Idaho: Our Odyssey Experience

Lessons Learned and
Moving Forward after a Statewide CMS Deployment
A Quick Look Back
iCourt
Enabling access, efficiency, and integration
Previous State (2015)

- 45 Court Case Mgmt Systems
  - Limited functionality
  - Siloed with loose coupling for statewide reporting and public access
  - Designed for clerks

Current State (2019)

- Trial Courts (44 counties)
- Appellate Courts
- Prosecutors & Public Defenders
- Probation Offices
- Problem Solving Courts
- Self-Represented Litigants
- Attorneys

Statewide Court System
Previous System Scope

Electronic Filing & Service
*No capability*

Electronic Case Processing

Electronic Court Operations

Problem Solving Court Staff

Court Clerks

Electronic Access
*Partial*

Citizens

Justice Partners

State Agencies

State Agencies
Implementation Strategy

Initial Activities
✓ Build out statewide solution - 2014

Pilot and Early Adopter
✓ Pilot County: Twin Falls - June 22, 2015
✓ Early Adopter: Ada County - August 8, 2016

Statewide Roll-Out
✓ Wave 1 (12 counties) - October 10, 2017
✓ Wave 2 (14 counties) - April 9, 2018
✓ Appellate Courts - June 4, 2018
✓ Wave 3 (16 counties) - October 9, 2018

Electronic Filing
✓ Permissive at go-live (day-one)
✓ Mandatory e-filing 30 days after go-live
## Critical Success Factors - Project

<table>
<thead>
<tr>
<th>Activity</th>
<th>Key Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot Selection</td>
<td>• Choose a pilot court of medium size &amp; complexity, to help set baseline for larger rollouts</td>
</tr>
<tr>
<td>Project Governance &amp; Scope</td>
<td>• Have clear lines for decision making&lt;br&gt;• Keep pressure on the project time line, avoid pursuit of perfection&lt;br&gt;• Define scope early and remain true to it</td>
</tr>
<tr>
<td>Configuration</td>
<td>• Configuration options are numerous – start with less complicated features&lt;br&gt;• Understand nothing is permanent</td>
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<tr>
<td>Resources</td>
<td>• Be prepared to add staff: the lift is heavier than you think&lt;br&gt;• Monitor and support project participants’ morale</td>
</tr>
<tr>
<td>Go Live</td>
<td>• Provide adequate on-site staff to support new users for at least 2 weeks&lt;br&gt;• Invite previous court users to provide assistance at go-live</td>
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## Critical Success Factors - Technical

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| Conversion                | • Users must feel they “own” the data – involve them in data reviews  
                          • Focus on financial data conversion activities early                                                                                                                                                                                                                       |
| Scalability               | • Virtualize your technology to provide flexibility for growth  
                          • Storage & server needs will be greater than you believe                                                                                                                                                                                                                   |
| Security                  | • Invest time up front to define security permissions (rights & roles)  
                          • Make this a dedicated focus area for specific staff                                                                                                                                                                                                                      |
| Backup and Recovery       | • Establish a “hot” fail-over architecture for reliability  
                          • Maintain multiple copies in various locations (on premise, cloud, off-line)                                                                                                                                                                                                 |
## Critical Success Factors – Process & Training

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<td><strong>Business Processes</strong></td>
<td>• Know your business processes before configuring&lt;br&gt;• Invest time documenting your processes – this is more work than you think</td>
</tr>
<tr>
<td><strong>Forms</strong></td>
<td>• Develop standardized forms – know this is a large effort&lt;br&gt;• Focus on usability</td>
</tr>
<tr>
<td><strong>Communication &amp; Change</strong></td>
<td>• Communicate, communicate, communicate – internal and external&lt;br&gt;• Encourage users to be open to and embrace change&lt;br&gt;• Identify and equip local change leaders to drive county efforts</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>• Combine business process and technical training&lt;br&gt;• Use your own staff to conduct training&lt;br&gt;• Be sure to focus on e-filing training for attorneys and staff</td>
</tr>
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</table>
Sustaining the Solution

- Centralized access to processes
  - Enable self-service

- Single point of access for service
  - Reporting and tracking issues
  - Monitoring service status

- Dedicated support structure
  - Devoted front-line service team
  - Tiered support to SMEs
Moving Forward
The foundation and frame are complete.
Successes

- Quick access to case files
  - Anytime, anywhere

- Statewide solution
  - Court cases
  - Misdemeanor probation
  - Problem-solving courts

- Electronic filing & service
  - Ease for attorneys
  - Auto-loaded into cases

- Judicial partner access to documents
Challenges

- Document signing
- Queues and tasks inefficiency
- Portal usability
- Financial processes
- Shortage of automation
It's Time to Evolve the Foundation
Enabling Idaho to move to an electronic justice system

Future Vision: Electronic-Enabled Justice Ecosystem

We are here

Electronic Case Files
Electronic Processes
Electronic Self Service
Electronic Courthouse

Paper Processes
Scanning
Limited E-Filing
Universal E-Filing
SRL
Criminal
Civil

200 Years
Last 20 Years
Last 10 Years
Last 5 Years
Next 5 Years
Continuous improvement is key to Idaho’s success

Periodic Obsolescence

- Much larger effort
  - Think “Go-Live”

Incremental Efforts
- Think “Manageable Sprints”
Current State

- The history and physics of what got us here together “one good decision at a time”
- Unemotionally articulates “what is”, for better or worse
- Provides insights on how all aspects of courts/IT are connected and impact each other
Future Vision

- Aligns leadership team on shared view of:
  - Future business capabilities
  - Economic model for investment and value recognition
  - How architecture, organization, and operating models will lead to productivity
Gap Closing Plan

- Plans out a forward-looking roadmap
- Defines path for getting to the desired Future Vision from the Current State
- Includes prioritization, chunking, and sequencing of delivery of business and technology capabilities
Mission and Initiatives

Provide Access to Justice for Idahoans through Timely, Fair, and Impartial Resolution of Cases

**Business System Initiatives**
- Simplify Access
- Maximize Efficiency
- Integrate Partners
- Decide with Data

**Technology System Initiatives**
- Refresh Tech Foundation
Simplify Access

- Expand self-represented litigant services
- Improve public and justice partner online access
- Provide enhanced attorney services
- Enable access to documents from anywhere
Maximize Efficiency

- Streamline court processes
  - Upgrade to improve usability
  - Absorb Odyssey advanced features
  - Expand electronic notifications
- Improve core business application reliability
- Modernize jury services & management
Integrate Partners

- Extend Attorney Manager for prosecutors and public defenders
- Enhance misdemeanor probation & pre-trial capabilities
- Enrich problem-solving court management
- Integrate more state agencies
- Integrate more county entities (jails, prosecutors)
Decide with Data

- Pilot Socrata for court data needs
- Establish enterprise information management program
- Develop a data warehouse capability
Establish a Multi-Year Plan to drive continuous improvement for each business capability.
Realities after a **statewide CMS deployment**

- **Challenge**
  - Users and staff are tech weary
  - Leaders are ready to invest elsewhere

- **Opportunity**
  - Focus on real business value needs
  - Align new tech efforts to address user “pain”
  - Shift from “go-live” mentality to incremental capabilities

**Leveraging a multi-year plan will drive continued maturity**
Thank You!

Carley Nelson
• cnelson@idcourts.net

Kevin Iwersen
• kiwersen@idcourts.net