtube.com/watch?v=Clbv5bq7R_Q

In late 2008, the Legislative Fiscal Office (LFO) required the department to redraft the business case. The department began the process of updating the Oregon eCourt Business Case in December 2008. The updated version of the Oregon eCourt Business Case incorporated several recommendations from the Oregon eCourt Implementation (OEI) Team, the LFO, the Department of Administrative Services (DAS), and external consultants with experience in developing business cases.

Recent revision of the Oregon eCourt Business Case, as of February 2011, are now reflective of the Oregon eCourt Executive Sponsors' decision to utilize the services of Tyler Technologies, Inc., and the single-solution provider/integration approach to fulfilling the Oregon eCourt Program effort.

The business case addresses a ten-year planning horizon, through the end of the 2015–17 biennium. The estimated costs and benefits for Oregon eCourt for this period have been thoroughly analyzed. The total estimated one-time implementation costs (\$90.4M)⁵ are offset by significant tangible value and several significant non-financial benefits that accrue to OJD, its partners, and the citizens of Oregon. Generally these benefits improve OJD's ability to:

Serve the citizens of Oregon by providing just, prompt, and safe resolution of civil disputes; improving public safety and the quality of life in our communities; and improving the lives of children and families in crisis.

Additionally, Oregon eCourt will have substantial long-term financial benefits by reducing enormous direct and indirect public and private expenditures now generated by unsuccessful sentences, release and probation decisions, and custodial placements. Success will be reflected in the reduction in new crimes committed by sentenced offenders, new offenses and dependency petitions concerning juveniles, and

³ Oregon eCourt Tactical Plan, August 23, 2011.

⁴ From the Oregon eCourt Business Case, February 9, 2011.

⁵ This number is now closer to (91.2M) for the OJD Oregon eCourt as of the writing of this document, August 23, 2011.

repeated motions and hearings in child visitation and custody matters in family court — all of which represent reduced costs to courts, law enforcement, social service agencies, and the parties.

3.3 Assumptions and Constraints

This section lists the high-level assumptions which, if proven to be untrue, could impact the success of the Oregon eCourt Program.

3.3.1 Assumptions

To support the success of the Oregon eCourt Program, OJD makes the following assumptions:

Environmental Assumptions

- There will be adequate and stable funding available to implement the Oregon eCourt Program.
- There will be adequate staffing levels within the courts and ETSD to support analysis, configuration, and implementation of the new system.
- Collaboration exists among the external public and private partners with OJD on the import and integration of selected data.
- The OJD Procurement Office is available to manage and support vendor procurements.
- OJD legal and fiscal resources will be available to manage and support Oregon eCourt Program activities.

External Assumptions

- Law and policy within the state supports the implementation of a fully electronic court environment.
- There will be SSP products sufficient to support Oregon eCourt goals.
- SSP products will be capable of necessary integration with existing OJD systems.

Organizational Assumptions

- There is broad support among the courts, OJD management, and the State Bar to implement the Oregon eCourt Program. This includes commitment from the Chief Justice, executive managers, and from all levels of OJD management.
- There must be broad support among the courts, OSCA, OJD management, and the Oregon State Bar (OSB) to support the Oregon eCourt Program fullest vision and to implement the organizational and cultural changes the Program will require.
- There is commitment among the courts and OJD management to dedicate sufficient staff to the Program.
- There is sufficient appropriate staffing and resources available to train all internal and external stakeholders.
- There is general agreement among the courts on basic and standardized business processes and a willingness to adapt to changes that might be required in order to implement the Oregon eCourt Program.
- There is a common vision among the courts and OJD management on the major new capabilities to be implemented and of the benefits of an electronic environment to the organization.
- As the projects are implemented, adequate infrastructure (physical) and support (personnel) will be in place to support the products.
- Internal management expertise exists or will be acquired to successfully manage the project.

3.3.2 Constraints

The constraints section lists the parameters that must be considered when making Program decisions.

Environmental Constraints

- Existing systems (OJIN, FIAS) may not prove supportable over the planning horizon, altering the Program schedule and scope.

External Constraints

- The availability of funding varies depending on the state economic situation. Funding may not always be available for planned Program expenditures and this may affect the Program schedule and scope.
- Political support may change over the lifetime of the Program.
- Existing law may limit the destruction of some hard-copy documents.

Organizational Constraints

- Availability of court and agency staff might be limited due to the normal duties of court and agency personnel and due to budgetary constraints that have reduced the number of OJD staff.

3.3.3 Processes for Scope Control

Processes for scope control refer to those measures that are in place to ensure that the Program does not expand beyond the parameters authorized by the Program Sponsors and detailed in the Program Scope Statement above. Scope control is concerned with controlling the impact of changes that could lead to scope creep and ensures that all potential scope changes are put through the integrated change control process. By consciously following the process for each change request, OJD will successfully accommodate and implement change and avoid the chaos that unconsidered changes can inflict upon a project. Integrated change control includes the following steps:

- Record requested changes.
- Determine and evaluate the impact of those requested changes.
- Employ a systematic approval process.
- Implement approved changes.
- Record the decisions made and the reasons for them.
- Communicate those decisions.

The detailed processes for scope control are included in the Program Management Plan.

3.3.4 Program Management Plan

Close tracking of project progress and monitoring of tasks are crucial to program success. A strict method of controlling all aspects of the Program is essential in order to identify variances from the project management plan, and to swiftly take corrective action. Program control is made up of the following sections found in the Program Management Plan and which can be located under the Oregon eCourt Intranet Web page:

- Program Control
 - Schedule Control. How the Program is monitored, analyzed and corrected.
 - Scope Control. The activities through which Program scope is controlled.
 - Issue Management. How Program issues are managed.
- Cost Management
 - Cost Estimating. The activities through which costs are estimated or re-estimated
 - Cost Budgeting. The activities for developing budgets and funding plans.

- Cost Control. The processes for defining, controlling, and reviewing Program costs.
- Quality Management
 - Success Factors and Quality Standards. The standards and factors to meet to ensure a quality product.
 - Quality Assurance Activities. External oversight of Program activities.
 - Quality Control Activities. The activities by which quality is defined, managed, and measured.
 - Process Improvement. The mechanism for capturing and implementing process improvements.
- Resource Management
 - Assessing Resource Needs. How human resource needs are defined.
 - Acquiring Human Resources. The process of hiring new staff or contractor resources.
 - Performance Assessment. How staff and contractor performance is measured.
 - Training. Describes training options.
 - Managing Human Resource Allocation. Process for allocating staff and contractor resources within the Program.
 - Releasing Human Resources. How staff and contractors are released from the Program.
 - Compliance. Processes for ensuring compliance with the plan.
- Risk Management
 - Risk Management Components. Identifies sources of risk information and how to quantify.
 - Escalation of Risks. The process for escalating risks based on new information.
 - Delegation of Risk. The mechanism for assigning risks to the Program or project levels.

3.3.5 General Processes for Product Acceptance

The process for formally accepting completed project deliverables is based upon the product's compliance with required functionality and developed criteria for acceptance. The process will result in either acceptance of all deliverables, requested changes, or recommended corrective action. At the Program level, the Program sponsors must provide formal confirmation that the specifications for the product have been met. OJD will base the condition of acceptance for all components upon formal user acceptance testing.

Once products are ready to be deployed, a walk-through of the product(s) may be presented to Program Sponsors, or their designees. If the Program Director is satisfied and the product meets the required functionality, a Product Acceptance document will be executed with signatures from the Oregon eCourt Program Director and the OJD Chief Information Officer (CIO).

All projects will follow OJD's System Development Life Cycle (SDLC) Guidance Document. Individual acceptance criteria for each component should include performance requirements and essential conditions that must be achieved before project deliverables are accepted.

To increase the likelihood of final acceptance of program deliverables, planned, systematic quality activities will be in place according to the Quality Management section included in the Program Management Plan. The Quality Management section includes a comprehensive description of quality standards and metrics, quality assurance activities and quality control activities to ensure products developed achieve the desired result. **Program Implementation Approach**

The strategic decisions outlined in the IT Strategic Plan establish the basis for organizational, business process, and technology changes. This section presents Tyler Technologies, Inc. and their program scope, structure, and schedule employed to realize the migration toward an electronic court environment.

When eCourt was originally planned, there were no packaged or integrated solutions available that could meet the functional requirements of the Program. However, developments in the vendor marketplace have provided the opportunity for OJD to purchase an integrated eCourt package from a vendor that has implemented electronic court projects of similar size and scope in other parts of the country. This single solution provider (SSP) approach relies on the marketplace to provide integrated solutions. The strategy was to select a single solution provider/integrator that will provide an integrated solution combined with the ability to integrate with existing OJD components.

Research and product demonstrations have indicated that the vendor marketplace has matured to a point where vendors can offer integrated solutions, with ECM, eFiling, and financial packages integrated with a CMS. They also have dramatically improved search capabilities, follow national standards, integrate with the web, are person-based, and often have at least rudimentary integration backbone capabilities.

The single solution provider/integrator approach for executing the Recalibration Plan is closely in alignment with the original MTG strategy to have the marketplace help develop the solution architecture and integrate new and existing products. The reliance on a single solution provider approach expands vendor responsibility for design, development, and integration, and moves OJD back into the more appropriate oversight and control role.

OJD has experienced what the marketplace can now offer in terms of an integrated eCourt solution and has changed their approach from a component-by-component approach to a SSP approach. This required OJD to employ a competitive procurement and contracting procedure before opting for Tyler Technologies, Inc. to implement and integrate their packaged software Odyssey product.

Tyler will be responsible for the implementation and integration necessary of their product with OJD systems and applications. Tyler has opted to deliver their product in a phased manner. This phased approach will utilize lessons learned from a pilot-court before moving onto 'early adopter courts,' and then deploying the complete system, during the roll-out phase, to the remaining courts.

3.4 Program Scope and Structure⁶

Tyler Technologies, Inc., concept for how the different components of the Oregon eCourt model shall function together with the Odyssey software product to provide an actual electronic court environment is shown in the model below. The model shows that the Oregon eCourt solution is an integrated system that will appear seamless to judges, court staff, business stakeholders, and the public.

⁶ From the *Oregon eCourt Business Case*, February 9, 2011

Figure 7: Tyler Oregon eCourt Conceptual Model

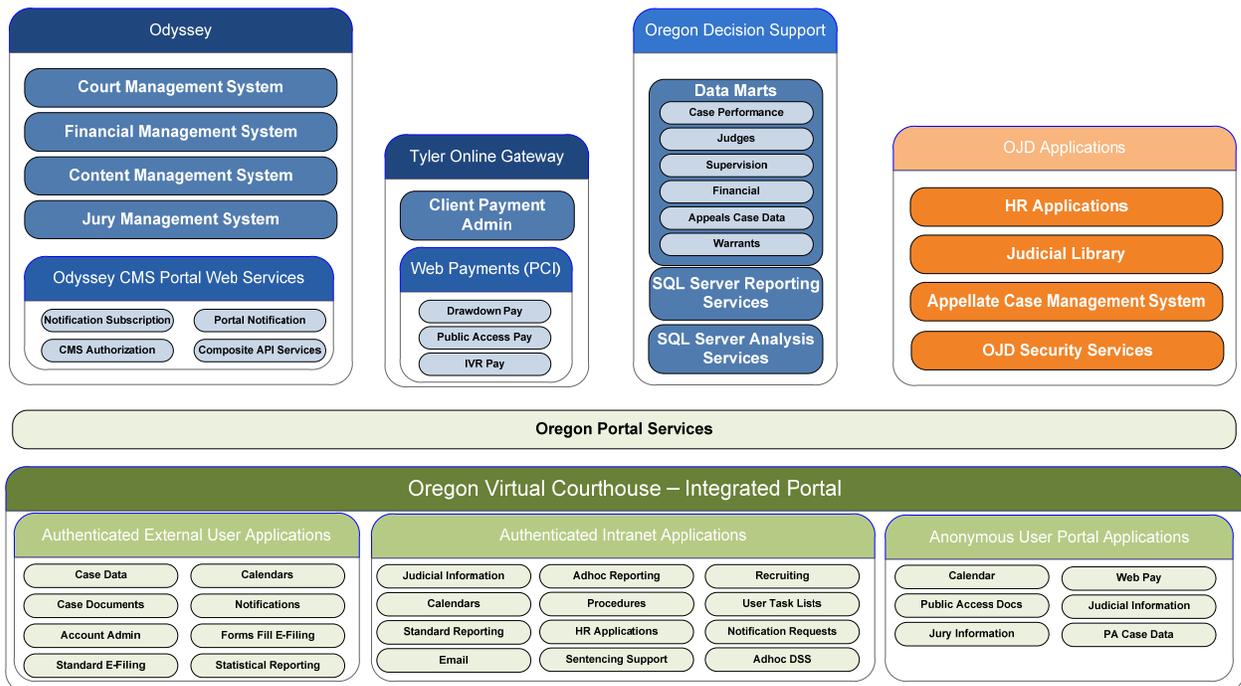


Diagram courtesy Tyler Technologies 2010

3.4.1 Oregon eCourt Program Scope

The SSP approach to the Oregon eCourt supports the requirements of the Program primarily through replacement and migration of existing OJD applications and systems with packaged software. The Oregon eCourt Program in its entirety consists of three distinct efforts.

- Appellate Courts.* For the past several years, OJD has implemented improvements to technologies and business processes at the Oregon Supreme Court and Court of Appeals. The implementation of an enterprise content management (ECM), a case management system (CMS), electronic filing, and a web portal, were all completed in the summer of 2011. These product implementations have served as a learning opportunity for the implementation of similar technologies and process improvements within the Trial Court eCourt. The Appellate eCourt CMS project provides dynamic docket entries and data-driven document generation, a highly customizable rules engine, attorney integration with the Oregon State Bar, web calendaring, supplemental reporting, a public access web site, fee tracking, motion processing, and opinion processing. eFiling and ePayments are also supported. Implementation of an ECM solution and online access to data and records has also delivered much needed services for the appellate courts.
- Trial Courts.* The Trial Courts are focused on improving the processes and technologies used in the trial court system. Within the trial courts, the Oregon eCourt Program is concentrating on setting the stage for implementing a single integrated solution provided by a single vendor (single solution provider, or SSP approach).
- Office of the State Court Administrator (OSCA) eCourt.* As implementation of the Oregon eCourt gets underway in the trial courts, the focus will turn to improving business processes within OSCA. OSCA will receive access to tools such as decision support when they are implemented statewide.

The Oregon eCourt Program was originally organized into roughly a dozen program areas which have been outlined in the subsections that follow, each area originally consisted of multiple initiatives and each initiative consisted of multiple tactical projects or work to be completed by standing committees. However, through the single solution provider (SSP) approach to addressing the remaining functionality for the Oregon eCourt, OJD has utilized these Program Areas simply to ensure that Tyler and their Odyssey software product deliver all of the functionality originally envisioned for the Oregon eCourt. The Program Areas have served as a convenient way to organize the single solution provider Request for Proposal (RFP) and will continue to assist in organizing the SSP approach to addressing all of the functionality needs of the Oregon eCourt. Below are the Oregon eCourt Program Areas along with a brief summary of each. For more information and details around the specifics of the Oregon eCourt SSP implementation and integration approach, please reference the Oregon eCourt Tactical Plan.

3.4.2 Strategic Planning Program Area

The Strategic Implementation Planning program area includes ongoing updates of the IT Strategic Plan to reflect new business drivers and objectives.

3.4.3 Appellate eCourt Program Area

The Oregon eCourt Appellate project builds upon OJD's replacement of the appellate courts' mainframe case management system, which was originally developed for and continues to service the needs of Oregon's trial courts. OJD replaced the mainframe system in December 2006 with an Appellate Case Management System (ACMS) for the Oregon Court of Appeals, Appellate Records Section, and the Appellate Settlement Conference Program. The team also implemented a highly configured case management system designed to meet the unique workflows of the Oregon Supreme Court and Court of Appeals. Finally, the Oregon eCourt plans to provide functionalities such as electronic filing (eFiling), enterprise content management (ECM) system, and a financial management system (FMS) to relieve the courts' reliance on OJD's aging FIAS system, and a single point of access through the Oregon eCourt web portal.

3.4.4 Architecture Program Area

An enhanced data center and network infrastructure within OJD provide managed wide-area-network transport between all of OJD's remote offices, ensure high availability and reliable network connectivity, and can grow to support new business initiatives. They also provide a network management tool that gives the network administration staff the ability to manage the local-area-network/wide-area-network Oregon eCourt requirements and multiple Oregon eCourt connections.

OJD has developed capacity management plans, researched the best options for hosting, and begun development of a second disaster recovery data center. Each data center will have redundant components, including virtual servers, storage, power supplies, and switches. Two internally redundant data centers provide a high degree of disaster recovery ability and improve business continuity capability. The primary data center will provide a three-tier environment to support separate development, testing, and production partitions in a virtual machine environment. A business continuity data center in Douglas County has undergone extensive testing and will likely become the second Oregon eCourt data center.

A Configuration Manager has been hired to provide oversight of the development and maintenance processes needed to ensure a high availability operation.

The Architecture program area will facilitate the movement of data that a centralized computing environment will require, as well as ensure maximum system availability. The Architecture program area is the foundation upon which additional technical capabilities are to be built.

3.4.5 Security Program Area

An Enterprise Information Security Office (EISO) was created using existing resources. The office completed a comprehensive security plan and governance model that covers physical, system, and information security. An identity and access management (I&AM) tool is being implemented to ensure the privacy of confidential data and provide the ability to audit access history at the user, function, and data levels.

3.4.6 Enterprise Content Management Program Area

Enterprise content management (ECM) allows concurrent processing of documents, supports document retrieval from any location, and standardizes document management processes. ECM allows true “paper-on-demand” operation. ECM will facilitate the conversion of millions of court documents into managed electronic content and will enable OJD to provide improved service to its internal and external customers through the availability and exchange of electronic content and through the use of data captured by the content system during business processes. The ECM will start the collection of new elements that will propagate the person-based model.

3.4.7 Web Portal Program Area

An “Internet Courthouse” with a web-based “front door” will support online payments, fillable forms, and electronic filing, 24 hours a day. OJD is committed to augmenting current services by adding web-based services for all the customers it serves. The first step was the creation of a web portal which has established a uniform “look and feel” to all appellate court, circuit court, and administrative web content.

The web portal will eventually 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. The portal will provide both information access and a set of structured services for conducting business, such as access to eFiling and inquiring about court locations and schedules. The portal will provide internal users with web-based information and tools tailored to users and tasks.

3.4.8 Enterprise eFiling Program Area

The eFiling solution allows the Oregon State Bar and district attorneys to file cases quickly and efficiently, and self-represented litigants to follow an interactive step-by-step process for filling out forms and other materials. The web payment service will allow for the online payment of court fines, fees, and restitution. Litigants, who file electronically will, by default, be served electronically, receive notices, updates, and schedules via email.

The initial and advanced eFiling phases will serve the Oregon eCourt vision by populating the system with data that technology can exploit to further efficiency, safety, and optimal dispositions. This phase of eFiling will include the ability of eFiling to accumulate data for successful person-linking or case-linking across case types.

3.4.9 Case Management Program Area

A modern case management system (CMS), replacing the current Oregon Judicial Information Network (OJIN) system, will use a person-based model in conjunction with a case-based one. The new CMS will be the center of the Oregon eCourt and will be oriented to achieve the overall Oregon eCourt vision and not just replace the current OJIN system. The new CMS will assist OJD in changing current OJD business practices brought about by information being accessed and received through the web portal and a fully integrated electronic court system. The CMS will start the collection of new elements that will propagate the person-based model. This program area will establish a standards-based environment with consistent data entry and reporting protocols statewide.

The CMS will need to integrate closely with the enterprise content management (ECM), financial management system (FMS), and web portal components to implement a suite of tools and products to fully realize a person-based, paper-on-demand court environment. The CMS will exchange information with ECM and FMS and will allow active participation by case parties and other court stakeholders. The CMS component will facilitate changes in current OJD

business practices by providing new, industry standard, and best practice business processes developed by the SSP in conjunction with installations in other states.

The new CMS will support the back office operations of the court but will also be focused on customer electronic self-service. This includes input capabilities provided by eFiling and self-represented filing via the web portal. It will integrate with a robust set of tools that support judicial decision making and courtroom operations. It will support the use of standard decision support tools for information access and reporting, and it will share information with business partners through the Integration Backbone area.

It will be important for OJD to maintain its current environment during the transition to a new technology environment. While ongoing enhancements or changes will be minimal, ETSD staff will be required to maintain OJIN.

3.4.10 Financial Management Program Area

The Financial Management System (FMS) program area will integrate closely with the ECM, CMS, and web portal components. The FMS provides for management of financial obligations (OJD and customers), and acts as OJD's primary financial management tool. It also provides for electronic payment over the Web and integration into the state's accounting system. The financial system is integrated with the rest of the Oregon eCourt components where appropriate, to provide the central office with tools that support customer account management, and provides accurate financial information and the ability to analyze trends and policy impacts.

3.4.11 Integration Backbone Program Area

The Oregon eCourt solution will be fully integrated to provide the services and movement of data between Oregon eCourt components needed by judges and staff to perform their daily functions. The goal of the Integration Backbone program area is to establish a single point of communication and information exchange between internal Oregon eCourt components and other OJD components, as well as between OJD and its business partners. This approach minimizes the custom interface development required to connect to and exchange data with partner systems. This system will allow for the development of a single interface to the integration backbone, rather than multiple sets of unique interfaces for each partner system.

It will be a key component of decision support (see below), providing connections to justice agency partners in a uniform and repeatable manner. Using the common system interfaces provided by the integration backbone, court stakeholders will have the ability to send and receive information, allowing real-time access to information by the following court partners.

3.4.12 Decision Support Program Area

Decision support will provide the courts with performance measurement tracking, dashboard and management reporting, and informational and analytical support for administrative and judicial decisions, including dispositions in criminal, juvenile, and family law cases. It will also provide a variety of analytical management tools to access, manipulate, and report on the information collected and maintained in operational systems. Improved access to performance measures and other internal and external data and tools will support better judicial and operational decision making. Many of these information services will be made available to judges and staff through the web portal.

Decision support provides transformation, analysis, access, and reporting of information maintained in operational systems supporting the court, as well as select information available from public and private stakeholders and providers. The various solutions incorporate the needs of judges, TCAs, court managers, and OSCA into a single strategy for analyzing information useful for judicial and management decisions. Decision support is also where the person-based model will be enhanced.

3.4.13 Organizational Change Management Program Area

Organizational Change Management (OCM) is a process used to assist in implementing the changes required for an organization to support a new culture, system, or way of doing business to pursue improvement. The Oregon eCourt Program involves all three of those organizational aspects in support of 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."

OCM tools and processes include techniques for listening to stakeholder groups and individuals and for creating change management strategies (court readiness assessments), engaging judges and court staff as change leaders (sponsorship), building awareness of the need for change (communication), developing skills and knowledge to support the change (knowledge transfer, education and training), helping judges and staff move through the cultural transition (coaching by managers, supervisors, and peers), documenting and developing tools to assist in the business transformation (business processes), and developing methods to sustain the change (measurement systems and reinforcement) in order to achieve the Oregon eCourt vision. The OCM program utilizes the ADKAR model for measuring and impacting court change readiness characteristics. ADKAR stands for Awareness, Desire, Knowledge, Ability and Reinforcement. The Oregon eCourt governance approved the use of the ADKAR tools in the courts.

Overall, change management is about helping people through change. It includes the process, tools, and techniques for proactively managing the people side of change in order to achieve the desired results.

3.4.14 Overhead Program Area

The Oregon eCourt requires a broad-based organizational and process support throughout OJD. Program support is not a single, specific line of effort, but rather provides the organizational and process framework within which OJD's future strategies will be developed.

For more information, please refer to the Oregon eCourt Business Case.

3.5 Program Milestone Schedule

This section provides summary-level milestones of the significant events in the Oregon eCourt Program as well as deliverables that support moving forward with the Program under an SSP approach. The projected completion dates are drawn from the Project and Activities Inventory and are as of the writing of this document. Project completion refers to the date that the referenced project or activity is fully implemented and transitions from the Oregon eCourt Program to normal OJD operations. A high-level schedule of Oregon eCourt efforts has been provided at the end of this document, Appendix C – Program Schedule. For the most current dates, the reader should refer to the strategic schedule and the comprehensive integrated schedule, both contained within the Program Management Plan.

Program Level Milestone	Target Completion Date
Identity & Access Management	December, 2011
Pilot Court complete - Yamhill	June, 2012
Web Portal	March, 2013
DSS	March, 2013
Jury Management	February, 2014
Early Adopter Courts complete Jackson, Linn, Crook/Jefferson, Multnomah	June, 2014
Appellate FMS Project	2015
Remaining courts complete	June 2016
Organizational Change Management	Ongoing

3.5.1 List of Program Deliverables

Program/project deliverables are those deliverables that address overall program requirements. The specific plans for all projects making up the Oregon eCourt Program are detailed in the Oregon eCourt Program Tactical Plan.

The following deliverables have been completed and validated as a foundation for the approach to the Oregon eCourt Program as a whole:

- OJD Business Strategic Plan
- OJD IT Strategic Plan
- Program Business Case
- Program Charter
- Program Management Plan
 - Quality Management Plan
 - Program Control Plan
 - Risk Management Plan
 - Resource Management Plan
 - Cost Management Plan
- Organizational Change Management Plan
- Program Schedule (integrated)
- Data Management Plan
- Enterprise Architecture Plan
- Security Management Plan
- Tactical Plan
- Program Integration Plan
- Disaster Recovery/Business Continuity Plan
- Trial Court Charter

3.5.2 List of Product Deliverables

Product deliverables are those items that achieve the requirements specified for the Oregon eCourt Program. They include:

- The Organizational Change Management (OCM) Project will provide the knowledge transfer and training for the personnel working with the Odyssey software provided by Tyler. Tyler will work closely with OETO and integration staff to ensure a smooth transition to the new platform of court service.
- The Identity and Access Management (I&AM) project includes acquiring technology for centralized single sign-on and role-based security tools. This deliverable meets the security requirements for the Oregon eCourt Program.
- The SSP (Tyler Technologies, Inc.) must support the requirements indicated in the procurement RFP and Program Areas of the Oregon eCourt, including data requirements and interfaces for the standard SSP components:
 - 1) ePayment

- 2) eFiling
- 3) CMS
- 4) FMS
- 5) ECM
- 6) DSS
- 7) Web Portal

These products and services will be configured to meet OJD requirements, but customization will be kept to a minimum. On-going management and support of the products will be determined to be managed by the vendor or internally.

3.6 Program Metrics

Although the aim of the Oregon eCourt Program is to broadly improve access to justice and enhance safety, these laudable goals are not subject to easy measure. This charter offers quantifiable measures of success as a stand-in for the overall goals of the program. OJD has developed a business case for the Oregon eCourt Program with specific objective benefits in mind (see Oregon eCourt Business Case). These benefits and associated metrics include:

OJD Oregon eCourt Program Benefits Summary	
Oregon eCourt Program Expected Benefit	Associated Metrics
Reduced time to file documents, including initiation of a new case, and reduced time to deliver service to parties registered in the e-Filing system	Decreased average time for case resolution More case resolutions per FTE
Reduction of time to locate and assemble case files and documents for court	Lower staff cost for file processing Lower off-site retrieval costs
Elimination of time to produce and forward court documents such as warrants and subpoenas	Decreased average time for case resolution More case resolutions per FTE
Elimination of time to locate case files for records requests by the public, parties, or attorneys if the requests are received through the web portal	Lower staff cost for file processing Lower retrieval costs, both on-site and off-site
Reduced time to manage collection activities	Lower staff costs Increased collection percentage
Higher customer satisfaction	Based on pre and post-implementation customer surveys
Reduction of required travel time for review of case files	Decreased travel costs for circuit judges
Fewer customer requests for information/complaints	Lower staff costs for customer service activities
Reduced training time for new and current employees	Reduced staff turnover and reduced cost of staff turnover due to applications being easier to learn and use leading to higher job satisfaction
Reduced number of data entry errors and elimination of lost and unavailable or misplaced files	Decreased average time for case resolution More case resolutions per FTE

OJD Oregon eCourt Program Benefits Summary	
Oregon eCourt Program Expected Benefit	Associated Metrics
Paper, postage, and copying expense savings from the reduction of paper	Reduced cost associated with paper
Cost savings from the reduction of the storage and warehousing of case files	Reduced cost of storage
Increased revenue from online case and document copy requests	Additional revenue to respond to online requests
Increased collections percentage	Additional collections and reduction in cost to collect
Cost avoidance in not repairing OJIN / FIAS	Decreased maintenance costs directly related to OJIN/FIAS
Cost avoidance in not executing paper-based disaster recovery	Decreased cost of recovering paper file

A core justification for the Oregon eCourt Program is that the better and faster information resulting from the new technology environment will improve the quality of dispositions across the caseload in all Oregon trial and appellate courts. The improved quality and speed of dispositions should translate into increased public safety and welfare for Oregon citizens. The table below begins to capture the measurable impacts of this improvement in judicial outcomes.

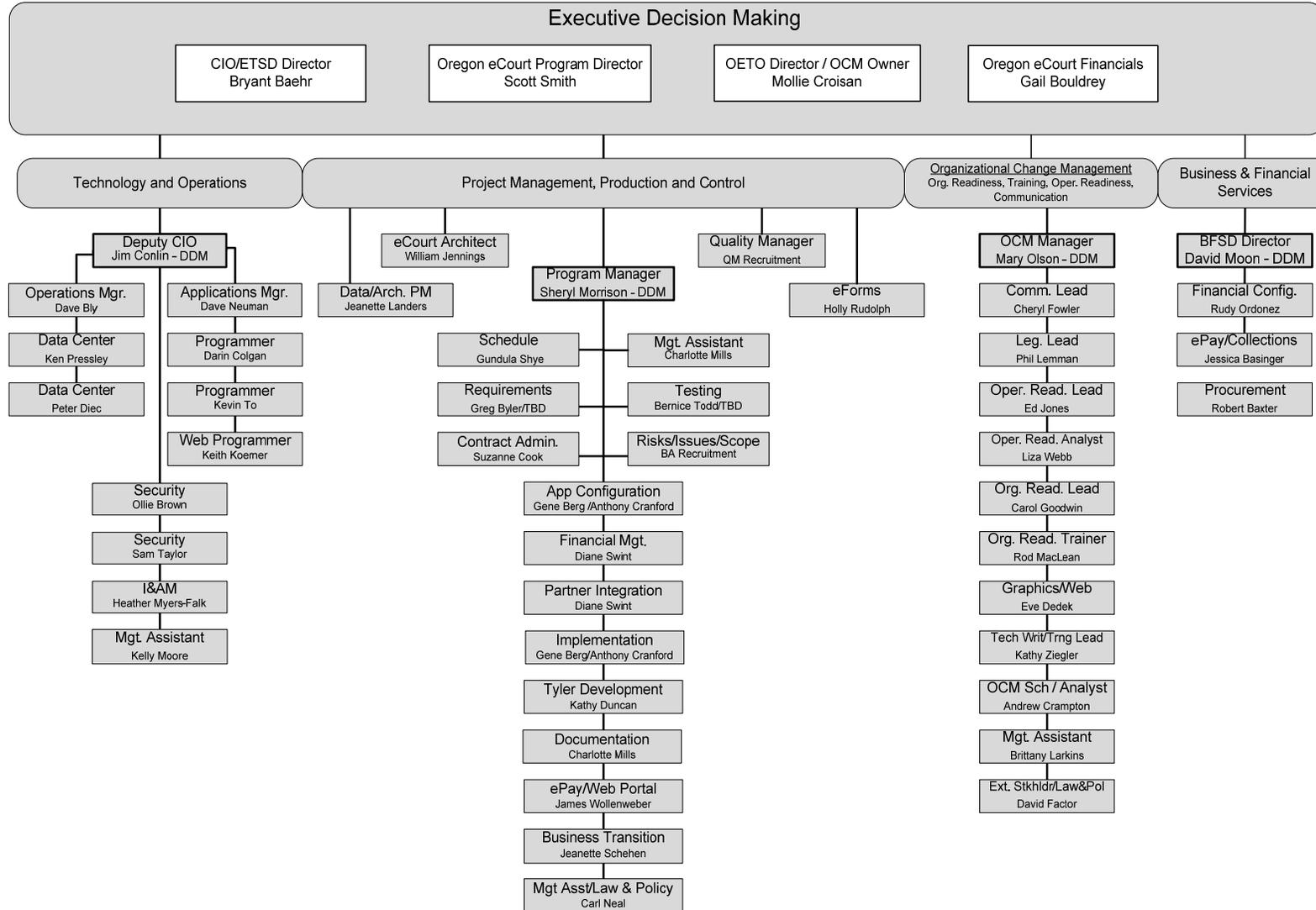
OJD Oregon eCourt Program Intangible (Non-Monetary) Benefits Summary	
Oregon eCourt Program Expected Benefit	Associated Metrics
Increased public safety	Decreased recidivism as a result of better decision making/dispositions
Increased welfare of Oregon children	Decreased repeat or subsequent delinquency and dependency petitions
Increased welfare of Oregon children	Decreased time to permanency and success of resulting placement
Improved welfare of families	Decrease in the number of adjustments to initial dispositions

Each sub-program (appellate courts, trial courts, and OSCA) will have metrics specific to that division and each project charter (ECM, CMS, etc.) will provide even more detailed metrics to assess the impact of the specific project and the criteria that define success. Those metrics should be reflective of the metrics outlined above. In addition, OJD has tasked a group to identify and measure the performance of the Oregon eCourt Program. This group will provide ongoing input to the definition and assessment of the impact that the Oregon eCourt program will have to the delivery of justice in the state. To create meaningful measurements, a baseline of each measure should be conducted at any point prior to implementation.

3.7 Program Organization

The Functional Chart in this section (next page) details the program organization and structure under the single solution provider (SSP) approach for the Oregon eCourt, as of the 2011-2013 biennium. The roles and responsibilities of the individuals are vital to the success of the Program and are discussed in detail in the Oregon eCourt Tactical Plan.⁷

⁷ Oregon eCourt Tactical Plan, August 23, 2011.



This chart describes functional relationships, not necessarily administrative relationships.

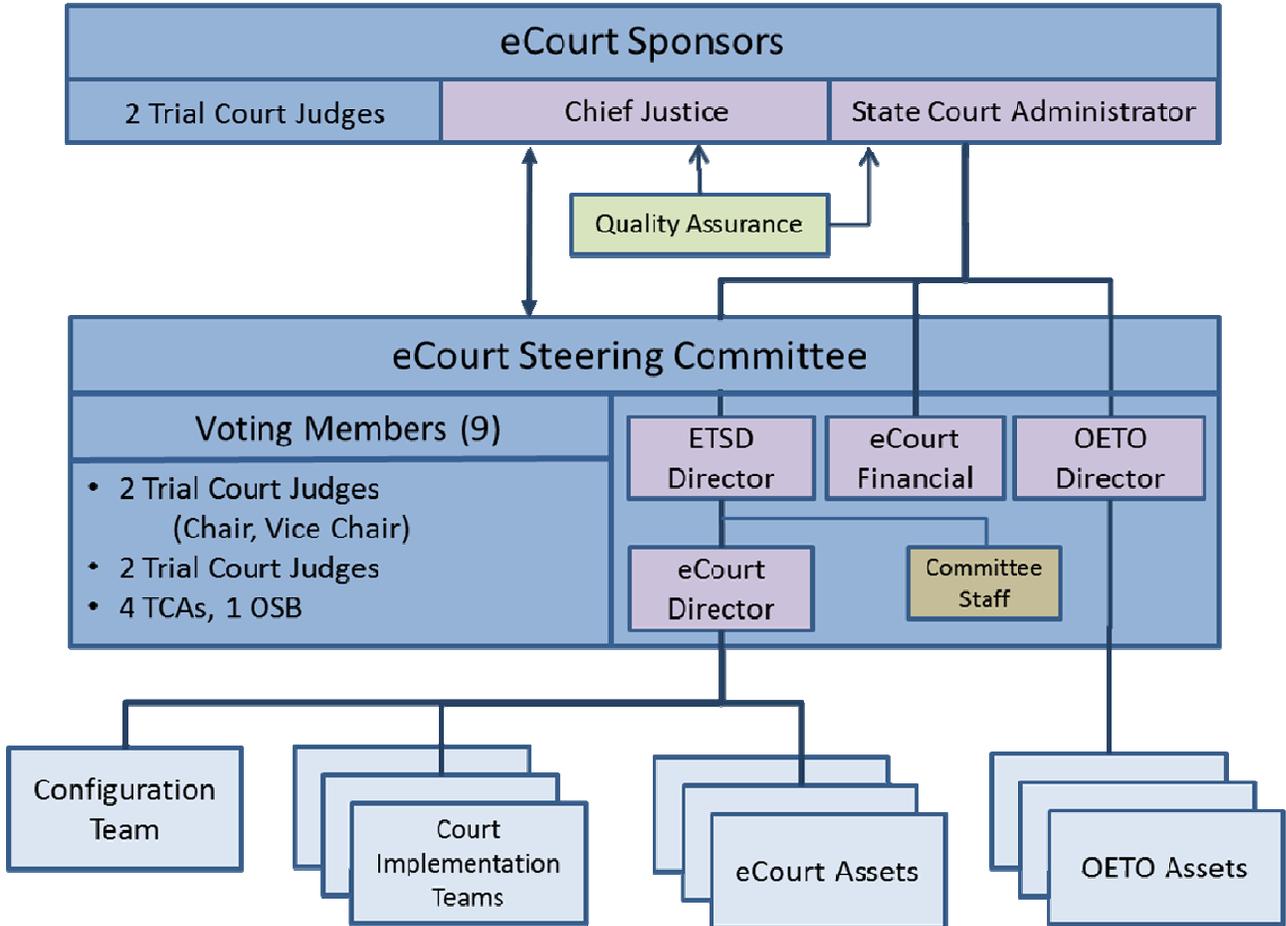
DDM = Delegated Decision Maker

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3.7.1 Governance

The governance of the Oregon eCourt Program has not and will not be a static endeavor. While the goals of governance are fixed, the structure and methods may change to accommodate changes in policy, funding, timelines, and expectations. As key positions are added to the program effort, the governance structure and documentation will be updated to clarify specific roles and responsibilities. For further details surrounding the governance of the Oregon eCourt Program, please refer to the Oregon eCourt Governance, Oversight, and Accountability Plan. The diagram below is reflective of the Oregon eCourt governance structure as of the writing of this document.

Figure 8: Governance Structure



3.8 Program Funding and Benefits

The estimated costs and benefits for Oregon eCourt for 2011-2013 biennium have been thoroughly analyzed. The total estimated implementation costs, \$91.2 million, are offset by significant tangible value and several significant non-financial benefits that accrue to OJD, its partners, and the citizens of Oregon. Generally, these benefits improve OJD's ability to achieve the Oregon eCourt vision: *To give courts and judges the tools they need to provide just, prompt and safe resolution of civil disputes; improve public safety and the quality of life in our communities; and improve lives of children and families in crisis.*

Additionally, Oregon eCourt will have substantial long-term financial benefits by reducing enormous direct and indirect public and private expenditures now generated by unsuccessful sentences, release and probation decisions, and custodial placements. Success will be reflected in the reduction in new crimes committed by sentenced offenders, new offenses and dependency petitions concerning juveniles, and repeated motions and hearings in child visitation and custody matters in family court — all of which represent reduced costs to courts, law enforcement, social service agencies, and the parties.

The Oregon eCourt Business Case has identified, reviewed, and approved the Oregon eCourt Program key benefits to OJD along with an explanation of the approach used to identify the benefits. A benefit can be tangible (measurable) or intangible (provides value, but is not directly measurable). Descriptions, detailed calculations, and proposed future measures are provided for both tangible and intangible benefits (financial and non-financial).

The Value Measuring Methodology was employed to determine the overall benefits of the Oregon eCourt Program. The Value Measuring Methodology is a tool developed by the federal government to assess the relative value and viability of different IT efforts. Since government entities are not motivated solely by economic factors, the Value Measuring Methodology provides an evaluation model that includes classic components such as operational efficiency and cost effectiveness, but also considers other, less tangible components of the technology effort.

A detailed examination of benefits and costs can be found in the Oregon eCourt Business Case.

3.8.1 Program Budget

The Oregon eCourt Budget in the table below presents overall costs estimate of the Oregon eCourt Program over the 2011/2013 – 2015/2017 biennium's in terms of development, implementation, and operating costs. The budget is premised on a number of contingencies that are already built into the cost estimates and is purposely conservative.

Table 1 – Oregon eCourt Budget (By Program Area)

Total Budget	2007-2011	2011-2017	Total Estimated
Architecture	834,340	1,400,000	2,234,340
Security	679,626	1,792,047	2,471,673
ECM - Appellate eCourt	4,113,661	200,000	4,313,661
Organizational Change Management	1,245,688	7,395,956	8,641,644
Overhead	1,462,858	1,680,595	3,143,453
Program Management Office	3,795,088	15,457,518	19,252,606
Quality Assurance and Control	986,972	2,692,620	3,679,592
Tyler Technologies, Inc.	464,271	32,216,745	32,681,015
Operations and Maintenance	-	-	-
Contingency	-	2,895,299	2,895,299
Program Areas from Prior Biennia -- Not Used Beyond 2009-11			
Strategic Implementation Plan	1,693,196	-	1,693,196
Trial Enterprise Content Management	6,184,923	-	6,184,923
Web Portal	1,639,871	-	1,639,871
Enterprise eFiling	240,132	-	240,132
Case Management	2,298	-	2,298
Financial Management	122,871	-	122,871
Integration Backbone	90,371	-	90,371
Decision Support	746,656	-	746,656
Remediation	967,805	-	967,805
Integration Partner	197,227	-	197,227
TOTAL BUDGET	25,467,853	65,730,781	91,198,634

A more detailed program budget has been provided in Appendix A – Detailed Budget.

4. Appendix A – Detailed Budget

The Detailed Budget below covers 2011-2017, and is organized by Program Area. This budget includes COP, General Fund, and Other Budget contributions for the 2011-2013, 2013-2015, and 2015-2017 bienniums.

Oregon eCourt Budget (By Program Area)						
COP Budget						
	2007-09 BI	2009-11 BI	11-13 BI	13-15 BI	15-17 BI	Total Estimated
Architecture	834,340	-	1,400,000	-	-	2,234,340
Security	40,863	462,602	1,792,047	-	-	2,295,512
ECM - Appellate eCourt	1,634,698	2,017,081	200,000	-	-	3,851,779
Organizational Change Management	73,159	1,164,397	2,643,707	3,046,503	1,681,536	8,609,302
Overhead	681,869	773,357	664,560	632,148	383,887	3,135,822
Program Management Office	1,489,122	2,053,614	5,871,636	6,117,128	3,468,754	19,000,254
Quality Assurance and Control	428,399	558,573	1,025,760	1,025,760	641,100	3,679,592
Tyler Technologies, Inc.	-	458,850	17,867,657	8,931,843	5,417,245	32,675,595
Operations and Maintenance	-	-	-	-	-	-
Contingency	-	-	1,153,177	1,050,244	691,878	2,895,299
Program Areas from Prior Biennia -- Not Used Beyond 2009-11						
Strategic Implementation Plan	-	-	-	-	-	-
Trial Enterprise Content Management	2,851,850	3,239,462	-	-	-	6,091,312
Web Portal	740,397	776,872	-	-	-	1,517,269
Enterprise eFiling	142,246	56,973	-	-	-	199,219
Case Management	2,298	-	-	-	-	2,298
Financial Management	-	3,000	-	-	-	3,000
Integration Backbone	90,286	-	-	-	-	90,286
Decision Support	241,071	502,208	-	-	-	743,279
Remediation	875,313	61,033	-	-	-	936,346
Integration Partner	3,138	194,089	-	-	-	197,227
TOTAL COP FUNDS	10,129,049	12,322,111	32,618,544	20,803,626	12,284,401	88,157,731
General Fund Budget						
	2007-09 BI	2009-11 BI	11-13 BI	13-15 BI	15-17 BI	Total Estimated
Architecture	-	-	-	-	-	-
Security	1,288	43,665	-	-	-	44,953
ECM - Appellate eCourt	391	2,475	-	-	-	2,866
Organizational Change Management	-	8,132	24,210	-	-	32,342
Overhead	1,481	5,715	-	-	-	7,196
Program Management Office	60,553	161,806	-	-	-	222,359
Quality Assurance and Control	-	-	-	-	-	-
Tyler Technologies, Inc.	-	5,420	-	-	-	5,420
Operations and Maintenance	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Program Areas from Prior Biennia -- Not Used Beyond 2009-11						
Strategic Implementation Plan	1,693,196	-	-	-	-	1,693,196
Trial Enterprise Content Management	6,256	74,940	-	-	-	81,196
Web Portal	44,271	39,886	-	-	-	84,157
Enterprise eFiling	-	40,913	-	-	-	40,913
Case Management	-	-	-	-	-	-
Financial Management	-	-	-	-	-	-
Integration Backbone	85	-	-	-	-	85
Decision Support	3,377	-	-	-	-	3,377
Remediation	-	-	-	-	-	-
Integration Partner	-	-	-	-	-	-
TOTAL GENERAL FUND	1,810,898	382,954	24,210	-	-	2,218,062

Other Funds Budget						
	2007-09 BI	2009-11 BI	11-13 BI	13-15 BI	15-17 BI	Total Estimated
Architecture	-	-	-	-	-	-
Security	-	131,208	-	-	-	131,208
ECM - Appellate eCourt	459,015	-	-	-	-	459,015
Organizational Change Management	-	-	-	-	-	-
Overhead	-	435	-	-	-	435
Program Management Office	-	29,993	-	-	-	29,993
Quality Assurance and Control	-	-	-	-	-	-
Tyler Technologies, Inc.	-	-	-	-	-	-
Operations and Maintenance	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Program Areas from Prior Biennia -- Not Used Beyond 2009-11						
Strategic Implementation Plan	-	-	-	-	-	-
Trial Enterprise Content Management	-	12,415	-	-	-	12,415
Web Portal	-	38,445	-	-	-	38,445
Enterprise eFiling	-	-	-	-	-	-
Case Management	-	-	-	-	-	-
Financial Management	119,871	-	-	-	-	119,871
Integration Backbone	-	-	-	-	-	-
Decision Support	-	-	-	-	-	-
Remediation	-	31,459	-	-	-	31,459
Integration Partner	-	-	-	-	-	-
TOTAL OTHER FUNDS	578,886	243,955	-	-	-	822,841
Total Budget						
	2007-09 BI	2009-11 BI	11-13 BI	13-15 BI	15-17 BI	Total Estimated
Architecture	834,340	-	1,400,000	-	-	2,234,340
Security	42,151	637,475	1,792,047	-	-	2,471,673
ECM - Appellate eCourt	2,094,104	2,019,557	200,000	-	-	4,313,661
Organizational Change Management	73,159	1,172,529	2,667,917	3,046,503	1,681,536	8,641,644
Overhead	683,350	779,508	664,560	632,148	383,887	3,143,453
Program Management Office	1,549,675	2,245,413	5,871,636	6,117,128	3,468,754	19,252,606
Quality Assurance and Control	428,399	558,573	1,025,760	1,025,760	641,100	3,679,592
Tyler Technologies, Inc.	-	464,271	17,867,657	8,931,843	5,417,245	32,681,015
Operations and Maintenance	-	-	-	-	-	-
Contingency	-	-	1,153,177	1,050,244	691,878	2,895,299
Program Areas from Prior Biennia -- Not Used Beyond 2009-11						
Strategic Implementation Plan	1,693,196	-	-	-	-	1,693,196
Trial Enterprise Content Management	2,858,106	3,326,817	-	-	-	6,184,923
Web Portal	784,668	855,203	-	-	-	1,639,871
Enterprise eFiling	142,246	97,886	-	-	-	240,132
Case Management	2,298	-	-	-	-	2,298
Financial Management	119,871	3,000	-	-	-	122,871
Integration Backbone	90,371	-	-	-	-	90,371
Decision Support	244,448	502,208	-	-	-	746,656
Remediation	875,313	92,492	-	-	-	967,805
Integration Partner	3,138	194,089	-	-	-	197,227
TOTAL BUDGET	12,518,833	12,949,020	32,642,754	20,803,626	12,284,401	91,198,634

5. Appendix B – Glossary and Table of Acronyms

Term	Definition
Case Management System (CMS)	System component that enables judges and staff to calendar updates and track all types of court cases.
Decision Support System (DSS)	A set of databases and tools that collectively provide information to support sentencing, track individuals in the judicial system, and provide an integrated way to analyze information useful for judicial and management decisions.
document	In a paper-on-demand court, a document may include information formatted in any number of ways, including text, graphics, sound recordings, video recordings, or combinations of these. It will no longer only mean a piece of paper.
eFiling	A process by which someone files a court document with the court by means of an online computer transmission of the document in electronic form.
Enterprise Content Management (ECM)	How the organization manages or works with all of the enterprise content, including text, audio, video, and data. Another term often used is document management.
ePayment	Paying fees online through a secure web site.
eService	The function of providing electronic process serving; also used in a more general way to denote online services.
Financial Management System (FMS)	System component that serves the dual function of handling all court case-related financial information, as well as functioning as the core financial management for the branch as a whole.
intranet	An internal limited-access network allowing communication of information inside an institution or within a user group. Not open to the public like the Internet is.
web portal	A virtual (computer-based) entryway into all court-related electronic services from the Internet and the intranet. Allows all users, both internal and external, to see the same entry options and information, with certain security exceptions for internal and external users.

Acronym	Definition
ACMS	Appellate Case Management System
ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement
BFS	Business and Fiscal Services Division
CIO	Chief Information Officer
CJC	Criminal Justice Commission
CJIS	Criminal Justice Information System
CMS	Case Management System
COA	Court of Appeals
COP	Certificate of Participation
CSF	Critical Success Factors
DAS	Department of Administrative Services
DMV	Division of Motor Vehicles
DSCA	Deputy State Court Administrator
DSS	Decision Support System(s)
ECM	Enterprise Content Management
EAC	Education Advisory Committee
EISO	Enterprise Information Security Office
ETAC	Enterprise Technology Architecture Committee
ETSD	Enterprise Technology Services Division
FIAS	Financial Information Accounting System
FMS	Financial Management System
FTR	For The Record (commercial software)
GSA	General Services Agreement
IT	Information Technology
JAMS	Judicial Administrative Systems
JEAC	Judicial Education Advisory Committee
JOIN	Juvenile OJIN Integrated Network
LEDS	Law Enforcement Data System
LFO	Legislative Fiscal Office
OCM	Organizational Change Management
OEI	OJD eCourt Implementation Team
OEIC	Oregon eCourt Implementation Committee
OESC	Oregon eCourt Steering Committee
OETO	Office of Education, Training, and Outreach
OJD	Oregon Judicial Department
OJIN	Oregon Judicial Information Network
OSB	Oregon State Bar
OSCA	Office of the State Court Administrator
PCP	Public Case Participation
PIB	Partner Integration Backbone
PJ	Presiding Judge
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMO	Project Management Office
PMP	Project Management Professional
QA	Quality Assurance
SCA	State Court Administrator
SFMS	Statewide Financial Management System
SSP	Single Solution Provider/Integrator

SWOT	Strengths, Weaknesses, Opportunities, and Threats
TC	Technology Committee
TCA	Trial Court Administrator
TSS	Technical Support Specialists
UTCR	Uniform Trial Court Rules

6. Appendix C - References

The documents listed below have been developed in support of the Oregon eCourt and provide additional background on the needs and future direction of the courts.

Oregon Judicial Department, Oregon eCourt Business Case, February 9, 2011.

Oregon Judicial Department, Oregon eCourt Guiding Principles, March 1, 2011.

Oregon Judicial Department, Oregon eCourt Governance, Oversight, and Accountability Plan, September 19, 2011.

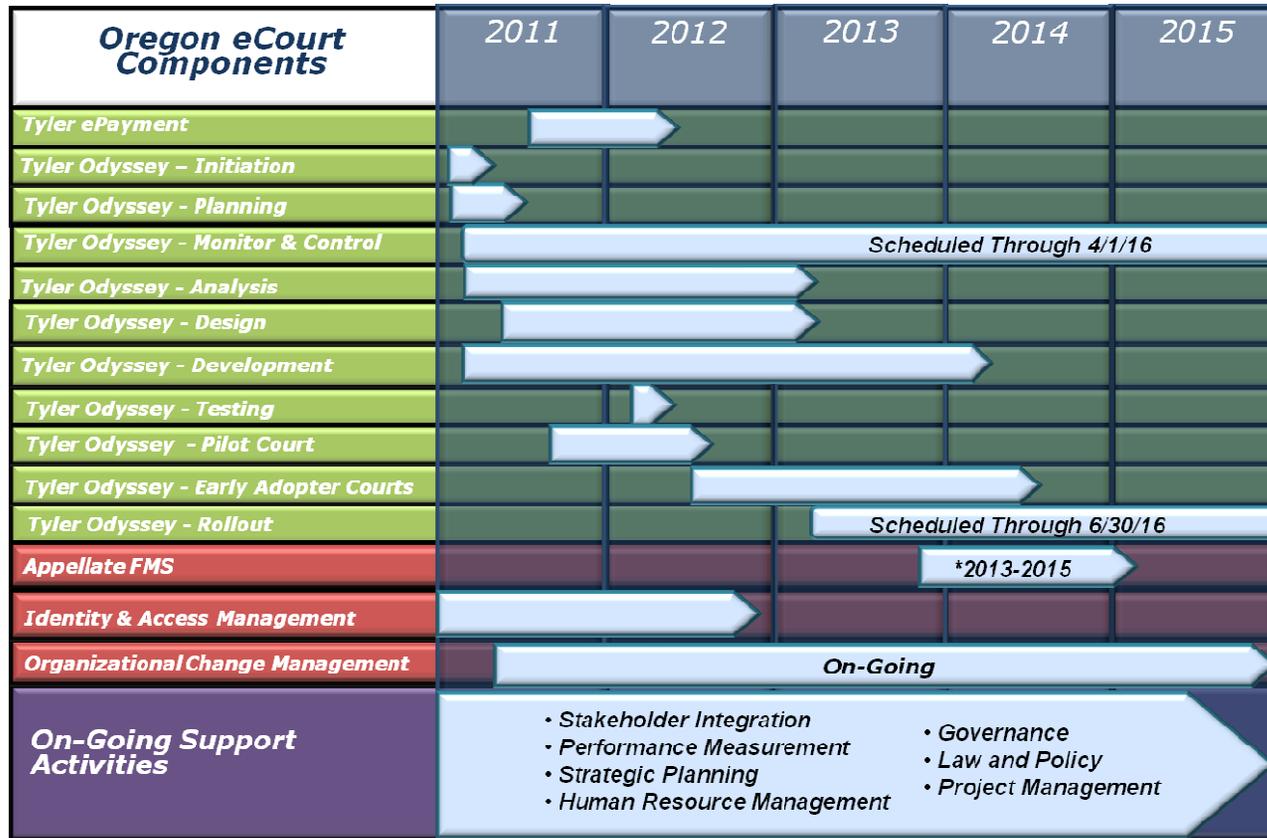
Oregon Judicial Department, Oregon eCourt Tactical Plan, August 23, 2011.

Oregon Judicial Department, System Development Life Cycle (SDLC) Guidance Document, July 7, 2011.

7. Appendix D- Program Schedule

The following high-level schedule summarizes the implementation timeline for the Oregon eCourt Program under the single-solution provider approach. More detailed timelines and a more detailed calendar is included as a part of the statement of work and contract.

**OREGON JUDICIAL DEPARTMENT (OJD)
OREGON eCOURT PROGRAM
IMPLEMENTATION SCHEDULE** 8/23/2011



*The Appellate Courts financial management system (FMS) replacement has been budgeted and scheduled to occur sometime during the 2013-2015 biennium, a vendor has not been selected for this project as of the writing of this document.

8. APPENDIX F- Decisions and Actions

8.1 Overview

By signature, the Executive Sponsors indicate their agreement for and support of this plan.

8.2 Action Taken

	Action Taken
<input checked="" type="checkbox"/>	Approved – move forward as presented.
<input type="checkbox"/>	Approved with minor changes – approved without additional review, assuming minor changes are made
<input type="checkbox"/>	Change – make requested changes with another review for approval
<input type="checkbox"/>	Hold – hold work on this request; to be reviewed again later
<input type="checkbox"/>	Denied – request denied

8.3 Approving Authorities

/s/ Paul De Muniz, Chief Justice
Executive Sponsor

10/31/2011
Date

/s/ Kingsley Click, SCA
Executive Sponsor

10/31/2011
Date

/s/ Burdette Pratt, Judge
Executive Sponsor

10/31/2011
Date

/s/ Nan Waller, Judge
Executive Sponsor

10/31/2011
Date