

In 1992, Harvey Ruvin was elected as our Miami-Dade Clerk of Courts. From that point on the organization's vision was based upon his technology mantra of serving the public "on-line rather than in-line", empowering his staff to act as *change agents*, seeking opportunities to introduce and embrace electronic business process transformation where needed most. The organization was challenged to automate the office's paper-intensive workflows as custodian of Miami-Dade's Court, property, and county commission records *to promote access, transparency and convenience for the public and generate operational efficiencies in order to save taxpayer's money.*

During his tenure, mostly by progressively applying cutting edge technology, the Clerk's office has been able to reduce staffing by 20%, even in the face of increasing workloads.

For example, by 1998 our office introduced the first paperless Court System in America. This trailblazing accomplishment, implemented in Miami-Dade's Traffic Courts, immediately substantiated that transformation of paper-driven operations was not only feasible but would reap broad-based benefits. For this initial effort, he received the "Public Technologist of the Year" award from the prestigious Washington think tank Public Technology Institute.

From that success a Technology Strategic Roadmap for the office was set: Internet-based project implementations included the electronic conversions of property documents equating today to a searchable repository of over 30 million documents and archived video of County Commission meetings with agendas going back 20 years. Then our office embraced mobile technology with applications that provide "information on the go so the public can do business on the go".

All of this set the stage for our most recent success introducing paperless operations across Civil Courts.

Miami-Dade Clerk of Courts celebrated Civil Court paperless operations with the March 2015 Tyler Technologies, Inc. Odyssey Case Manager, followed by our June 2015 in-house developed Internet Search system implementations.

Odyssey allowed for paper-based case maintenance and management functions to be migrated from a legacy mainframe to a distributed platform. Our Internet Search allowed for non-confidential electronic court records and documents to be viewed by the public, Bar and Judiciary free of charge 24/7.

Our office defined the business drivers that would have the greatest positive impact to the community and those drivers were translated into project goals. Rather than taking

a point-forward approach, Day 1 Odyssey was based upon a conversion process resulting in all court records made available dating back to the 1920's, as well as an extensive document repository equivalent to over 45 million pieces of paper. Day 1 Internet Search was based upon extensive communication plans resulting in a seamless transition for over 7,300 converted registered user accounts.

To achieve these project goals, our office developed detailed project plans and introduced robust software. For example, Computing System Innovation's Intellidact automated redaction solution, with a 99.5% accuracy rate, was selected to expose Odyssey's document repository. Over 8 months, documents were sent off-line for backfile redaction and returned as input to the conversion. The outcome for our workforce was driving the business from an intensive, error-prone manual inspection of tens of thousands of documents daily to automatic redaction, routing only those documents suspect of containing confidential information in non-native format to queues for manual inspection. The outcome for our customers was the security of knowing their record was cleansed from confidential information before Internet viewing. This was substantiated by zero reported incidents of inadvertent release of confidential information during the first 3 months of Internet Search operation.

The Internet Search's registered user conversion was rolled-out in phases, commencing with an awareness campaign of the search features and user access role requirements, and outreach to all stakeholders; including email blasts to over 12,000 people, articles published in local law publications, along with documentation scribed for service center and operations' teams to manage incoming questions from our constituents.

*As 2015 change agents*, Miami-Dade Clerk of Courts has not only demonstrated how technology can produce a paradigm shift in doing business, but can also produce improvements in both the quality of our work product and the customer experience. A direct benefit to the community is reduced impacts to air quality given the need for fewer cars on the road to drive to local courthouses to conduct business now conducted on-line, with reduced public wait-times due to a reduction in the number of people waiting in-line. This was substantiated by the millionth document viewed on-line occurring after just 2 months in operation!

Overall, there is no way to overestimate the multiple benefits gained by providing convenient access to the public's information asset base.