Oregon Judicial Department
Enterprise Technology Services Division

Oregon eCourt Program

Program Charter
Version 1.6
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1. **Program Charter**

The purpose of the Program Charter (Charter) is to provide a high-level description of the needs to be addressed by the Program (Program), establish a shared understanding of the Program scope and objectives, identify the products necessary to satisfy the needs of the Oregon eCourt, define the manner in which the Program will be managed, and provide the Governance structure surrounding the Oregon eCourt effort. The Charter is comprehensive of the 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). The Charter is receptive to the current economic and political environment and has been adjusted accordingly.

1.1 **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 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 Program:

- **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 any location with 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 a 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 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. The systems are expensive and time consuming to modify, and the skills to maintain and update them are becoming 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.

1.1.1 Business Needs

The OJD has identified the business needs it intends to meet with the full implementation of the Program. The needs align with the strategic goals for the 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 and tax courts. The OJIN system 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 (FIAS)) is inefficient, lacks internal controls, extremely fragile, does not interface well with other state systems, lacks 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**

Deferred until Odyssey implementation is complete.

1.1.2 **Product Requirements**

The OJD has determined that the business needs identified for the 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; 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 Program.

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1 DSS is deferred until OJD has completed the implementation of the core Odyssey product (Decision Number 255)
<table>
<thead>
<tr>
<th>Product/ Application Requirements</th>
<th>ECM</th>
<th>eFiling</th>
<th>CMS</th>
<th>FMS</th>
<th>DSS (Deferred)</th>
<th>Web Portal</th>
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<tbody>
<tr>
<td><strong>BUSINESS NEEDS</strong></td>
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<tr>
<td>Improved Judicial Data</td>
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<tr>
<td>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.</td>
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<td></td>
<td>New CMS will support person-centric data. CMS will feed DSS.</td>
<td>New FMS will support person-centric data. FMS will feed DSS.</td>
<td>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.</td>
<td>Web portal will provide consistent and user-friendly access to data.</td>
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<td>Improved Administrative Data</td>
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<td>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.</td>
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<td>New CMS will capture data from each court and filing, providing improved administrative data. CMS will feed the DSS.</td>
<td>New FMS will capture data from each court filing and judgment, providing improved financial and administrative data. FMS will feed the DSS.</td>
<td>DSS will aggregate administrative data from associated systems, offering enhanced analytical capabilities on court and case processing, staff performance and other administrative information.</td>
<td>Web portal will provide consistent and user-friendly access to data.</td>
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<td>Access to Courts</td>
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<tr>
<td>Faster and more accurate access to documents from any web browser supports improved customer service.</td>
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<td>eFiling will promote access to courts by facilitating filing of documents outside normal court hours without travel to the physical courthouse.</td>
<td>New FMS will support payment of fees, fines, and restitution through the Web, at any time and from anywhere.</td>
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<td>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.</td>
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<td>Standard Processes</td>
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<td>ECM supports standard CMS workflows across jurisdictions, improving speed and consistency in case processing</td>
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<td>New CMS will support standard processing of cases across jurisdictions while allowing for needed flexibility</td>
<td>New FMS will support standard processing of financial information across jurisdictions</td>
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<td>Web portal will provide a consistent front door for all internal and external users.</td>
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<tr>
<td>Product/ Application Requirements</td>
<td>ECM</td>
<td>eFiling</td>
<td>CMS</td>
<td>FMS (Deferred)</td>
<td>DSS</td>
<td>Web Portal</td>
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<td><strong>Access Control</strong></td>
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<td>Role-based security gives</td>
<td>Role-based security gives</td>
<td>Role-based security gives</td>
<td>Role-based security gives</td>
<td>Interface will present the functions specific to the role of the user.</td>
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<td>administrators fine-tuned control over access to documents and document types.</td>
<td>administrators fine-tuned control over access to eFiling functions, documents, and document types.</td>
<td>administrators fine-tuned control over access to CMS functions and information.</td>
<td>administrators fine-tuned control over access to FMS functions and information.</td>
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<td><strong>Process Efficiency</strong></td>
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<tr>
<td>Electronic documents are easier and faster to find and route. Supports new and more efficient CMS workflows. Facilitates improved business processes.</td>
<td>eFiling eliminates time-consuming physical filing and enhances case initiation and processing.</td>
<td>CMS supports improved workflow.</td>
<td>FMS supports improved workflow.</td>
<td>DSS assists in analyzing process efficiency and identifying potential areas of improvement.</td>
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<td><strong>System Flexibility</strong></td>
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<td>Easier and less costly to adapt to new user, legislative, and other requirements.</td>
<td>Easier and less costly to adapt to new user, legislative, and other requirements.</td>
<td>Easier and less costly to adapt to new user, legislative, and other requirements.</td>
<td>Easier and less costly to adapt to new user, legislative, and other requirements.</td>
<td>Look and feel of interface can be easily modified to meet changing user needs.</td>
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<td><strong>Update CMS</strong></td>
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<tr>
<td>Easier, better integration with CMS.</td>
<td>Potential integration with eFiling to populate CMS with filing data.</td>
<td>New CMS is easier, less costly to maintain and update.</td>
<td>Easier, better integration with CMS.</td>
<td>Easier, better integration with CMS.</td>
<td>Extract some CMS functionality into portlets.</td>
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<td><strong>Update FMS</strong></td>
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<tr>
<td>Easier, better integration with FMS.</td>
<td>New FMS easier, less costly to maintain and update.</td>
<td>Easier, better integration with FMS.</td>
<td>Easier, better integration with FMS.</td>
<td>Extract some FMS functionality into portlets.</td>
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<td><strong>Physical Storage</strong></td>
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<td>Eliminating or reducing paper documents in favor of electronic copies saves storage space.</td>
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<tr>
<td><strong>Disaster Recovery</strong></td>
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<td>Electronic storage will be backed up, and documents will be stored off-site.</td>
<td>Electronic storage will be backed up, and documents will be stored off-site.</td>
<td>CMS database will be backed up, and data will be stored off-site.</td>
<td>FMS database will be backed up, and data will be stored off-site.</td>
<td>DSS database will be backed up, and data will be stored off-site.</td>
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</tbody>
</table>
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 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.²

1.2 Business Case and Return on Investment

The OJD has examined the cost/benefit of pursuing the 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 Program.³ This charter incorporates that analysis and any subsequent updates by reference.

In 2007, OJD contracted with MTG Management Consultants, LLC to facilitate the development of a business case for the 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 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=ZoPjMQXQ3Lk
- Doug Bray — http://www.youtube.com/watch?v=Cibv5bq7R_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.

Revision of the Oregon eCourt Business Case, as of February 2011, is reflective of the Oregon eCourt Executive Sponsors’ decision to utilize the services of Tyler Technologies, Inc., and the SSP approach to fulfilling the 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 ($91.2M) 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 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.

² Oregon eCourt Tactical Plan, August 23, 2011.
³ From the Oregon eCourt Business Case, February 9, 2011.
1.3 Assumptions and Constraints

The subsection lists the high-level assumptions which, if proven untrue, could impact the success of the Program.

1.3.1 Assumptions

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

**Environmental Assumptions**
- Adequate and stable funding will be available to implement the Program,
- Adequate staffing levels will be maintained within the courts and OSCA 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, and
- The OJD legal and fiscal resources will be available to manage and support Program activities.

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

**Organizational Assumptions**
- Broad support among the courts, OJD management, and the State Bar to implement the Program including commitments from the Chief Justice, executive managers, and from all levels of OJD management,
- Broad support among the courts, OSCA, OJD management, and the Oregon State Bar (OSB) to support the Program’s vision and to implement the organizational and cultural changes the Program will require,
- A commitment among the courts and OJD management to dedicate sufficient staff to the Program,
- Sufficient and appropriate staffing and resources available to train all internal and external stakeholders,
- A 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 Program,
- A common vision among the courts and OJD management on the new major 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, and
- Internal management expertise exists or will be acquired to successfully manage the Project.

1.3.2 Constraints

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

**Environmental Constraints**
- Existing systems (OJIN and 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.

1.3.3 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 Executive 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, and
- Communicate those decisions.

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

1.3.4 Program Management Plan (PMP)

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 (PMP) and which can be located under the Oregon eCourt Intranet (SharePoint) Web page:

- Program Control
  - Schedule Control. How the Program is monitored, analyzed and corrected,
  - Scope Control. The activities through which Program scope is controlled, and
  - 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, and
  - 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, and
  - 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 contractors are released from the Program, and
  - 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.

### 1.3.5 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 Executive 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 testing.

Once product(s) are ready to be deployed, a walk-through of the product(s) may be presented to Program Executive Sponsors, or their designees. If the OSCA Oregon eCourt Division Directors are satisfied and the product meets the required functionality then a Product Acceptance document will be executed with signatures from the OJD 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 PMP. 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 Oregon 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 Oregon 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 within a CMS. The
integrated solutions 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, integration, and moves OJD back into the more appropriate oversight and control role.

The OJD has experienced what the marketplace can now offer in terms of an integrated Oregon 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 Technologies, Inc., is 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. The phased approach utilizes lessons learned from a pilot-court prior to deploying the system to 'early adopter courts'; then, deploying the complete system, during the rollout phase, to the remaining courts.

1.4 Program Scope and Structure

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

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4 From the Oregon eCourt Business Case, February 9, 2011
5 This section will be deferred until after full implementation to all courts.
1.4.1 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 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 ECM, CMS, eFiling, and a web portal were all completed during the summer 2011. The product implementations have served as a learning opportunity for the implementation of similar technologies and process improvements within the trial courts. The Appellate Oregon 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 is 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 Program is concentrating on setting the stage for implementing the single integrated solution for the remaining courts.

- **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.

The 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 SSP approach to addressing the remaining functionality for the Oregon eCourt, OJD has utilized these Program Areas simply to ensure that Tyler Technologies, Inc., 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 SSP Request for Proposal (RFP) and will continue to assist in organizing the SSP approach in 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.

1.4.2 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.

1.4.3 Appellate Oregon 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. The 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 implemented highly configurable case management, eFiling, and enterprise content management systems designed to meet the unique workflows of the Oregon Supreme Court and Court of Appeals. Finally the system will support financial management including accounts receivable/payable, escrow, and collections. The system will comply with Department of Administrative Services (DAS) interface design requirements and the Office of the State Treasurer’s cash management interface design and requirements. A financial management replacement project is planned to be completed by June 2016 to relieve the courts’ reliance on OJD’s aging FIAS system.

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6 Original language updated to meet current project requirements
1.4.4 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.

The OJD developed capacity management plans, researched the best options for hosting, and developed a second disaster recovery data center. Each data center has 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 provides 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 is the second Oregon eCourt data center.

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

The Architecture program area facilitates the movement of data that the centralized computing environment requires and ensures maximum system availability. The Architecture program area is the foundation upon which additional technical capabilities are built.

1.4.5 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. Decision Number 211 dated September 30, 2013, states the following, “OJD will rely on our current I&AM technologies and processes (OJD manages internal and partner identity and access, while Tyler manages public access).”

1.4.6 Enterprise Content Management (ECM) Program Area

In February 2010, the Oregon eCourt Executive Sponsors directed the Program to restart the Program and center the implementation strategy on an integrated application suite delivered by an SSP, which will include ECM.

1.4.7 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; excluding maintenance downtime.

Added “excluding maintenance downtime” to original language.

The Oregon eCourt Executive Sponsors directed the Program to restart the Program and center the implementation strategy on an integrated application suite delivered by an SSP, which will include ECM.

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, interactive forms, and inquiring about court locations and schedules. The portal will provide internal users with web-based information and tools tailored to users and tasks.

1.4.8 Enterprise eFiling Program Area

The eFiling solution allows the Oregon State Bar and district attorneys to file cases quickly and efficiently and provides self-represented litigants with 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 use 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.

1.4.9 Case Management Program Area

A modern CMS, replacing the current Oregon Judicial Information Network (OJIN) system, will use a person-based model in conjunction with a case-based one. The SSP products will be fully integrated to provide a suite of tools and products to realize a person-based, paper-on-demand environment 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. The program area will establish a standards-based environment with consistent data entry and reporting protocols statewide.

Additionally, this component area includes creation of a plan for integrating peripheral case management systems into the daily operation of the new Oregon eCourt. Following the planning effort, the SSP products will be configured to provide data conversion and integration assistance to the SSP to implement the functions of the OJD specialty court and jury management systems.

The CMS will need to integrate closely with the ECM, 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. The new CMS will integrate with a robust set of tools that support judicial decision making and courtroom operations and will support the use of standard decision support tools for information access and reporting and 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.

1.4.10 Financial Management Program Area

As part of the Odyssey software package, the Financial Management System (FMS) works in conjunction with the ECM, CMS, and web portal program areas and will provide solutions for accepting online financial transactions, document sales, and case financial tracking. Also, the FMS will provide the central office with tools that support customer account management and provide accurate financial information with the ability to analyze trends and policy impacts.

1.4.11 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

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8 Original language updated to meet current project requirements
9 Added entire paragraph to meet current project requirements
10 Original language updated to meet current project requirements
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.

1.4.12 Decision Support Program Area (Deferred)\(^{11}\)

This body of work has been deferred until after OJD is complete with the implementation of the core Odyssey system. Decision #255, dated March 18, 2015, states, “On March 16, 2015 the Oregon eCourt Sponsors accepted the recommendation from the Oregon eCourt Steering Committee and deferred the implementation of the DSS12 functionality as identified in the Tyler/OJD implementation contract. This deferral is until after OJD is complete with the implementation of the core Odyssey product.”

1.4.13 Organizational Change Management Program Area

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 restructure (business processes), and developing methods to sustain the change (measurement systems and reinforcement) in order to achieve the Oregon eCourt vision. OCM utilized the Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR) model for measuring and impacting court change readiness characteristics. Through internal resources the Program was able to adapt this knowledge and create an internal change readiness process based on industry standards.

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.

1.4.14 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.

1.5 Program Milestone Schedule

This section provides summary-level milestones of the significant events in the 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 Program to normal OJD operations. A high-level schedule of Oregon eCourt efforts has been provided at the end of this document, Appendix

\(^{11}\) DSS is deferred until OJD has completed the implementation of the core Odyssey product (Decision Number 255)

\(^{12}\) DSS is deferred until OJD has completed the implementation of the core Odyssey product (Decision Number 255)
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.

<table>
<thead>
<tr>
<th>Program Level Milestone</th>
<th>Target Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identity &amp; Access Management</td>
<td>December, 2011 (Closed – Decision Number 211)</td>
</tr>
<tr>
<td>Pilot Court complete - Yamhill</td>
<td>June, 2012 (Completed)</td>
</tr>
<tr>
<td>Web Portal</td>
<td>March, 2013 (Completed)</td>
</tr>
<tr>
<td>DSS</td>
<td>March, 2013 (Deferred – Decision Number 255)</td>
</tr>
<tr>
<td>Jury Management</td>
<td>February, 2014 (Active)</td>
</tr>
<tr>
<td>Early Adopter Courts complete</td>
<td></td>
</tr>
<tr>
<td>Jackson, Linn, Crook/Jefferson, Multnomah</td>
<td>June, 2014 (Completed)</td>
</tr>
<tr>
<td>Appellate FMS Project</td>
<td>2015 (Active – June 2016)</td>
</tr>
<tr>
<td>Remaining courts complete</td>
<td>June 2016</td>
</tr>
<tr>
<td>Organizational Change Management</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

1.5.1 List of Program Deliverables

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

The following deliverables have been completed and validated, and updated (2015), as a foundation for the approach to the Program as a whole:

- OJD Business Strategic Plan,
- OJD IT Strategic Plan and Program Charter,
- Program Business Case,
- Program Charter,
- Program Management Plan,
  - Program Control Plan
  - Cost Management Plan
  - Quality Management Plan
  - Resource Management Plan
  - Risk Management Plan
- Organizational Change Management Plan,
- Program Schedule (integrated),
- Data Management Plan,
- Enterprise Architecture Plan,
- Security Management Plan,
- Tactical Plan,
- Program Integration Plan, and
- Disaster Recovery/Business Continuity Plan.
1.5.2 List of Product Deliverables

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

- Organizational Change Management (OCM) will provide the knowledge transfer and training for the personnel working with the Odyssey software provided by Tyler Technologies, Inc. Tyler will work closely with OETO and integration staff to ensure a smooth transition to the new platform of court service.

- The I&AM\(^{13}\) project includes acquiring technology for centralized single sign-on and role-based security tools and this deliverable meets the security requirements for the Program. Decision Number 211 dated September 30, 2013, states the following, “OJD will rely on our current I&AM technologies and processes (OJD manages internal and partner identity and access, while Tyler manages public access).

- The SSP 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\(^{14}\),
  7) Jury Management,
  8) Integration Backbone,
  9) Technical, and
  10) Web Portal.

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

1.6 Program Metrics

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

<table>
<thead>
<tr>
<th>OJD Oregon eCourt Program Benefits Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Oregon eCourt Program Expected Benefit</strong></td>
</tr>
<tr>
<td>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</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

\(^{13}\) Identity and Access Management (I&AM) project has been closed (Decision Number 211)

\(^{14}\) DSS is deferred until OJD has completed the implementation of the core Odyssey product (Decision Number 255)
### OJD Oregon eCourt Program Benefits Summary

<table>
<thead>
<tr>
<th>Oregon eCourt Program Expected Benefit</th>
<th>Associated Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of time to locate and assemble case files and documents for court</td>
<td>Lower staff cost for file processing&lt;br&gt;Lower off-site retrieval costs</td>
</tr>
<tr>
<td>Elimination of time to produce and forward court documents such as warrants and subpoenas</td>
<td>Decreased average time for case resolution&lt;br&gt;More case resolutions per FTE</td>
</tr>
<tr>
<td>Elimination of time to locate case files for records requests by the public, parties, or attorneys</td>
<td>Lower staff cost for file processing&lt;br&gt;Lower retrieval costs, both on-site and off-site</td>
</tr>
<tr>
<td>if the requests are received through the web portal</td>
<td></td>
</tr>
<tr>
<td>Reduced time to manage collection activities</td>
<td>Lower staff costs&lt;br&gt;Increased collection percentage</td>
</tr>
<tr>
<td>Higher customer satisfaction</td>
<td>Based on pre and post-implementation customer surveys</td>
</tr>
<tr>
<td>Reduction of required travel time for review of case files</td>
<td>Decreased travel costs for circuit judges</td>
</tr>
<tr>
<td>Fewer customer requests for information/complaints</td>
<td>Lower staff cost for customer service activities</td>
</tr>
<tr>
<td>Reduced training time for new and current employees</td>
<td>Reduced staff turnover and reduced cost of staff turnover due to applications being easier to learn and use leading to higher job satisfaction</td>
</tr>
<tr>
<td>Reduced number of data entry errors and elimination of lost and unavailable or misplaced files</td>
<td>Decreased average time for case resolution&lt;br&gt;More case resolutions per FTE</td>
</tr>
<tr>
<td>Paper, postage, and copying expense savings from the reduction of paper</td>
<td>Reduced cost associated with paper</td>
</tr>
<tr>
<td>Cost savings from the reduction of the storage and warehousing of case files</td>
<td>Reduced cost of storage</td>
</tr>
<tr>
<td>Increased revenue from online case and document copy requests</td>
<td>Additional revenue to respond to online requests</td>
</tr>
<tr>
<td>Increased collections percentage</td>
<td>Additional collections and reduction in cost to collect</td>
</tr>
<tr>
<td>Cost avoidance in not repairing OJIN / FIAS</td>
<td>Decreased maintenance costs directly related to OJIN/FIAS</td>
</tr>
<tr>
<td>Cost avoidance in not executing paper-based disaster recovery</td>
<td>Decreased cost of recovering paper file</td>
</tr>
</tbody>
</table>

A core justification for the 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

<table>
<thead>
<tr>
<th>Oregon eCourt Program Expected Benefit</th>
<th>Associated Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased public safety</td>
<td>Decreased recidivism as a result of better decision making/dispositions</td>
</tr>
</tbody>
</table>
## OJD Oregon eCourt Program Intangible (Non-Monetary) Benefits Summary

<table>
<thead>
<tr>
<th>Oregon eCourt Program Expected Benefit</th>
<th>Associated Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased welfare of Oregon children</td>
<td>Decreased repeat or subsequent delinquency and dependency petitions</td>
</tr>
<tr>
<td>Increased welfare of Oregon children</td>
<td>Decreased time to permanency and success of resulting placement</td>
</tr>
<tr>
<td>Improved welfare of families</td>
<td>Decrease in the number of adjustments to initial dispositions</td>
</tr>
</tbody>
</table>

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. The matrices should be reflective of the metrics outlined above. In addition, OJD has tasked a group to identify and measure the performance of the Program. The group will provide ongoing input to the definition and assessment of the impact that the Program will have to the delivery of justice in the state. A baseline of each measure should be conducted at any point prior to implementation in order to create meaningful measurements.
This chart describes functional relationships, not necessarily administrative relationships.

4/21/2015
1.6.1 Governance

The governance of the 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 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.

![Governance Structure Diagram]

**Figure 8: Governance Structure**
1.7 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 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 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 Program and 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.

1.7.1 Program Budget

The Oregon eCourt Budget in the table below presents overall costs estimate of the Program over the 2007/2017 bienniums 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.

A budget has been provided in Appendix A – Budget. The budget set forth in this plan is the anticipated budget when the plan first developed. It is not updated so that final results may be measured against it at the end of the bonded Program.