



eBench and Dashboards – Making a Case for Judicial Tools

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What are Judicial Tools

- 1) Judge's Business Perspective
- 2) Capabilities of Judicial Tools
- 3) Planning to Implement a Judicial Tools System
- 4) Sample Judicial Tools Model and Roadmap



Judge's Business Perspective

WHAT ARE JUDICIAL TOOLS

RECONSIDERING THE CONCEPT OF JUDICIAL CASE MANAGEMENT

Consider the difference between case management and electronic records management.

Judicial tools that assist judges in the movement and resolution of cases should be included in every electronic case management system.



CONFIGURABLE TOOLS TO MEET THE COMMON NEED FOR INFORMATION

Regardless of jurisdiction, all judges have common needs for information in different formats and tools should be designed with the flexibility to meet variances.

This calls for *configurable tools* that can be easily changed to satisfy the individual preferences of judges and their staffs and assist in proactive management of cases to timely resolution.



JUDICIAL TOOLS CAN MAKE THIS A SMOOTHER PROCESS!

Creation of judicial tools must be judge-driven, not only in application design, but also in the hardware available on the bench (think: multiple monitors with documents displayed on some screens, driven by the judges support staff).

Within the display screen of a particular case, a judge should be able to calendar events, make docket entries, create case notes, review past case notes, enter orders, search other cases, perform research, and review transcripts of the record, for example.



Capabilities of a Judicial Tools System

FUNCTIONAL CAPABILITIES OF JUDICIAL TOOLS

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BUSINESS CAPABILITIES FOR JUDGES

What are the business needs of judges?

What tools will meet those need?

Design that addresses the workflow.

IT people are thinking:

- How do we map these requirements?
- And design services to provide them?

Judges want the right tools to do the job!



3 CORE TRIAL JUDGE WORK ENVIRONMENTS

Bench Dockets

Trials and hearings

Chambers

Tools should be dynamic and configurable to allow the user to change some components (look, feel, or workflow) without requiring modifications from vendor or software engineer



BUSINESS CAPABILITIES

Court business capabilities define the core “what” the court is seeking to do.

What not How!

Mapping the business capabilities in an electronic file environment and then solving the services that enable an efficient workflow!

Judicial tools to seamlessly access information from internal and external sources as needed.



WORKFLOW AND DECISIONMAKING

People worked hard over a long time to create a paper workflow that gets the job done.

Working with electronic files changes the workflow and it will take time and experience to develop new best practices for a given court.

Design dashboards that combine the information and tools a judge needs for each of the three key environments!



ALL COURTS ARE NOT ALIKE

High Volume Courts

- Re-organization of court events in real time
- Tools to make real-time calendar adjustments reduces in-court confusion and restrictions of normal case management systems
- Integrating new data and efficiently documenting dispositions

Multi Event Courts

- Largely driven by the strategic decisions of the parties
- Tools to document internal task and case progression
- Case evaluation and planning is an iterative process and the core element of the judicial process management functions

Circuit Riding & Problem Solving Courts

- Allows a judge to maintain his or her caseload in a single independent system controlled by the judge
- Rapid sharing of information between courts and outside agencies
- Configurable access restrictions
- Web based solutions



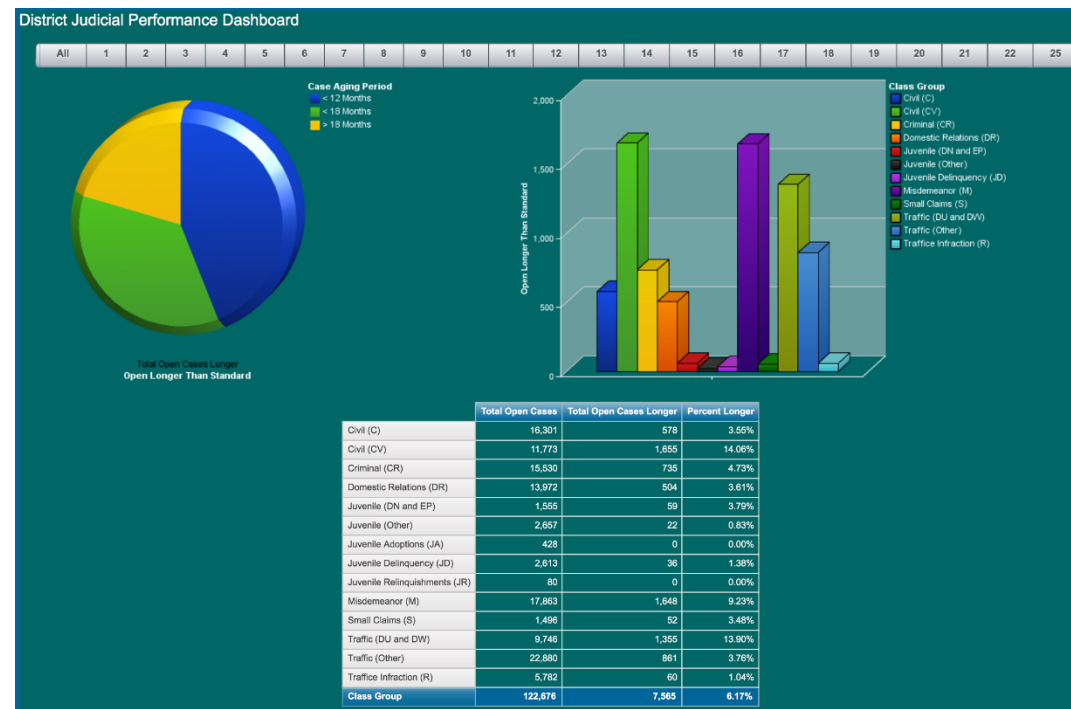
GOOD LESSONS FROM TEXAS!

You can't manage a caseload until you can manage a case

Achieving higher levels of performance begins with understanding and measuring your performance today

Higher performance is achieved by creating a culture that embraces analytics

Measure, Compare and Share for Continual Improvement



Planning to Implement a Judicial Tools System

PREPARING TO IMPLEMENT A SYSTEM

Take Advantage of Planning Tools

Utilize your NACM Guides

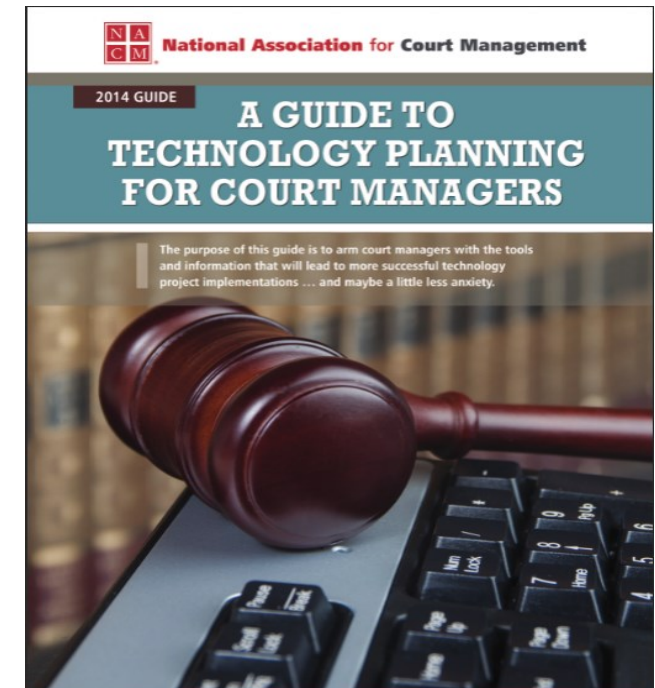
Identify the problem or need

Collect the information

Analyze the information and communicate effectively

Identify the key stakeholders and adopters

Take action!



https://nacmnet.org/sites/default/files/Resources/2014TechGuide_WithCover.pdf

Routing Through Your Projects And Your Strategic Plans, Too

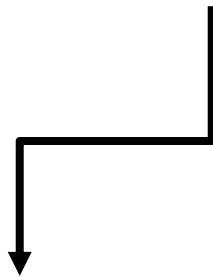
Plans and projects may have many moving parts and pieces

Priorities fluctuate over time

Your plans should reflect the critical path

Which aspects/processes have **no room for error**?

Is the payoff worth the effort?



These are **Red Route** candidates!



Some Red Routing Rules for Technology

- Must be **complete activities**, not simple tasks
- Must imply an obvious measure of **accomplishment**
- Must be **portable** to multiple screens or processes
 - Typically not “one-off” activities
- Must **focus on goals**, not on procedural steps
- Must be **accurate, feasible, and realistic**



Remember: Flowers won't save you!

Don't be distracted by “shiny objects” on the road

Don't be tempted to say “just make it easy”

Identifying Red Routes will help keep you on track

Covering the Red Routes can bring you close to **90%** project success

Work with your vendor/technology team to identify your Red Routes – and be **RELENTLESS!**



Measure Progress and Reroute Early

Whether you're routing through:

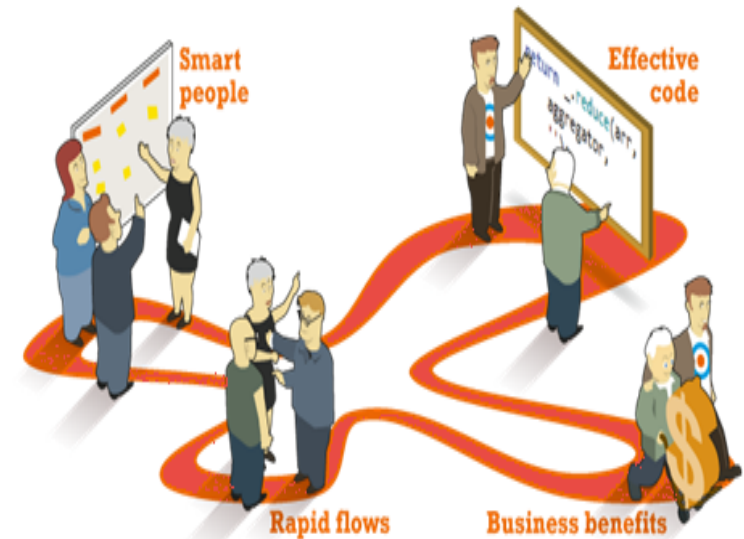
- Project Phases
- Business Processes
- Software Functionality

Identify what's most frequent/critical

Test your assumptions

- Consult your data
- Talk to colleagues and customers
- Collaborate with the private sector

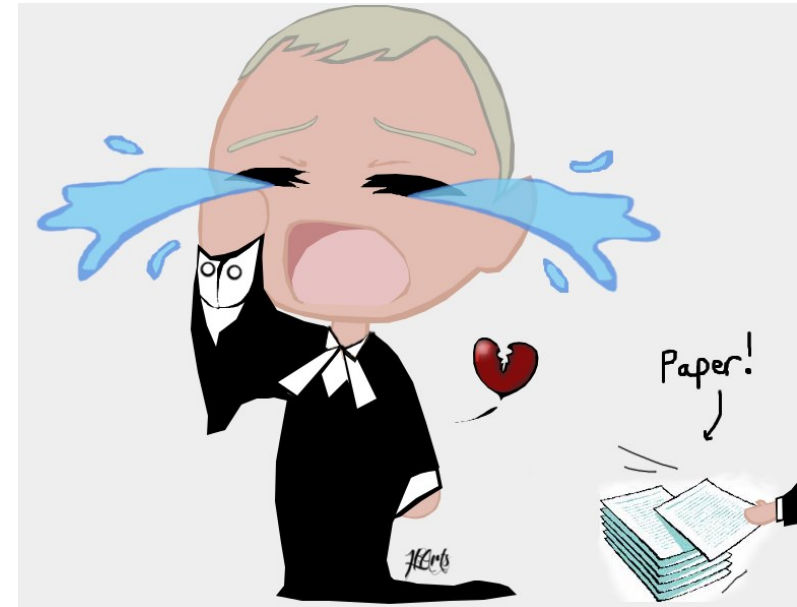
If you miss the mark, find it, fix it, and reroute!



DON'T TAKE AWAY MY PAPER!

Judges have been forced to manage large numbers of cases and complicated matters in the world of paper files and paper dockets.

- Anticipate cultural barriers to change when judges are asked to translate their paper work flow and decision-making process into the electronic file world.



Sample Judicial Tools Modeling and RoadMap

CHALLENGES TO IMPLEMENT THE SOLUTION

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Sample Judicial Tools Model

Stage	Case Information
Supporting Tech	CMS, DMS, SSLVPN, Mobility, Data Integration/web-services
Advanced	<ul style="list-style-type: none"> Integrated view of supplemental data (e.g., DMV, DOJ, booking photos) Integrated scheduling tools (personal calendar, agency availability) Configurable by judge/environment (e.g., high volume, multi-event, problem solving)
Intermed.	<ul style="list-style-type: none"> Integrated BENCH / CHAMBERS view (related cases, all cases courtwide) Advanced case search (e.g., parties), Tools (e.g., Financial calculators)
Basic	<ul style="list-style-type: none"> Daily calendar BENCH view, simple case search (case #) On-line case summary Appropriate equipment (e.g., Bench, Chambers)
Paper	<ul style="list-style-type: none"> Case summary printouts Day Planner

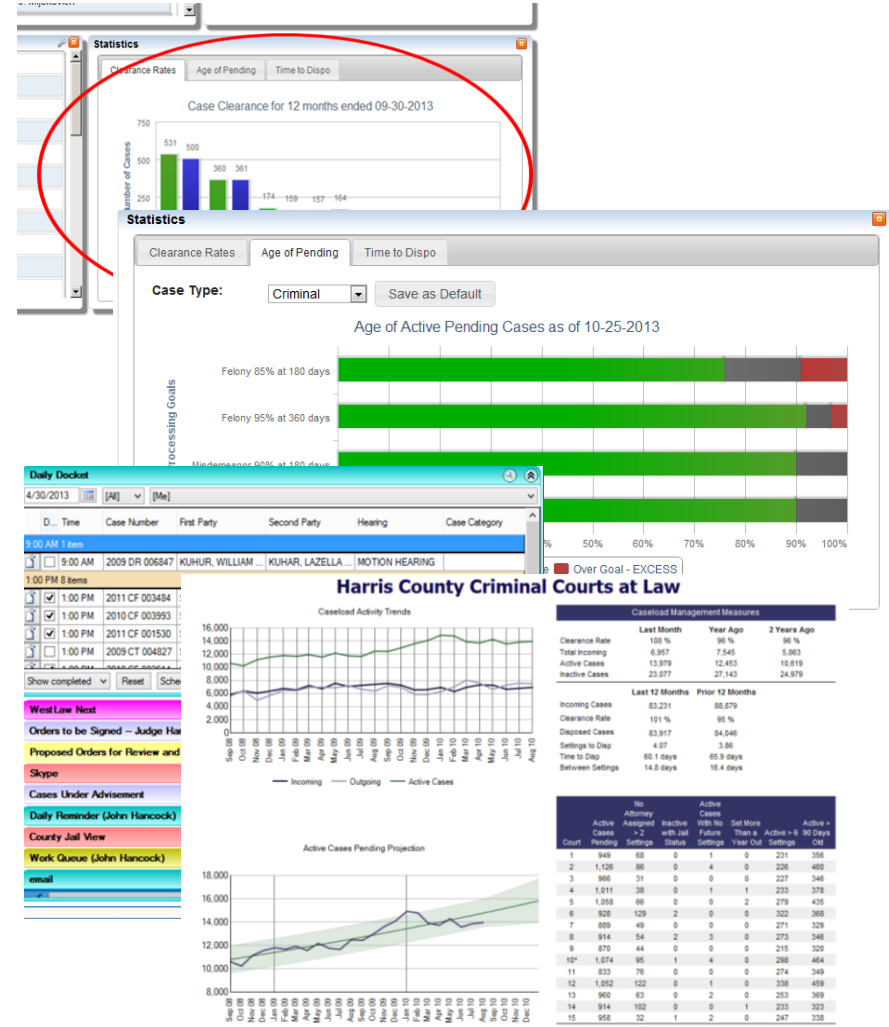
The screenshot displays a comprehensive judicial dashboard with multiple panels:

- Calendar:** Shows a daily view of court events, including scheduling conferences and hearings.
- Search:** A search interface for cases and documents with filters for County, Case No., and Statewide.
- Documents to sign:** A panel for reviewing and signing documents.
- Case Summary:** A detailed view for case 2011 CF 003484, including case type, parties (STEVEN L HUNT), attorneys, and charges (1. Third Degree Felony, 2. Third Degree Felony).
- Electronic Legal File:** A section for managing case files and comments.
- Case Comments:** A list of comments related to the case.
- Case Details:** A central panel showing case status, arraignment, bail, and violations.
- Case Level Priors:** A table listing prior offenses with columns for Date, CNT, QI, Code, DESC, Priors, POC, MM, Plea, Date, Count, Dispo, and Date.



Sample Judicial Tools Model

Stage	Case Management Information
Supporting Tech	CMS, DMS, Work Queue/Business Process Management, Email, Reporting, BI
Advanced	<ul style="list-style-type: none"> Judicial leadership: case type statistics Courtwide statistics (historical and forecast) Alerts (cases approaching time standards or with no set review date) My workload/statistics over time
Intermed.	<ul style="list-style-type: none"> Real-time work queues Future work queues My stats (e.g., age of pending cases) Integrated open case load report (e.g., at a glance, drill down)
Basic	<ul style="list-style-type: none"> Open case load report work queues (what do I need to do today, docs to sign)
Paper	<ul style="list-style-type: none"> Day Planner Administration Reports



Sample Judicial Tools Model

Stage	Electronic Documents
Supporting Tech	DMS, Word, PDF Annotation plug-in; SharePoint, eSignature
Advanced	<ul style="list-style-type: none"> 100% electronic case file secure document annotation (highlights, bookmarks, comments) integrated electronic signatures Document rights management
Intermed.	<ul style="list-style-type: none"> Integrated multi-document viewing Supplemented by "some paper" Sorting/filtering Configurable views Pre-populated forms
Basic	<ul style="list-style-type: none"> Simple viewing tool of electronically scanned file (supplemented by full paper case file); Word processing for document creation (e.g., rulings); Multi-document viewing
Paper	Case File

The screenshot displays a judicial case management system interface. At the top, there's a navigation bar with 'My Calendar', 'Switch Panes', 'Cases', 'Events', and 'Print Prepped'. Below this, a document list is shown with columns for 'Name', 'Filed', and 'Date'. The main area features a document viewer with a 'FILED' stamp and a 'Part II Certification' form. The certification form includes a section for 'Under penalties of perjury, I certify that:' with handwritten entries: '12.10.2008' and 'Please verify!'. A 'borstein Sticky Note' is overlaid on the bottom right, containing the text: 'Let's move the prior work to a separate exhibit.' A 'Bookmarks Panel' is visible at the bottom left of the document viewer.



Sample Judicial Tools Model

Stage	Chambers Work
Supporting Tech	CMS, DMS, SharePoint Web, Search, Case Citation tools, Active Directory, VPN
Advanced	<ul style="list-style-type: none"> Pending queue Integrated document case citation linking (e.g., Shepard's Links)
Intermed.	<ul style="list-style-type: none"> Access to resources (e.g., Judges Notes, Attorney workups, Justice Partner data sources, transcripts) Work queue management; Integrated related cases
Basic	<ul style="list-style-type: none"> Tentative Rulings On-line legal research Jury instruction tools
Paper	<ul style="list-style-type: none"> Law Books

The screenshot displays the Electronic Legal File (ELF) system. Key features include:

- Navigation Bar:** 'My Calendar', 'Legal Workups', 'Proposed Orders', and 'Search' buttons.
- Case List:** Filtered by Judge Moss, Friday, Nov 21. Shows a case: 'Williams vs. South Coast Home Furnishing Centre, LLC' at 09:00 AM.
- Daily Docket:** A table showing case scheduling for 4/30/2013.

Time	Case Number	First Party	Second Party	Hearing	Case Category
9:00 AM	2009 DR 006847	KUHUR, WILLIAM	KUHAR, LAZELLA	MOTION HEARING	
1:00 PM	2011 CF 003484	State of Florida	HUNT, STEVEN L	ARRAIGNMENT C...	Running Late
1:00 PM	2010 CF 003993	State of Florida	HUNT, STEVEN L	ARRAIGNMENT C...	
1:00 PM	2011 CF 001530	State of Florida	BROWN, HUBERT...	ARRAIGNMENT C...	video
1:00 PM	2009 CT 004827	State of Florida	FREED, CAROL A...	ARRAIGNMENT C...	Interpreter
- Other Windows:** 'Criminal Jury Instructions Resource Center', 'WestLaw Next', and 'Proposed Orders for Review and Signature - Hancock'.



Sample Judicial Tools Model

Stage	Court Events
Supporting Tech	CMS, VOIP, Video
Advanced	<ul style="list-style-type: none"> Integrated video appearances (dashboard) E-Filing with reservations
Intermed.	<ul style="list-style-type: none"> Video appearances Integrated telephonic appearances (dashboard) On-line scheduling (based on preferences) On-line Court Hearings Reservations (e.g., Civil motions) E-Filing
Basic	<ul style="list-style-type: none"> Courtroom calendars by day Telephonic appearances Calendar tools (future hearing) Future/past events
Paper	<ul style="list-style-type: none"> Day Planner In person

The collage illustrates various judicial tools and their integration. It features screenshots of an 'Electronic Legal File' system, including a calendar view and a 'Case Count' grid for December 2014. Below these are screenshots of a case information page for 'MERINO, ALEX JOSEPH' and a list of hearings. At the bottom, there are images of a courtroom with a video screen, a telephone with a video call on its screen, and a person in a courtroom setting.



Sample Judicial Tools Model

Stage	Communication
Supporting Tech	CMS, DMS, LiveNote, Microsoft O365 (Outlook, Lync, SharePoint), eSignatures
Advanced	<ul style="list-style-type: none"> Advanced Workflow (e.g., Proposed Order)
Intermed.	<ul style="list-style-type: none"> Electronic support documents (e.g., research attorney write-ups, Probate Notes, ...) Courtroom / party collaboration / coordination (e.g., party check-in) REMOTE processing (e.g., Warrants, Protective Orders, Probable Cause)
Basic	<ul style="list-style-type: none"> Realtime transcripts Electronic Judge Notes and Clerk Notes Tentative rulings
Paper	<ul style="list-style-type: none"> Post it notes Sealed envelopes

The screenshot displays a web-based interface for case management. On the left, a sidebar shows a list of documents and cases, with red arrows pointing to specific items. The main area shows a document titled 'Case Research for 11CF3484'. Below the document, there is a 'My Notes' section with text about state statutes and a 'Defining reasonably necessary is key' note. A separate window shows a 'Superior Court of the State of California' tentative ruling from Judge Robert J. Moss, dated November 21, 2014. Another window shows 'Calendar Notes' for Case 13-00083 Chamberlin V Chamberlin, detailing various court-related events and dates.



Sample Roadmap At a Glance

Scenario: Old CMS, No DMS, Solid Infrastructure

Stage	Case Information	Case Management Information	Electronic Documents	Chambers Work	Court Events	Communication
Supporting Tech	CMS, DMS, SSLVPN, Mobility, Data Integration/web-services	CMS, DMS, Work Queue/Business Process Management, Email, Reporting, BI	DMS, Word, PDF Annotation plug-in; SharePoint, eSignature	CMS, DMS, SharePoint Web, Search, Case Citation tools, Active Directory, VPN	CMS, VOIP, Video	MS, DMS, LiveNote, Microsoft O365 (Outlook, Lync, SharePoint), eSignatures
Advanced	Integrated view Integrated scheduling Configurable	Judicial leadership Courtwide stats "My workload"	100% electronic Annotations eSignatures Doc rights mgmt.	Pending queue Integrated citation linking	Int video appearance E-Filing / reservations	Adv. Workflows
Intermediate	Bench/Chamber View Advance search Tools	Real-time queues Future queues My stats Case load reports	Integ. doc viewing "Some" paper Sorting/filtering Pre-populate forms	Access to resources Work queue mgmt. Related cases	Video appearance Telephonic appear. Scheduling / Reserv. E-Filing	Support docs Party coord. Remote processing
Basic	Calendar Bench View Case summary Equipment	Open case load Work queues	Simple viewing Word Processing Multi doc viewing	Tentative Rulings On-line research Jury Instruction tools	Calendars by day Int. telephonic app. Calendar tools Future/past events	Realtime transcripts Judge/Clerk notes Tentative rulings
Paper	Case summary Day Planner	Day Planner Admin Reports	Case File	Law Books	Day Planner In person	Post it notes Sealed envelopes

Leverage your infrastructure to build a foundation



Sample Roadmap At a Glance

Scenario: Old CMS, DMS, OK Infrastructure

Stage	Case Information	Case Management Information	Electronic Documents	Chambers Work	Court Events	Communication
Supporting Tech	CMS, DMS, SSLVPN, Mobility, Data Integration/web-services	CMS, DMS, Work Queue/Business Process Management, Email, Reporting, BI	DMS, Word, PDF Annotation plug-in; SharePoint, eSignature	CMS, DMS, SharePoint Web, Search, Case Citation tools, Active Directory, VPN	CMS, VOIP, Video	MS, DMS, LiveNote, Microsoft O365 (Outlook, Lync, SharePoint), eSignatures
Advanced	Integrated view Integrated scheduling Configurable	Judicial leadership Courtwide stats "My workload"	100% electronic Annotations eSignatures Doc rights mgmt.	Pending queue Integrated citation linking	Int video appearance E-Filing / reservations	Adv. Workflows
Intermediate	Bench/Chamber View Advance search Tools	Real-time queues Future queues My stats Case load reports	Integ. doc viewing "Some" paper Sorting/filtering Pre-populate forms	Access to resources Work queue mgmt. Related cases	Video appearance Telephonic appear. Scheduling / Reserv. E-Filing	Support docs Party coord. Remote processing
Basic	Calendar Bench View Case summary Equipment	Open case load Work queues	Simple viewing Word Processing Multi doc viewing	Tentative Rulings On-line research Jury Instruction tools	Calendars by day Int. telephonic app. Calendar tools Future/past events	Realtime transcripts Judge/Clerk notes Tentative rulings
Paper	Case summary Day Planner	Day Planner Admin Reports	Case File	Law Books	Day Planner In person	Post it notes Sealed envelopes

Start building an electronic document foundation.



Sample Roadmap At a Glance

Scenario: Modern CMS, DMS, Weak Infrastructure

Stage	Case Information	Case Management Information	Electronic Documents	Chambers Work	Court Events	Communication
Supporting Tech	CMS, DMS, SSLVPN, Mobility, Data Integration/web-services	CMS, DMS, Work Queue/Business Process Management, Email, Reporting, BI	DMS, Word, PDF Annotation plug-in; SharePoint, eSignature	CMS, DMS, SharePoint Web, Search, Case Citation tools, Active Directory, VPN	CMS, VOIP, Video	MS, DMS, LiveNote, Microsoft O365 (Outlook, Lync, SharePoint), eSignatures
Advanced	Integrated view Integrated scheduling Configurable	Judicial leadership Courtwide stats "My workload"	100% electronic Annotations eSignatures Doc rights mgmt.	Pending queue Integrated citation linking	Int video appearance E-Filing / reservations	Adv. Workflows
Intermediate	Bench/Chamber View Advance search Tools	Real-time queues Future queues My stats Case load reports	Integ. doc viewing "Some" paper Sorting/filtering Pre-populate forms	Access to resources Work queue mgmt. Related cases	Video appearance Telephonic appear. Scheduling / Reserv. E-Filing	Support docs Party coord. Remote processing
Basic	Calendar Bench View Case summary Equipment	Open case load Work queues	Simple viewing Word Processing Multi doc viewing	Tentative Rulings On-line research Jury Instruction tools	Calendars by day Int. telephonic app. Calendar tools Future/past events	Realtime transcripts Judge/Clerk notes Tentative rulings
Paper	Case summary Day Planner	Day Planner Admin Reports	Case File	Law Books	Day Planner In person	Post it notes Sealed envelopes

Bring together CMS and DMS into a common view.



Sample Roadmap At a Glance

Scenario: Old CMS, No DMS, Weak Infrastructure

Stage	Case Information	Case Management Information	Electronic Documents	Chambers Work	Court Events	Communication
Supporting Tech	CMS, DMS, SSLVPN, Mobility, Data Integration/web-services	CMS, DMS, Work Queue/Business Process Management, Email, Reporting, BI	DMS, Word, PDF Annotation plug-in; SharePoint, eSignature	CMS, DMS, SharePoint Web, Search, Case Citation tools, Active Directory, VPN	CMS, VOIP, Video	MS, DMS, LiveNote, Microsoft O365 (Outlook, Lync, SharePoint), eSignatures
Advanced	Integrated view Integrated scheduling Configurable	Judicial leadership Courtwide stats "My workload"	100% electronic Annotations eSignatures Doc rights mgmt.	Pending queue Integrated citation linking	Int video appearance E-Filing / reservations	Adv. Workflows
Intermediate	Bench/Chamber View Advance search Tools	Real-time queues Future queues My stats Case load reports	Integ. doc viewing "Some" paper Sorting/filtering Pre-populate forms	Access to resources Work queue mgmt. Related cases	Video appearance Telephonic appear. Scheduling / Reserv. E-Filing	Support docs Party coord. Remote processing
Basic	Calendar Bench View Case summary Equipment	Open case load Work queues	Simple viewing Word Processing Multi doc viewing	Tentative Rulings On-line research Jury Instruction tools	Calendars by day Int. telephonic app. Calendar tools Future/past events	Realtime transcripts Judge/Clerk notes Tentative rulings
Paper	Case summary Day Planner	Day Planner Admin Reports	Case File	Law Books	Day Planner In person	Post it notes Sealed envelopes

Invite your Court Leadership to take a sip from the tar pits!





Thank You!

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