



Legislative Report

March 1, 2024



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Background

After decades of debate, a clear consensus developed in support of a unified case management system for Michigan trial courts. Key support for this consensus was the 2019 Trial Court Funding Commission report that recommended Michigan’s trial courts move towards a more stable and consistent funding model and an integrated technology infrastructure.¹ To achieve that recommendation, the Michigan Judicial Council’s 2022-25 Strategic Agenda envisions the eventual adoption of a single unified Case Management System (CMS) to achieve the following goals:

- Increase the consistency and reliability of data gathering and reporting for improved decision-making at both the state and local level;
- Reduce the cost and labor required to compile data for reporting;
- Improve access to the justice system by enabling the broader use of online court services;
- Reduce or eliminate duplication of costs to local governments; and
- Better position the Judicial Branch for integration with other justice system stakeholders such as law enforcement, corrections, and child and social welfare agencies.²

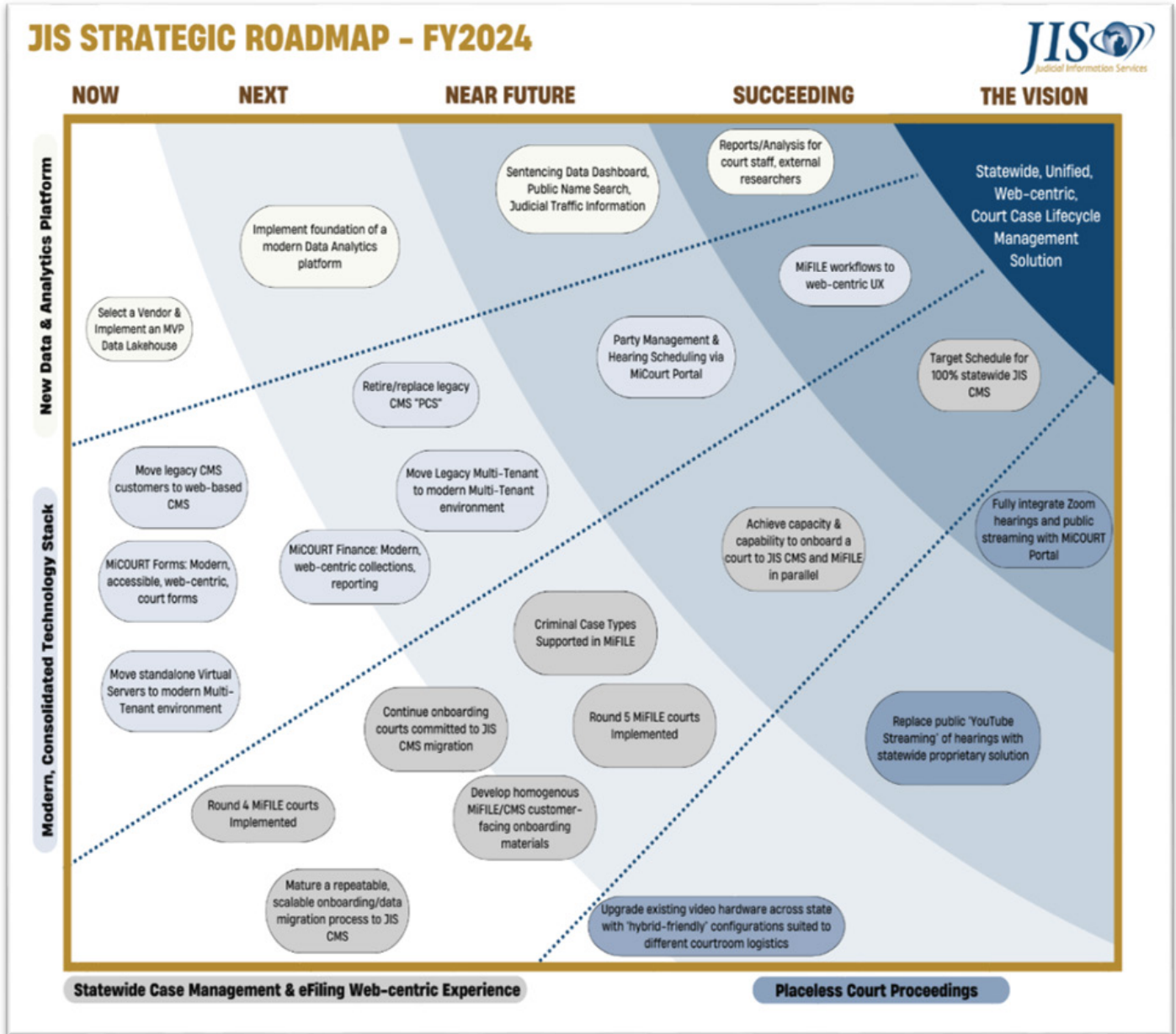
This vision was supported by all three branches of state government in the historic \$150 million appropriation signed in 2022 to fund the initial build out of the technology infrastructure for unified case management throughout Michigan.

¹ Trial Court Funding Commission Final Report (September 6, 2019): www.michigan.gov/treasury/-/media/Project/Websites/treasury/Reports/TCFC_Final_Report_962019_9-30-2019.pdf?rev=d95b86f27aa7432081155481350132fb&hash=0069CA920A5ACFB-C927427D80875F457

² Michigan Judicial Council 2022-25 Strategic Agenda (April 13, 2022): www.courts.michigan.gov/4a37ab/siteassets/reports/special-initiatives/mjc-strategic-agenda-flipbook/michiganjc_strategicagendaproof_final-8-1-22.pdf

Strategic Roadmap

The following graphic shows the relative timing of key Now, Next, and Future activities supporting the long-term strategic goals necessary to achieve this vision.



The Staffing Plan, Enhancements to the JIS Platform, and the Implementation Activities described in this report are mutually supporting initiatives to achieve Michigan's goal of a statewide, unified, modern court case life-cycle management solution.

Activities Completed

Validation of JIS CMS for Statewide Expansion

In October 2022, the Michigan Supreme Court State Court Administrative Office (SCAO) began a six-month engagement with the National Center for State Courts (NCSC) to analyze and evaluate Michigan trial court technology and business needs to assess the feasibility of expanding the existing Judicial Information Services (JIS) CMS platform statewide. The time spent on the evaluation process was a critically important step and one SCAO felt required to complete in order to exhibit effective stewardship of the appropriation. The engagement assured the planned path forward was reviewed and assessed by a third party with trial court expertise and experience evaluating projects of this magnitude. The NCSC issued their final report in late March 2023 and concluded that “the JIS CMS is a viable and appropriate solution for the Michigan trial courts to expand and successfully implement as a statewide case management system. JIS provides an existing and more cost-effective solution than commercial packages that would come with higher costs and a much longer timeline for implementation.” The NCSC report also offered a number of recommendations to assist SCAO in successfully implementing a statewide expansion of our CMS platform.³

Completion of NCSC-recommended Planning Activities

Immediately following the release of the NCSC final report in March of 2023, SCAO began to take action on the NCSC recommendations, specifically developing and/or refining the following strategic plans:

- **JIS Strategic Roadmap** - This plan identifies the key strategic projects, strategies, and policies for the fiscal year, aligned to the Michigan Judicial Council’s strategic agenda and operating plan, and identifies the critical path activities supporting the statewide unified CMS.
- **Statewide CMS Implementation Prioritization and Onboarding Plan** - This plan details the onboarding process in an order that maximizes capacity and speed.
- **JIS Staffing Plan** - This plan outlines the path to scale capacity to onboard and support a statewide CMS.
- **Statewide Unified CMS Governance Plan** - This plan further develops a governance structure including subject matter experts within the trial court system to advise on the path forward.

Activities in Progress

Continued Execution of Staffing Plan to Scale Up

JIS immediately shifted internal resources and the focus of several employees to begin the work to expand the CMS in accordance with the NCSC report. JIS also developed a staffing plan to appropriately scale up resources including both contractual and full-time equivalent (FTE) state employees following the NCSC analysis. The judiciary requested and was granted 16 FTE positions that JIS could begin to fill in FY 2024. The JIS Staffing Plan was rolled out to our team in August 2023 including a strategic reorganization necessary to successfully scale JIS to onboard, maintain, and support a larger base of courts and court users. Contract

³ Assessment Michigan Courts Statewide CMS Final Report (March 22, 2023): www.courts.michigan.gov/4966b4/sites-assets/committees,-boards-special-initiatives/case-management-system/mi-cms-assessment-report_final.pdf

resources continue to be added using FY 2024 funding and key full-time employee roles for FY 2024 have been filled or are being actively recruited as shown in the table. Positions in the recruiting column are on track to be filled in the coming months.

FY2024 FTE Positions – Filled (7)	FY2024 FTE Positions – Recruiting (9)
Service Desk Agent (2)	Database Administrator
Business Analyst (2)	Server & Storage Manager
Implementation Manager	Systems Manager
Application Developer	Network Manager
Software Delivery Lead	Software Product Owner
	Server & Storage Administrator
	Solution Engineer
	Application Developer (2)

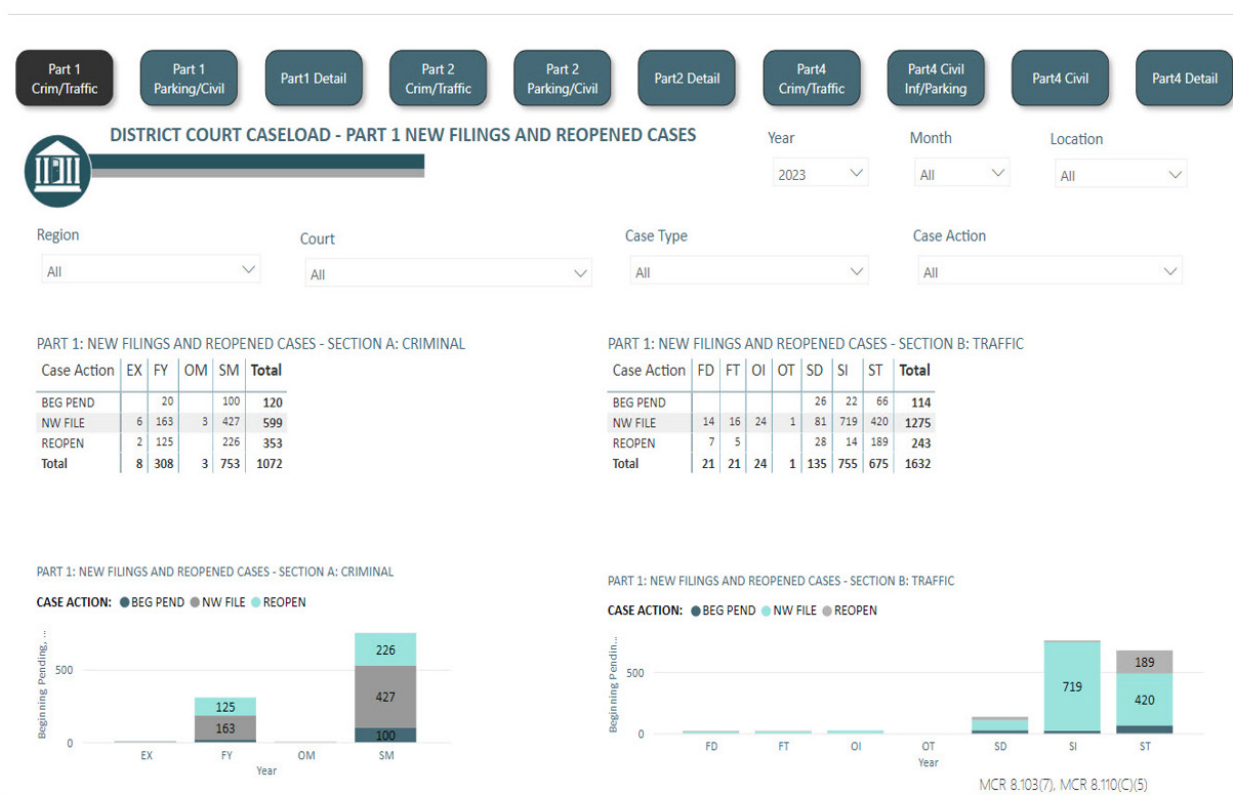
JIS is requesting an additional 19 full-time employees for FY 2025 as the next phase of the staffing plan to allow appropriate long-term resource capacity to support and maintain a unified case management solution.

Continue to Advance and Enhance the JIS Platform

In accordance with the recommendations from NCSC, JIS has identified several upgrades to our current JIS CMS. These upgrades will ensure the JIS CMS can meet the usability demands of courts statewide and ensure that the ultimate unified case management system lives up to our promises and expectations.

- New Data & Analytics Platform** - This new data analysis solution will supplement and eventually replace the existing Judicial Data Warehouse (JDW) to better support the data availability, accessibility, trustworthiness, and completeness goals of Michigan’s unified technology platform. JIS partnered with Info-Tech Research Group to develop a Request for Proposals (RFP) for the new Data & Analytics platform. The RFP was released in November and the State Court Administrative Office is currently evaluating the competitive proposals submitted with demonstrations by qualified bidders scheduled for March and a goal of awarding the bid this spring.
- Modern Court Forms Interface** - The conversion of court forms to the web-enabled platform will allow JIS to update and launch new forms more quickly and at a lower cost, while reducing the support burden of managing and troubleshooting client printing. The new interface was developed in collaboration with one of our software partners and will soon enter the pilot phase in several district courts. The pilot courts will have certain court forms available while the mapping of additional SCAO forms to the new interface continues.

- **Modern Finance & Collection Components** - These new CMS components, delivered through the web-enabled platform, will supplement the existing financial capabilities of today's JIS CMS, enhancing standardization and court efficiency, including the addition of several financial workflows. Work on the Collections component has begun, and JIS will continue to use outside software partners to enable and accelerate this work.
- **Contemporary Data Visualization Features** - JIS continues to develop data visualization features that allow courts to leverage our web-enabled platform to facilitate more efficient court processes than the traditional CMS reporting capabilities allow. Recent web-enabled data visualizations were launched to facilitate the correction of case management data related to cases set aside by the new Clean Slate legislation. JIS continues to develop new reports, analytical capabilities, and improved data visualizations within the web-enabled MiCourt platform.



Publicly available visualizations increase transparency and further serve to enhance the public trust, the only currency of the judiciary. SCAO recently launched the [Interactive Court Data Dashboard](https://www.courts.michigan.gov/publications/statistics-and-reports/interactive-court-data-dashboard/)⁴ which visualizes certain trial court caseload data and continues to add data points as development continues.

- **Enhanced Integration between MiFILE and JIS CMS** - JIS continues to more tightly couple data transfer between the MiFILE e-filing solution and the JIS case management systems to eliminate manual or dual-entry, create a more seamless user experience for court staff

4 www.courts.michigan.gov/publications/statistics-and-reports/interactive-court-data-dashboard/

working with these two product suites, and facilitate better communication between e-filers and the court. JIS is strategically migrating courts to both suites at the same time, whenever possible. Ultimately, these two products will be one suite supporting all trial courts.

- **Transition of existing JIS Customers to JIS’s Web-Enabled Solutions** - While most circuit courts and all new JIS Courts (both circuit and district) use JIS’s full web-based CMS solution, the long-time JIS district courts have not yet migrated to the web-enabled platform. JIS has now successfully piloted webDCS (the web-based CMS solution for district courts) with five legacy district courts and is developing implementation plans to migrate existing DCS courts to webDCS at scale later this year. A significant number of probate courts still use a legacy JIS CMS that will be retired over the next several years. A transition strategy is being developed in FY2024 as the first step towards moving those courts to our web-based CMS solution.

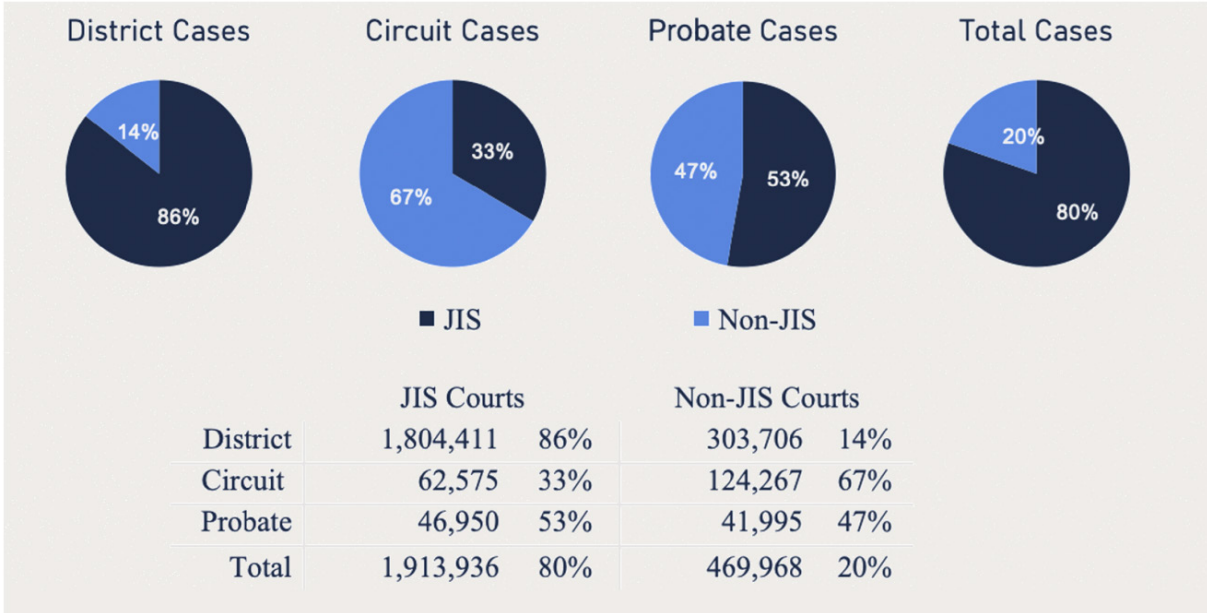
Scaling up Court Onboarding: Identifying and Mitigating Challenges

JIS has been successful in the first phase of scaling capacity for court onboarding to the JIS CMS; both in forming a second implementation team, meeting FTE and contractor staffing goals for that team, and engaging with additional qualified third-party vendors to provide “accelerator” capacity. This will allow more data migrations in parallel with a faster pace, specifically focused on data migration from legacy systems to the JIS CMS. The two most significant challenges identified to date with onboarding courts from legacy systems to JIS CMS are data migration proprietary complexities and local court ability to dedicate resources.

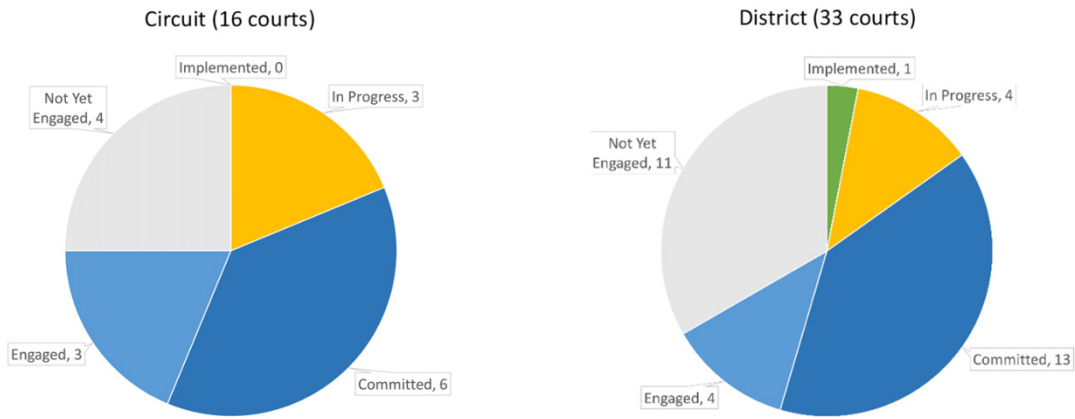
- **Data Migration** - The complexity, inconsistency, and proprietary/limited access nature of source data from in-progress onboarding courts has presented challenges to data quality and target schedules for overall onboarding.
- **Mitigation Approach for Data Migration Challenges** - JIS is now emphasizing during preengagement with onboarding courts that source data must be available, well-documented, and (where possible) subject-matter experts on the legacy CMS must be made available to work with JIS technical data migration experts. JIS is leveraging third-party vendors specializing in data migrations to build more robust and repeatable migration techniques to use in conjunction with local court resources.
- **Local Court Dedication of Key Resources** - The work required by onboarding courts to provide the subject matter expertise on the workings of their legacy systems, validating data migration accuracy, and managing the organizational change required to adopt a new CMS has been underestimated by onboarding courts. It is difficult for the local court to provide a significant percentage of key resources and time, both of which require daily/weekly effort, to the onboarding processes and still maintain adequate court operations.
- **Mitigation Approach for Local Court Availability** - The State Court Administrative Office (SCAO) is working with JIS to formalize the expectations of onboarding courts that detail the requirements for the time and effort needed from trial courts and other dedicated resources necessary to complete pre-requisites and meet onboarding target milestones.

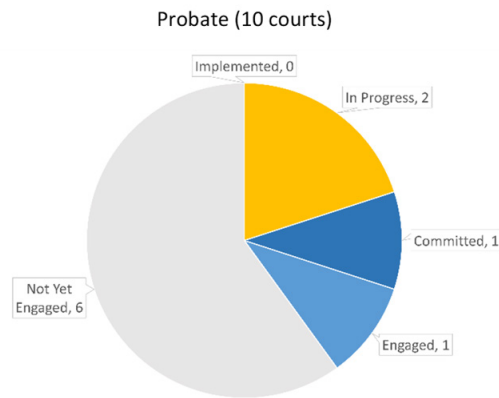
Court Implementation Metrics

At the commencement of the statewide appropriation (October 2022), 243 of Michigan’s 302 courts were using JIS CMS representing 80 percent of case filings statewide.



Our challenge is to migrate the remaining 16 circuit, 33 district and 10 probate courts. From October 2022 through February 29, 2024, one court has been implemented, nine courts are in the process of implementation, 20 courts have committed to move to JIS, and 8 courts have engaged with JIS in discussions or software demonstrations. Twenty-one courts have not yet been engaged.





Implementations Completed

Ottawa District Court (D58) was successfully onboarded to JIS CMS in 1Q 2024. With the addition of D58, the 8th largest district court in Michigan, the JIS CMS now includes 88 percent of district court case filings based on 2022 caseload reporting.

Implementations in Progress

As of February 29, 2024, JIS is currently onboarding nine courts.

Court	Progress	Anticipated Go-Live
C20 Ottawa Circuit	47% complete	2Q 2024
D86-1, -2, -3: Gr. Traverse, Antrim, Leelanau District	40% complete	2Q 2024
C47 & P21 Delta Circuit & Probate	47% complete	3Q 2024
D94 Delta District	46% complete	3Q 2024
C30 & P33 Ingham Circuit & Probate	23% complete	2H 2024

JIS requests frequent feedback to continuously improve the ease and efficiency of onboarding courts. One district court administrator currently undergoing the onboarding process shared:

“The JIS team has been very accommodating and helpful. We have had a few hiccups along the way, nothing we were not able to work through and talk through as a team. We hope this process continues to go well and that we continue to work through it as a team. We look forward to being able to see the light at the end of the tunnel and ask for continued patience as we aim to meet the project milestones and target dates.”

Financials

A detailed breakdown of expenditures for the current and previous fiscal year is provided in the table below, followed by a narrative. Expenditures in FY 2023 total \$5,879,452 from the \$150 million one-time appropriation. As of February 29, 2024, expenditures in FY 2024 include \$4,495,927 from the \$150 million one-time appropriation and \$1,880,484 from the ongoing appropriation, totaling \$6,376,411, for a grand total of \$12,255,863 in expenditures to-date for all fiscal years. Now that the path forward has been independently evaluated and found to be a viable, appropriate and cost-effective solution, JIS is following the plan to accelerate and scale court onboarding and related supporting initiatives which will significantly increase spending in subsequent fiscal years.

Expenditures	Sum of amount
FY2023 -\$150M One-time Appropriation	\$5,879,452
Contractors/Consultants	\$3,835,791
Data Migrations	\$121,689
FTE Staffing	\$1,381,816
Software & Hardware Licensing/Purchase	\$535,398
Miscellaneous	\$4,758
FY2024 -\$150M One-time Appropriation	\$4,495,927
Contractors/Consultants	\$3,645,916
Data Migrations	\$331,760
FTE Staffing	\$449,992
Software & Hardware Licensing/Purchase	\$68,259
FY2024 Ongoing Operating Costs	\$1,880,484
Contractors/Consultants	\$23,707
FTE Staffing	\$1,833,745
Software & Hardware Licensing/Purchase	\$18,377
Miscellaneous	\$4,655
Grand Total	\$12,255,863

Contractors/Consultants

JIS is leveraging contract resources, identifying individuals with specialized skills as well as those that will supplement system support to accelerate expansion. JIS is also leveraging consultants to accelerate development efforts as JIS matures the platform and provides more capacity and specialized skills for implementation efforts. As JIS approaches the completion of the state-wide expansion the use of contractors and consultants can be reduced as Michigan transitions from migrating courts to supporting the statewide CMS.

Data Migrations

JIS has partnered with two vendors who provide expertise and capacity to migrate legacy court case management data to the JIS CMS platform. This ensures that courts have access to their active and historical data in the statewide platform. We anticipate increasing the use of these partners in the coming months and may explore additional vendor resources as we engage with more courts moving to JIS.

Full Time Equivalent (FTE) Staffing

JIS supports staff dedicated to the expansion of the statewide platform and the maturation of CMS functionality. JIS is in the process of adding staff as detailed in the staffing plan described above. The FTE expenditures identified during FY 2023 and FY 2024 under the \$150 million one-time appropriation include current JIS employees shifting focus to the CMS expansion and coding time to that project. Once the expansion is fully implemented those FTEs will transition back to work on other SCAO prioritized projects as directed. The FTE expenditures identified during FY 2024 under ongoing operating costs include the seven FTEs hired pursuant to the staffing plan. FTE funded with ongoing appropriations are dedicated to operation, security, improvement, and maintenance of the now larger system.

Software & Hardware Licensing/Purchase

JIS is investing in additional licensing and capacity for the needs of the CMS platform as it is expanding and to enable the functional maturation of that platform. This includes leveraging Cloud-Based computing, increasing information security tools and monitoring, and expanding the networking capabilities needed for additional courts using the statewide platform.

Miscellaneous

These expenditures include telecom, travel, print materials, and other miscellaneous items associated with CMS platform maturity and engagement with non-JIS courts.

Conclusion

We are confident and excited for the opportunity to continue progress towards a unified case management system and offer continued gratitude for the legislature's support of this strategic endeavor.

ONE COURT OF JUSTICE WEBSITE

courts.mi.gov/SSSP

X (formerly TWITTER)

x.com/misupremecourt

FACEBOOK

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