

Legal Tools Replacement Project 3.0

Presented to the Joint Committee on Information
Management and Technology

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Agenda

Overview

Program Updates and Status

Risk Management and iQMS

DAS Reporting & Direction

External Agency Involvement

RFP Status and Contracted Services



Overview



Functions of DOJ

Law Firm

Litigation
Legal Advice
Appeals
Criminal

Agency - Regulator

Tobacco Directory
Data Privacy

Agency - Services

Crime Victims Compensation
Hope Card
Grand Jury Recordation



What Are We Doing?

The Legal Tools Program is a technology project aimed at replacing the systems that are at **the core of what we do at DOJ**.

Case Management (Matter Management)

Where we store case-related information

Timekeeping (Carpe Diem)

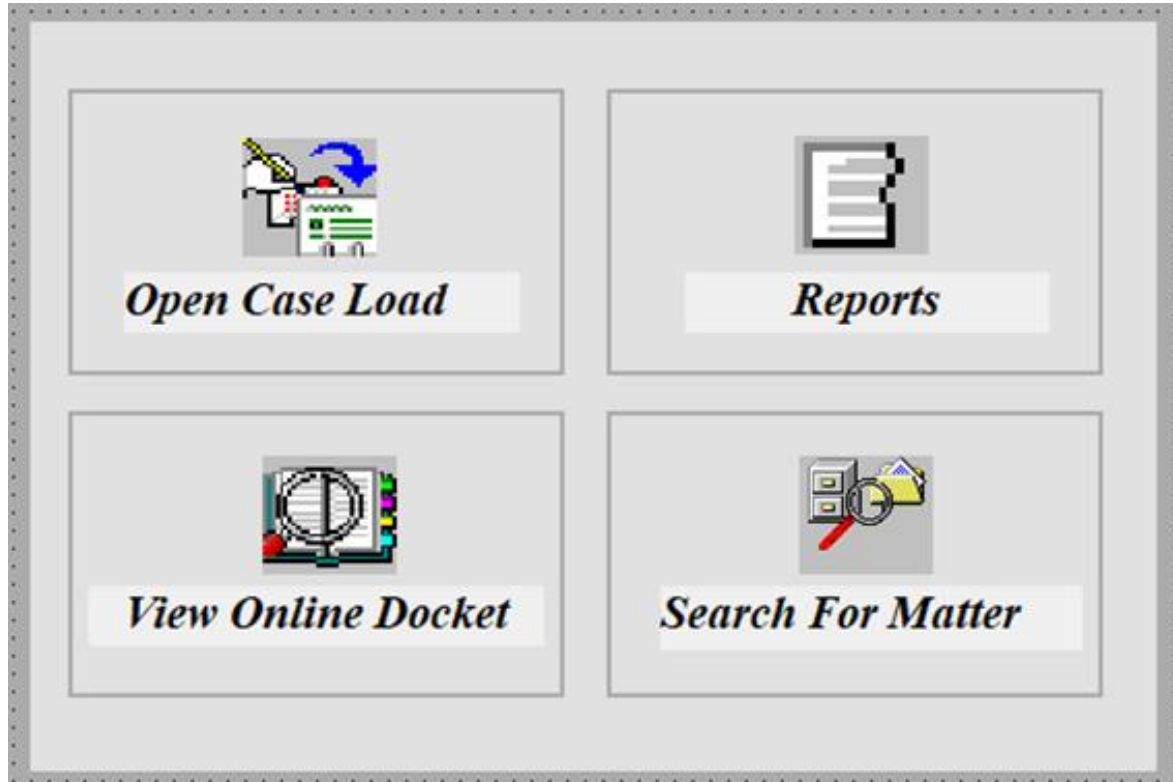
How we keep track of time
attorneys spend on cases

Billing (Elite)

How we bill clients for our
legal services



What is Matter Management?



Trial Division Matter Management

File Matter Topics Reports Admin Window Help

New Matter

Case Summary Case Detail Opening Report Participant Events Notes Links Closing Report

Agency: [dropdown] Add Agency Case #: [text] Agency Contact: [text] Add Contact

Matter Name: [text]
Case Nick Name: [text]
Status: [text]
Date Open: [text] by: [text]
Date Filed: 00/00/0000
Date Served: 00/00/0000
Rite of Way #: [text]
Assigned AAG: [dropdown]
Current Litigation Status: [dropdown]
Prayer Amt: [dropdown]

Split Bill #: [text]
Matter #: [text]
Date Closed: 00/00/0000
Section ID: [dropdown]
Major Case: [checkbox] Monitor: [checkbox]
Advice/Assistance: [checkbox] DOJ Litigation Hold: [checkbox]
Protective Order: [checkbox] Ramos: [checkbox]
Victim Contact: [dropdown]
Category: [dropdown]
Measure 37 #: [text]

Forum Data Case Type

Case #: [text] Judge: [dropdown]
County: [dropdown] Forum: [dropdown]
State: [dropdown] Phone: [text]

Add to Alfresco

oldprimarycasetype
No secondary case type



What is Contained in Matter Management?



Legal Matters

A screenshot of the 'Trial Division Matter Management' application. The window has a menu bar (File, Matter Topics, Reports, Admin, Window, Help) and a toolbar. Below the toolbar is a tab bar with the same tabs as the first image: 'Case Summary', 'Case Detail', 'Opening Report', 'Participant', 'Events', 'Notes', 'Links', and 'Closing Report'. The 'Case Detail' tab is active, displaying a form with the following fields and sections:

- Agency:** A dropdown menu.
- Agency Case #:** A text input field.
- Agency Contact:** A text input field.
- Add Contact:** A button.
- Matter Name:** A text input field.
- Case Nick Name:** A text input field.
- Status:** A text input field.
- Date Open:** A text input field.
- by:** A text input field.
- Date Filed:** A text input field with a date picker icon.
- Date Served:** A text input field with a date picker icon.
- Rite of Way #:** A text input field.
- Assigned AAG:** A dropdown menu.
- Current Litigation Status:** A dropdown menu.
- Prayer Amt:** A text input field.
- Split Bill #:** A text input field.
- Matter #:** A text input field.
- Date Closed:** A text input field with a date picker icon.
- Section ID:** A dropdown menu.
- Major Case:** A checkbox.
- Monitor:** A checkbox.
- Advice/Assistance:** A checkbox.
- DOJ Litigation Hold:** A checkbox.
- Protective Order:** A checkbox.
- Ramos:** A checkbox.
- Victim Contact:** A dropdown menu.
- Category:** A dropdown menu.
- Measure 37 #:** A text input field.
- Forum Data:** A section header.
- Case #:** A text input field.
- Judge:** A dropdown menu.
- County:** A dropdown menu.
- Forum:** A dropdown menu.
- State:** A dropdown menu.
- Phone:** A text input field.
- Case Type:** A dropdown menu.
- Add to Alfresco:** A button.
- oldprimarycasetype**
No secondary case type



What is Contained in Matter Management?

Regulatory Matter

Manufacturer	Contacts	Brands	Certification	Compliance	Escrow	Associates	Enforcement	Communication
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Manufacturer	Contacts	Brands	Certification	Compliance	Escrow	Associates	Enforcement	Communication
Company Name:					FEIN		Navigation	
Address:			Phone:		Bond #		Add Address	
			Fax:		Date Entered 12/15/2023		Set up E-Folders	
			Current Address ☐		Company ID:		Explore E-Folders	
City/St/Zip:			Type of Address		Distributor ☐		Change Online Submission Status	
Country:			Alert:		Active Manufacturer ☐		SAVE	
Webpage:			Manufacturer TTB:		Mail Merge ☐		HELP	
Email:			Permit Number:		Permit Year:			
NPM ☐ PM ☐ MSA Effective Date: 00/00/0000			Name on Permit:		Current: ☐			
			Permit Country:					
Company Contacts			Role		Title		Associate Companies	



Why replace these systems?

Case Management (Matter Management)

- Built in 1990s by DOJ staff, now out of date and unsupportable
- Multiple disparate, siloed versions
- No integrations with timekeeping or billing
- Poor reporting capabilities
- Inefficient, no ability to catch errors
- No integrations with external systems

Timekeeping (Carpe Diem)

- Significant system downtime and slow performance
- High cost with an unacceptable level of vendor support

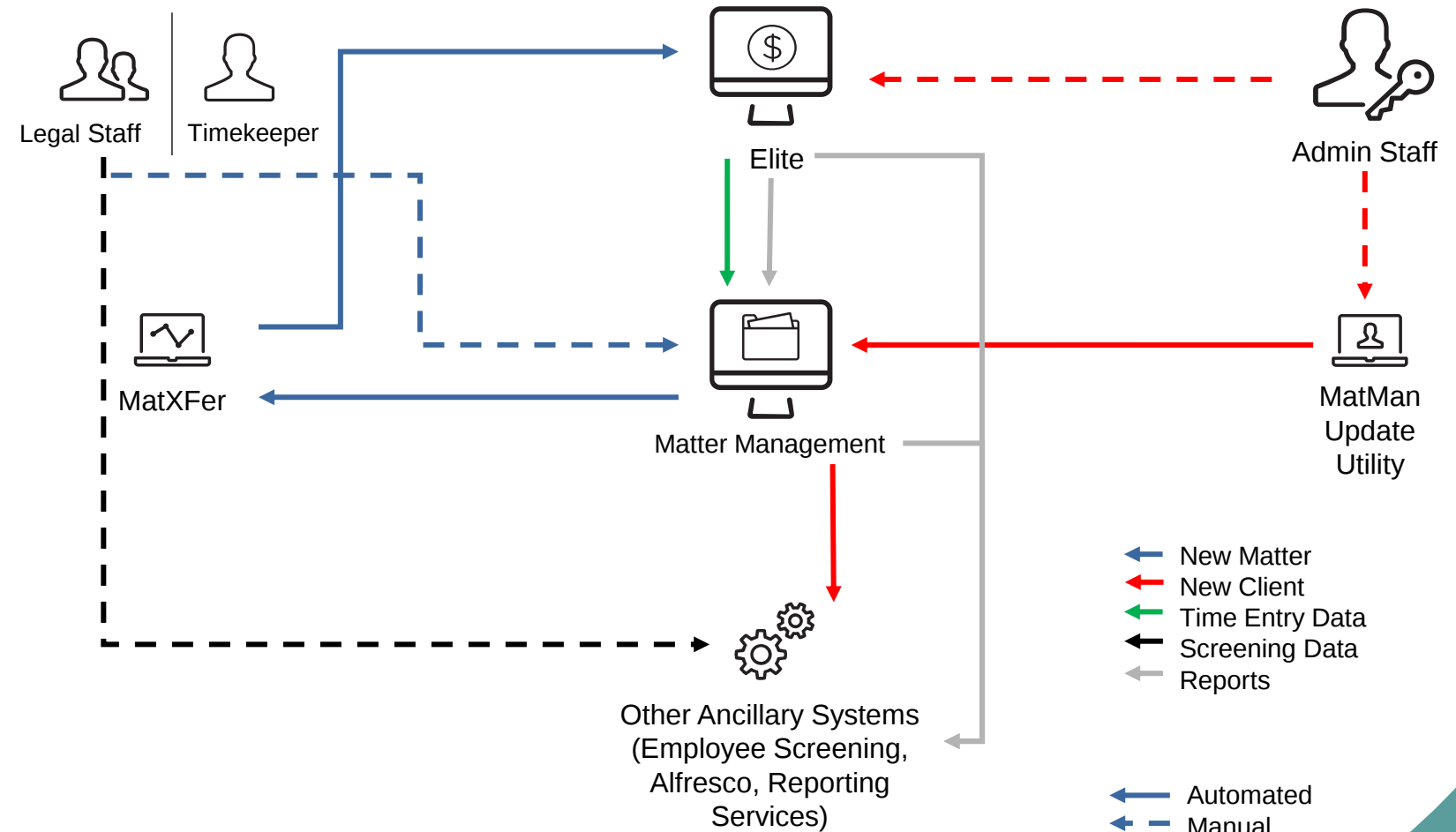
Billing (Elite)

- End-of-life and no longer supported by the vendor
- Presents maintenance and security issues



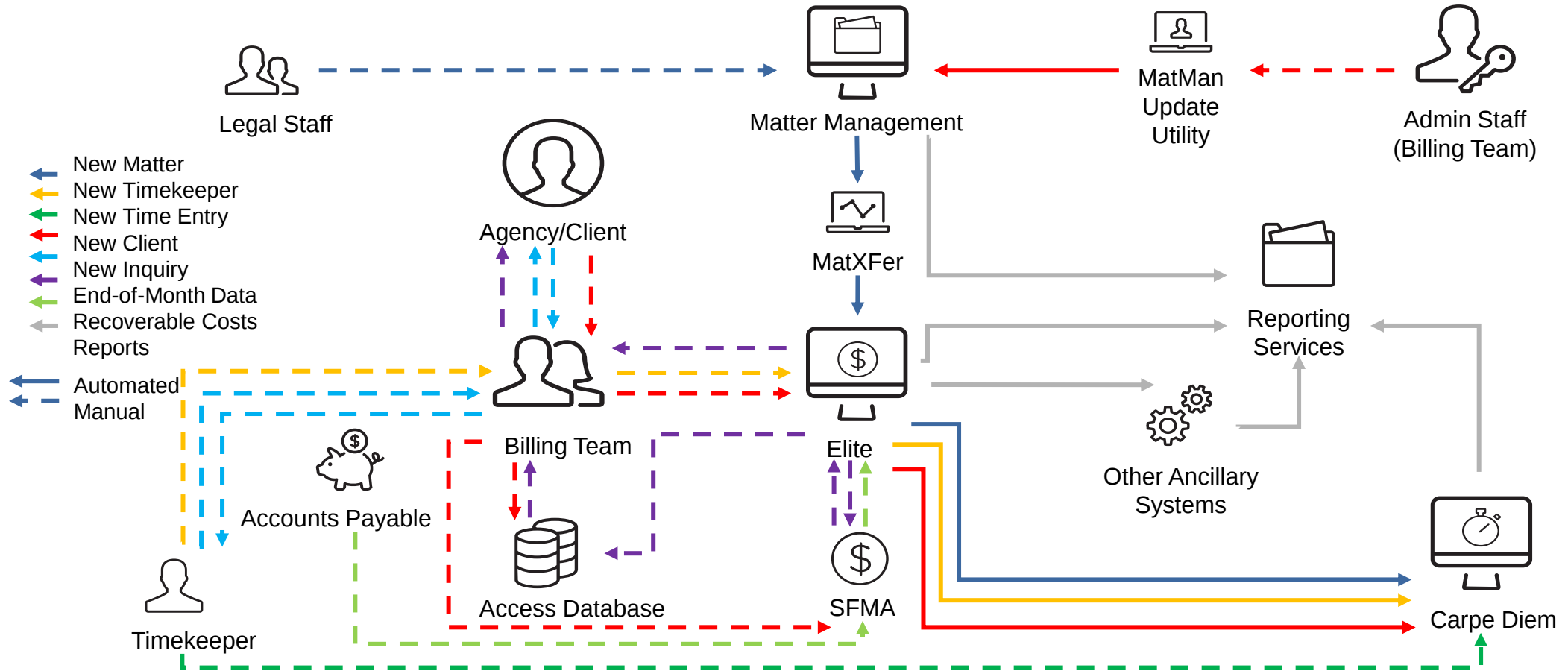
Current State – Case Management

Interactions with our current Matter Management systems are complicated and lack automation.



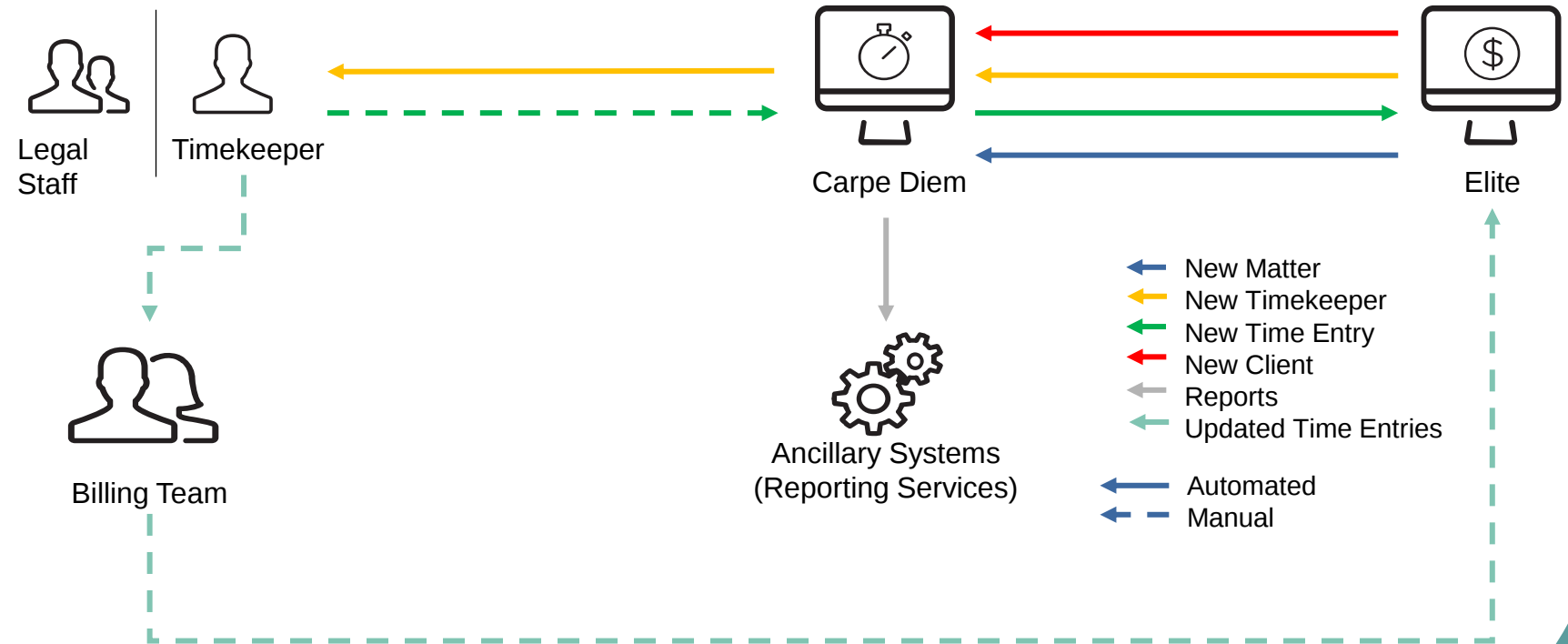
Current State - Billing

Every billing process includes multiple manual steps, most of which **could be automated** with a modern case management system with integrated billing.

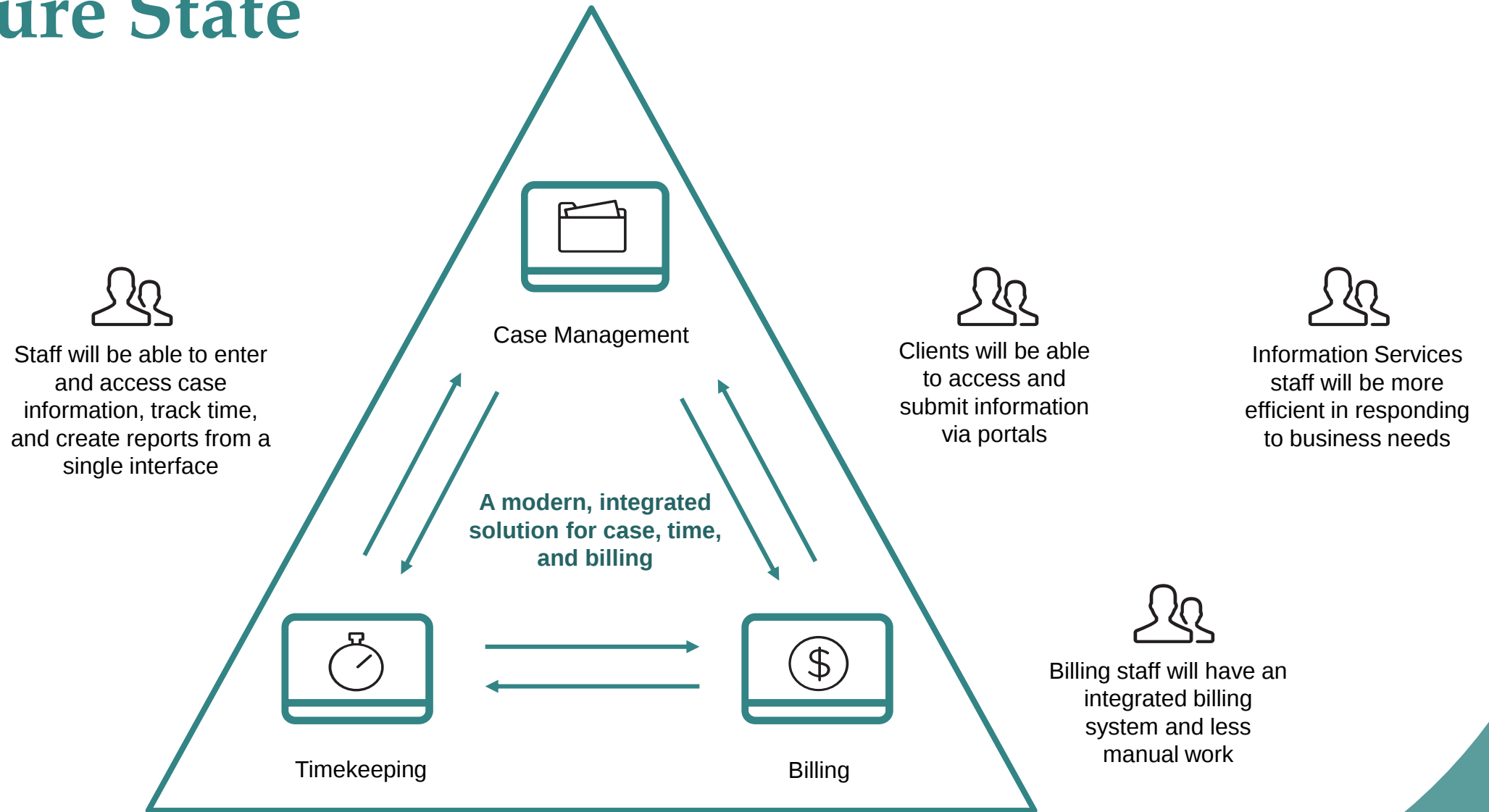


Current State - Timekeeping

Currently, there is no integration between case management and timekeeping; all time entries are manually recorded.



Future State



Program Scope Includes



Implement New Solution

Procure and go-live with a modern solution for case, time, and billing



Migrate Data

Clean data from old systems and either migrate or archive, as appropriate



Decommission Legacy Systems

Decommission old case (MatMan), time (Carpe Diem), and billing (Elite) systems



Rationalize Ancillary Systems

Decommission, modify or integrate 40+ ancillary systems, given new solution functionality



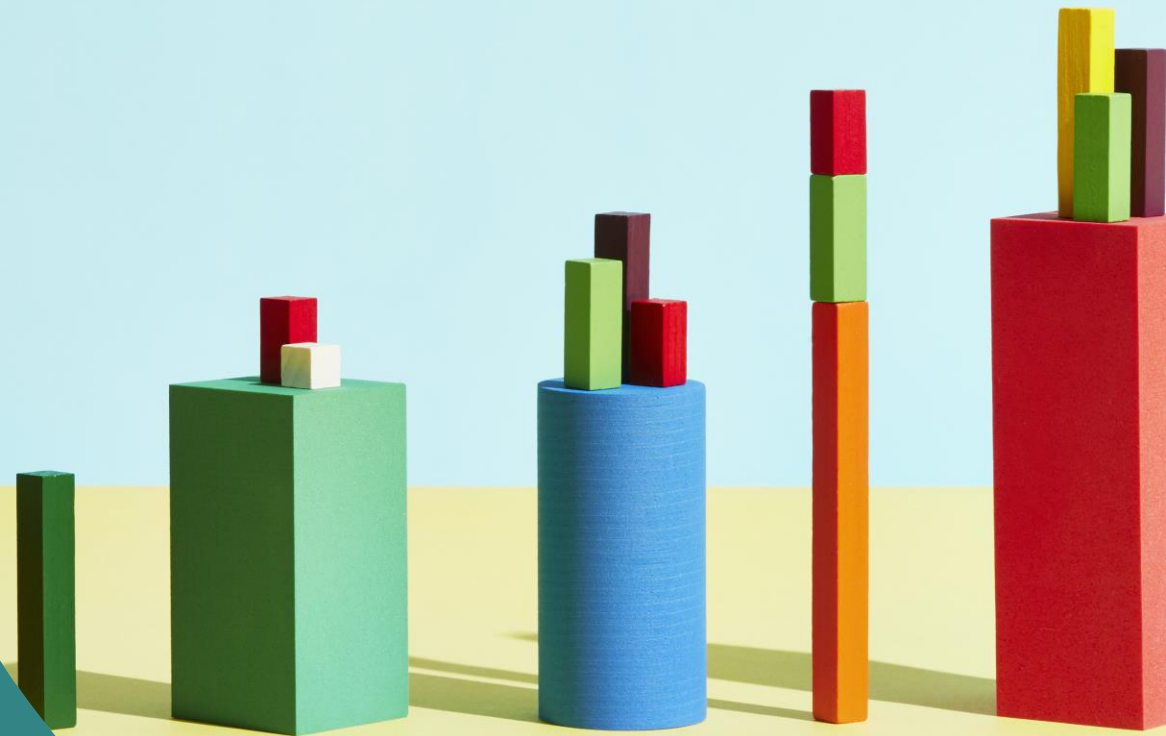
Provide Support

Support stakeholders through organizational change management, business process redesign, cloud readiness, training, and communication

The Legal Tools Program will not replace e-Discovery or document management tools.



Program Status and Updates



Program Health Status

Scope Health: **Green**

- Scope is stable
- Changes are managed through the program's formal change request process

Schedule Health: **Yellow**

- Project schedules are at moderate risk until baselined through implementation activities
- Schedules will be further developed in collaboration with the selected solution vendor in Q3 2024

Budget Health: **Yellow**

- Budget is at moderate risk until budgeted amount is shown sufficient for the selected product (to be known after vendor selection)
- Requests for General Fund reimbursements for bondable activities are pending approval from DAS Capital Finance



Total Cost of Ownership

- An estimate of Total Cost of Ownership, including operations and maintenance for five years, will be defined after the new solution has been selected.
- Estimated total cost of the program planning and implementation (2019* – 2027) is estimated at \$39,000,000 with a variance of +/-50%.

*2019-2021 LTR 2.0 costs included



Risk Management



Risk Management

- Risks and issues are proactively managed by the program's Risk Management Team
- Currently monitoring 27 risks, 12 are on the watchlist
- Mitigation strategies are monitored and updated to reduce impact and probability of risks becoming issues; currently there are no issues
- Top risk: Availability of General Funds
 - Mitigation: working with DOJ CFO and DAS Capital Finance to seek General Fund reimbursement for bondable activities



Independent Quality Management (iQMS)



Independent Quality Management (iQMS)

- NTT Data is the contracted iQMS vendor for the program, providing:
 - Quarterly Assurance Status and Improvements Reporting
 - Periodic Quality Status Reports
- As of the Q3 2023 QA Status Report, NTT Data rates the overall health of the program **Yellow**, primarily due to budget concerns:
 - Unknown cost of the solution to be selected
 - Possibility of insufficient General Funds



DAS Project Reporting and Direction



DAS Project Reporting and Direction: Enterprise Information Services

- Each of the program's component projects is subject to the Joint EIS/LFO Stage Gate Process and were assigned an oversight level
- To date, all projects are making good progress towards each required Stage Gate



External Agency Involvement



Value to Client Agencies and Oregonians

- Improved data security
- More reliable data
- Enhanced ability to submit and access information
- Smoother process for receiving invoices
- Decreased inquiry response time



External Agency Involvement: DOJ's Client Agencies

- DOJ provides legal services for +130 of client agencies
- Staff at these agencies will be impacted with the change in DOJ's billing processes
- The program will engage with impacted staff members through the Stakeholder Engagement Committee
 - Discussing needs and how changes will impact their workflows
 - Providing information and updates about coming changes



Request for Proposals (RFP) Status

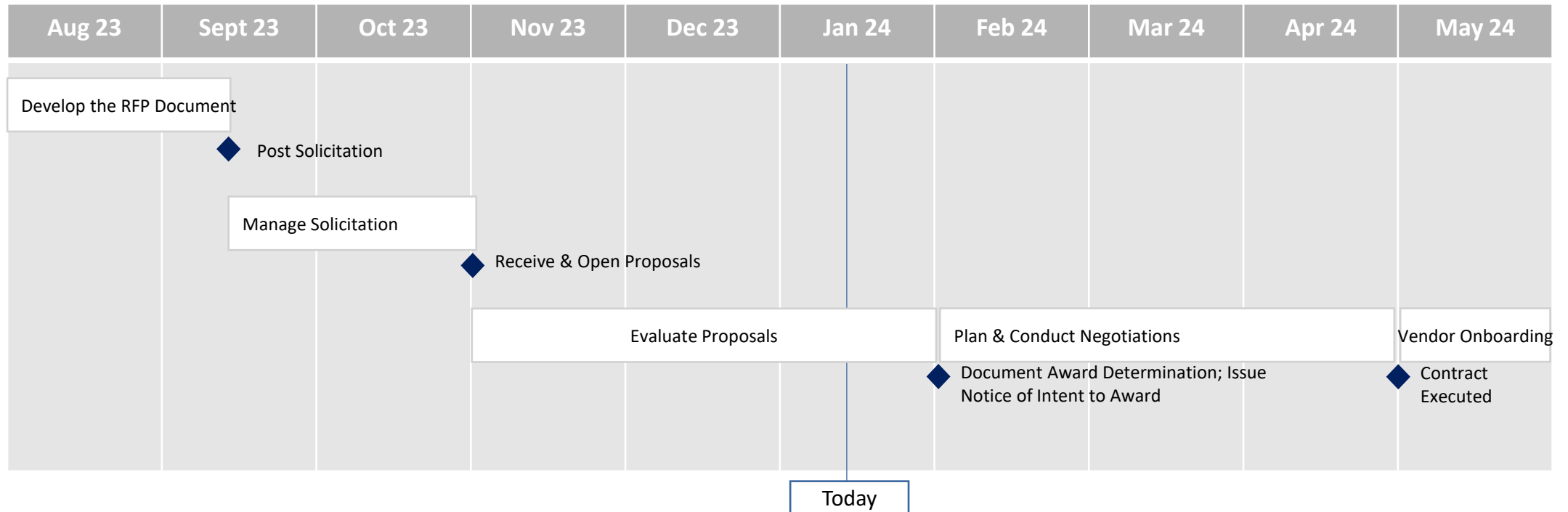


Request for Proposals (RFP) Status

- RFP for the solution vendor was released via OregonBuys September 13, 2023
 - Seven vendors responded with written proposals
 - Proposals were reviewed by the Legal Tools RFP Evaluation Committee
- Round 1 Evaluation Scoring Tabulation Meeting was held November 16, 2023
 - Final scores were submitted to DAS Procurement Services November 17, 2023
 - Four vendors score high enough to proceed to Round 2
- Round 2 will conclude late January 2024
 - Activities include full day vendor demonstrations and interviews with key staff
 - Client reference checks and review of final and best offer cost proposals may also be included



RFP Timeline



Contracted Services Support



Planning & Integration Services

- Contract with Deloitte began during the 2021-23 biennium, with 10 deliverables completed related to:
 - Business Requirements
 - Strategic Program Advisory Support
 - Procurement Support
- Resulting deliverables have elevated the program team's expertise and knowledge of industry standard best practices
- This biennium, Deloitte has provided:
 - Vendor Solution Procurement Documents
 - Vendor Demonstration Scripts
 - Solution Vendor Statement of Work Checklist
 - Business Process Transformation Plan



Advisory Services

- Contract with Info-Tech Research Group (Info-Tech) began at the end of the 2021-23 biennium to accelerate readiness for the procurement, implementation, and sustainability of the new solution
- Info-Tech advisors and resources have provided direct value to:
 - Legal Tools Benefits Management Plan
 - DOJ's Strategic Technology Plan
 - DOJ's Cloud Strategy
 - DOJ's Application Rationalization Framework
 - DOJ's Project Portfolio Management Framework



Questions?

