

SUPREME COURT 30 PARLIAMENT STREET HAMILTON HM 12, BERMUDA

7 February 2025

Request for Proposals For Judicial Case Management System

Request for Proposals N. JUD-2025/01

Addendum No. 2

Dear Respondents,

The following Addendum supersedes information contained in the RFP to the extent referenced.

This Addendum forms part of the RFP documents and will be subject to all the conditions set out in the contract conditions. Acknowledge receipt of this Addendum in the space provided on the Submission Form when bidding.

- Correction: There were 103 questions in total received by several interested vendors.
- Addendum No. 1 provided answers to questions 1-51.
- This Addendum No. 2:
 - o Provides answers to the balance of the questions;
 - Amends answers 13, 26 and 27 in Addendum No. 1 as highlighted in red and/or strike-through; and
 - o Contains sixteen (16) pages.

Bidder's Questions (Q) and Government's Response/Answer (A)

Q13	<u>Case Intake Channels</u>
	Please provide the required case intake channels for the system. For example, portal, email, scanning stations, etc.
A13	Court staff – direct entry to CMS
	BPS – direct entry of criminal cases into the CMS.
	For traffic/parking tickets, current process by BPS and some city officials is manual
	entry into JEMS. In the CMS, BPS and the city officials will perform manual entry into

	the CMS. In an anticipated phase, such tickets will be electronically entered into the CMS from electronic handheld ticketing devices in real time.
	Law Firms – Portal Litigants in Person – Portal, or if portal access is not available, then if hard copy filing of documents, then Judiciary staff will have to enter documents into the CMS.
	All documents filed ie PDF, should be searchable.
Q26	What are the applicable taxes and social insurance obligations that international vendors need to be aware of, and how should compliance with these be demonstrated?
A26	Please refer to the official Bermuda Government website pages for applicable taxes and social insurance obligations.
	https://www.gov.bm/department/social-insurance https://www.gov.bm/department/office-tax-commissioner
	We may supplement this answer in Addendum No. 2 as we have sought further information from the relevant Bermuda Government departments.
	Re Social Insurance: See Bermuda Laws Online website: Contributories Pensions Act 1970 including section 2(6)
	In all cases, potential vendors are advised to seek their own legal advice in respect of taxes and social insurance obligations.
Q27	In terms of hosting, please specify if the existing law obliges hosting the system in Bermuda or hosting in US will also be accepted.
A27	Please refer to the Bermuda legislation Personal Information Protection Act 2016 (PIPA) at Bermuda Laws Online at https://www.bermudalaws.bm/ . We refer you to consider PIPA sections 5(3), section 13, section 15(1) and (3). We refer you to consider PIPA sections 5(1-4), 8, 10-15.
	Existing Bermuda law does not oblige hosting the data in Bermuda. Existing Bermuda law does allow for hosting the data in countries where their laws provide a level of protection comparable with that meet the requirements in PIPA, for example Canada, Ireland.
	Please refer to the Bermuda Government website International Sanctions Measures in respect of countries to which international sanctions apply. https://www.gov.bm/international-sanctions-measures
	In all cases, potential vendors are advised to seek their own legal advice in respect of the location of the storage of data.

Q52	Are any specific features o Court's needs?	r functionalities	s not listed in this RFP critical to the
A52	Not to our knowledge, but n	eeds may become	e apparent prior to development.
Q53	Do you need a Jury Manag	gement system to	o be included in the Proposal?
A53	Yes, it is required. The relev	ant legislation in	respect of jurors is the Jurors Act 1971.
Q54	Please provide a list or qua System being used.	antity of reports	s within the current Case Management
A54	at all. See attached List of R	Reports which will hat relevant staff	some routinely, some not used anymore or all have to be reviewed for inclusion in the f will be instructed on the new CMS report
Q55			me of payment transactions ype (e.g., fines, fees, bail payments,
A55	unable to provide a greater be. For grant of bail, money is r	t broken down in break-down than to not paid when bait tment may be ord	il is granted (ie a cash bond). Rarely, for a dered which is paid similar to a fine.
Q56	Please provide us with the type.	annual volume	of cases processed per year by Case
A56	Court	Case type	<u>Count</u>
	Magistrates' Court	Criminal	551
	Magistrates' Court	Civil	1376
	Magistrates' Court	Family	142
	Magistrates' Court	Parking	32080
	Magistrates' Court	Traffic	4515
	Supreme Court	Commercial	45
	Supreme Court	Criminal	36
	Supreme Court	Civil	335
	Supreme Court	Divorce	129
	Supreme Court	Probate/Estate	163
	Court of Appeal	Criminal	maximum of 20 cases

	Court of Appeal Civil maximum of 20 cases
	Court of Appeal Commercial maximum of 20 cases
Q57	Please provide us with the total number of users needing access to the Judicial Case management system and the total number of read-only users.
A57	See A1
Q58	Do we need to integrate with any POS devices?
A58	POS devices will be required for the cashier's desks.
Q59	Please provide us with the list of Integrations that must be included with other systems/departments.
A59	See A3
Q60	How many Databases need to be converted, and what's the size of each database?
A60	Only the JEMS 6.5 database will be converted. It currently contains 1,359,591 cases with cases going back to the 1980's. Only some of these cases will be converted and retained on the new system based on criteria tbc.
Q61	Does the Court prefer on-site training, online tutorials, or both?
A61	Both
Q62	Does the Court prefer the awarded vendor to complete the implementation onsite, remotely, or through a combination of both?
A62	Implementation can be a combination. Introductory training should have an onsite component
	Even if a remote implementation is used, an on-site resource is beneficial for first-person observation of conditions, issues and for the purpose of first line diagnostics and support.
Q63	How many forms does the court currently have in use?
A63	The Court uses many forms in the various divisions. A party to an action can obtain the form, complete it and file it in the Court. At this time, we have not obtained a total number of forms in use. If the total number is still required, we will endeavour to provide a total. For the new CMS, we anticipate use of the forms currently in existence as well as
	creating new forms from the possible type of applications that can be filed, such forms to be available in the CMS or online.

Q64	Please distinguish the counts between IT and non-IT users and external and internal users.
A64	See A1. The Court's IT Department consists of 2 IT personnel who will need 24/7 access to all aspects of the CMS. The Government IT Department (consisting of department staff) will need access to the hardware and communications components of the solution to work the network and infrastructure.
Q65	Any 3rd party agencies outside the Bermuda Courts/IT team that would require access to reports/dashboards? If so, how does data sharing happen today?
A65	The general public, including media, will need to receive reports in the form of Court listings. Such reports can be placed on a portal or website for viewing or sent to select entities by email, eg a media email list. There are 3 rd parties, eg BPS and TCD, which should have access to run limited reports or enquiries. There are other Government departments that operate within the justice system (Legal Aid Department, Prosecutions Department, Court Services Dept) that may require various kinds of reports or notifications. Note, as stated elsewhere, the BPS will require access in order to perform various functions, for example, commencing all criminal prosecutions. If dashboard access requires licenses and fees, then those circumstances need further review and consideration.
Q66	Could you outline this initiative's key stakeholders/decision makers, roles, and responsibilities?
A66	The key stakeholders are the Chief Justice and the Registrar of the Supreme Court who lead this initiative. There are several other members of various Judiciary and Government departments who are involved in the initiative and who jointly form the decision body.
Q67	Could you tell us the Minimum Mandatory Requirements (MMR) that must be considered in the initial phase rather than later stages of development/implementation?
A67	Requirements for initial implementation E-filing Scheduling/Calendaring Document creation using Integrated Microsoft Office products (including the use of templates, data merge, digital signature, and conversion to PDF for storage and attachment to case files) Payment processing Case management functions —

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	The ability to create new cases, update information
	Imaging (scanning/dragging documents into the matter)
	Courtroom processing
	 send notices
	 produce orders and other documents
	Warrants creation and management
	Some automated and user executed Reports
	TOD
	TCD access BPS access
	DI 3 access
Q68	Are there any preferred data standardization practices to ensure consistent data collection across reporting entities?
A68	We require data standardization protocols, using rules, to ensure that all data is consistent, reliable and accurate.
Q69	Should the vendor consider owning the data cleaning and de-duplication as part of the proposed solution and scope effort?
A69	We anticipate these tasks will be a combined effort by the Court team and the vendor, using available software tools.
Q70	Can a combination of onshore and offshore development resources implement the solution and training?
A70	Yes.
Q71	Does the Bermuda Team have standard SLAs for IT system problem resolution/trouble tickets? If so, can this be shared with vendors to scope an appropriate level of support?
A71	We do not currently have SLA for IT system problem resolution/trouble tickets.
	See A20.
Q72	How does the Bermuda Government handle training? Is there a group that would get trained and conduct Train the Trainer sessions in readiness for the production of GoLive? Or will the vendor need to own ALL training for internal and external users?
A72	Initially, we require the vendor to conduct all training for implementation.
	Enhancement rollouts will be the responsibility of the selected vendor.

	After implementation, we wish to engage a "Train the Trainer" approach where Court staff are designated as in-house trainers to deliver on-going training and assistance.
	The Courts would prefer to have custom pre-implementation, in-person group training for Court personnel on the actual system that will be implemented.
	Managers and supervisors would be trained on all aspects of the system that they, and their division and staff are responsible for.
	Court IT and super-users would be trained on all aspects of the system in order to provide follow up training, and to be able to identify system and user issues as they occur.
	Court IT must have training and updated documentation on the entire system, including but not limited to hardware, software, database, and maintenance for all the above. If Court IT is outsourced, in whole or in part, the entity or group that takes over must be granted the same access.
	Training should include function / activity-based user documentation (Tutorials) in printable and viewable online form for users to use during the group training sessions.
	The option for additional online videos and training tools for post implementation training or review should be discussed.
	Training will be critical to the success of this endeavour.
Q73	What is the current data volume and user base, and what changes in data volume and user base are expected over the next 3-5 years?
A73	Please see A60
Q74	JEMS uses SQL Server database. Are there any non-SQL or legacy databases that need to be converted?
A74	Only the JEMS 6.5 SQL database.
Q75	What strategies or plans does Bermuda have for managing change and ensuring user adoption of the new system?
A75	It has been identified and accepted that Bermuda Judiciary needs to modernize its processes in order to remain effective and efficient and to deliver its core services to the Bermuda public.
	The authority of the Chief Justice and the Registrar involves making rules for the administration of legal proceedings. Additionally, Bermuda has demonstrated its capability to adapt with the times, and embrace the use of new systems and technologies.

	The strategy and plan is to inform and encourage court users to adapt and buy into the new system for the benefit of all.
Q76	Is there a change management team or plan the vendor needs to collaborate with?
A76	There is not a current change management team in the Court. However, the Court is open to collaborating with the vendor and others to implement a change management team to ensure a smooth transition to the new CMS and to manage people, processes and technology in order to effect a successful implementation and adaption.
	Please note, the Bermuda Government follows an ITIL based Change Management process. Respondents can expect prior to implementation to fully document the impact, implementation steps, backout plan and user verification plan and have them reviewed by the Change Advisory Board who meet weekly. The Court may consider adopting this method.
Q77	Are there any specific key performance indicators (KPIs) Bermuda team will use to assess the solution's effectiveness?
A77	There are no current specific KPIs. However, research has shown that KPIs can include the items in the list below. Further discussion can assist in settling the KPIs for the new CMS.
	The Court publishes an Annual Report for each year that contains a significant amount of data for the year. The 2024 Annual Report was posted to the Court website on 31 January 2024 at the link https://www.gov.bm/supreme-court . The statistics in the Annual Reports will assist in developing KPIs.
	Cose Processing Efficiency
	 Case Processing Efficiency Average Case Resolution Time – Time taken from case filing to closure.
	Case Clearance Rate – Percentage of cases resolved compared to cases filed within a given period.
	o Formula: (Cases Resolved / Cases Filed) × 100
	 Backlog Rate – Percentage of cases pending beyond the standard timeframe. Formula: (Pending Cases Older Than X Days / Total Pending Cases) × 100
	2. System Usage & Adoption
	User Adoption Rate – Percentage of court staff, judges, and attorneys actively using the queter.
	 using the system. Training Completion Rate – Percentage of users who have completed training
	programs.
	System Login Frequency – Number of logins per user per month to track
	engagement. 3. Data Accuracy & Integrity
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- Error Rate in Data Entry Percentage of records with missing or incorrect information.
- Duplicate Case Rate Percentage of duplicate case entries in the system.
- Compliance with Data Standards Percentage of entries that meet standard formatting and classification rules.
- 4. Access to Justice & Transparency
 - Public Access Efficiency Number of successful case searches and document retrievals by the public (if applicable).
 - E-Filing Success Rate Percentage of electronic filings accepted without correction or rejection.
 - System Uptime & Availability Percentage of time the system is operational and accessible.
- 5. User Satisfaction & Support Efficiency
 - User Satisfaction Score (CSAT) Measured through surveys among judges, clerks, and attorneys.
 - Average Response Time for Technical Issues Time taken to resolve systemrelated issues.
 - Number of Support Requests Volume of technical support inquiries and issue types.
- 6. Cost & Resource Optimization
 - Reduction in Paper Usage Percentage decrease in paper-based filings and case documents.
 - Cost Savings from Automation Reduction in administrative expenses due to digitization.

By tracking these KPIs, the new CMS can assess whether it is improving efficiency, accuracy, and accessibility, ultimately leading to better case management and judicial outcomes.

The following section identifies a list of management reports which will provide a basis for assessing KPIs.

CIVIL Reports

Daily record of filings

Daily record of outgoing files

File handling report

Daily record of total sum of court fees received (CIVIL cases)

Daily record of total sum of court fees received (COMMERCIAL cases)

Supreme Court FAMILY COURT and PROBATE Divisions

Daily record of filings

Daily record of outgoing files

Daily record of total sum of court fees received (Family/Divorce)

Daily record of total sum of court fees received (Probate)

Daily record for Stamp Duties received (payable in accordance with a Grant of Probate being issued)

Judicial Officer Reports / Performance Measures Report (all court levels)

Number of assigned active cases.

Number of completed cases.

Length of time for case to be completed.

Length of time for a decision/ruling/judgment to be given.

Number of Ex-Tempore decisions, i.e. where decision is given immediately after hearing counsel and read out by the judicial officer. Number of Judgments/Rulings. Number of future court listings. Number of cases appealed and the outcome of those appeals. Time spent in Court. Number of Court appearances. Number of applications determined on the papers. Number of case management hearings. Case Reports Pending Appeal Cases Case Status (cases by current status) Case Subtype (cases by current status) Concluded Cases (concluded cases by date range/period) Case History (by case) Case Sentencing Case Track Management Case Status Without Aging **Deleted Cases** Family Support Delinquency Inactivity Indictment **Inmate Pending Cases** Cases Filed - Criminal Civil-Probate Reports Civil Disposition Report **CP** Docket Cases Filed - Civil Civil Case History Civil Dismissal **Default Judgments** Pending Cases - Probate **Disposed-Pending Case Reports** Disposition History Disposition **Disposed Cases Pending Cases Driver Conviction History Report** Criminal Conviction History Report Drivers license Reinstatements - period select Driver's License suspensions - period select Age of Pending Caseload (Judges/Magistrates) Dismissal Audit Disposition Rate Judicial Activity Report Personnel Productivity Report Warrant Officer (Bailiff) Productivity Do you know the number of workflows that must be automated within the new

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	system?
A78	We do not know the number of workflows that will be ultimately required. Our immediate focus will be the workflows that are required at time of implementation. It is envisioned that the Courts will have the capability to create, modify, and mange additional workflows as required.
	The immediate workflows required would those pertaining to: E-filing Scheduling/Calendaring Document creation using Integrated Microsoft Office products (including the use of templates, data merge, digital signature, and conversion to PDF for storage and attachment to case files) Payment processing Case management functions — • The ability to create new cases, update information • Imaging (scanning/dragging documents into the matter) • Courtroom processing • send notices • produce orders and other documents
	Warrants creation and management Some automated and user executed Reports
Q79	Are you looking to implement a solution already built with little to no customization (off the shelves) or are you looking for a solution that is customized to your needs and workflows, a solution that can evolve in time with your changing needs without having to spend large amount of money over time?
A79	We would consider a solution already built that allows for customization ("off the shelf"). We would expect that any "off the shelf" solution would require some customization in order to mee the Bermuda Judiciary's needs. We would not be opposed to a fully customized system built to our needs. For an existing customized system, in use in another jurisdiction already, we would need to understand the product's existing capabilities, the functionality that would need to be added to the base product, and the time and cost required to ensure that the product will meet our needs. In addition, we must know that the product is currently operating successfully in the other jurisdiction(s).
Q80	Most of the "off the shelves" solutions are written in a .Net code. Would you be open to a solution that also written in .Net code but customizable?

A80	See A79
Q81	I would like to know if we are able to schedule a virtual conference call just so that we can align on the type of solution that we can present
A81	Virtual conference calls with potential vendors are not a part of the process.
Q82	What functionality would the Bermuda Police need to have within the new CMS system, if any?
A82	To initiate (create initial entry of cases) in various kinds of cases including criminal, traffic and parking. To view limited information about cases eg criminal, traffic and domestic violence matters. To update limited information eg warrant execution, cautions on traffic matters To update paper based traffic ticketing, until a fully automatic ticketing system is implemented
Q83	What functionality would the Department of Public Prosecutions need to have within the new CMS system, if any?
A83	Enquiry to limited information in limited case type. Limited ability to run and download specific reports.
Q84	What functionality would the Transport Control Department need to have within the new CMS system, if any?
A84	TCD will need to be able to obtain records of conviction for traffic and traffic related offences eg: A listing of unpaid parking citations for a vehicle and/or registered owner. Violation points placed against a person (with or without a valid driver's license). Drivers' license suspension information.
Q85	Would the Court like vendors to include a warrant management system or only the ability to view warrants within the system?
A85	A warrant management system is requested which will manage warrants and serviceable documents. See Appendix C, Summary of Requirements paragraph 13
Q86	Please list the size of each database.
A86	The JEMS 6.5 database size is currently holds 1,359,591 cases of various sizes of data and attached documents.
	The file storage area on the Government network server is 85.296 gigabytes.

Q87	How many Court team users require access to the system including Judges, Clerks, etc.?
A87	Please see A1, and A3
Q88	What are the different types of cases typically handled by the court (e.g., traffic violations, misdemeanors, small claims)
A88	The Bermuda Courts have four separate levels, three of which are located in Bermuda and the Privy Council is located in England. A single case may move between all these levels over time.
	One unified system will be used for all three local court levels. However, for Privy Council cases, limited details will be recorded in the CMS. The Privy Council will have its own separate CMS. There is no requirement to link the two CMSs.
	The three local levels of courts are the Court of Appeal, Supreme Court and the Magistrates' Court. The types of cases are as follows:
	Magistrates' Court This includes:
	Supreme Court This includes:

	Court of Appeal
	This includes:
	• Criminal
	• Civil
	Commercial
Q89	What is the average annual case volume for each type?
A89	Magistrates' Court
	Criminal 600
	Civil 1,500
	Family 150
	Parking 32,100
	Traffic 4,600
	Supreme Court
	Criminal 50
	Civil 350
	Commercial 50
	Divorce 150
	Probate/Estate 250
Q90	Please provide a list or quantity of reports within the current Case Management
	System
A90	See A54
Q91	Please provide a list or quantity of forms within the current Case Management
	System
A91	See A63
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Q92	Could you please provide an estimate of the annual volume of payment
	transactions processed by the court, broken down by type (e.g., fines, fees, bail
	payments, restitution)?
A92	See A55
11)2	Sec 1133
Q93	How many payment transactions does the court process annually?
A93	Cash - 10,000
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	Bank cards - 9,200
	Cheque - 6,000
	Direct deposit - 8,000
	Online payments via bank cards to be included as part of this project – not a current
	option using JEMS

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	Non-Monetary payment forms
	Stamps - 2,200
	Time served - 110
	Write off - 50
Q94	What payment methods are accepted (cash, check, credit/debit card, online
	payments)?
A94	Monetary payment forms
	Cash
	Bank cards (Credit and debit)
	Bermuda dollar cheque
	Direct deposit
	Online payments via bank cards to be included as part of this project.
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	Non-Monetary payment forms
	Stamps
	Time served
	Write off
	Wille off
Q95	What is the average transaction amount?
A95	Monetary payment forms
	Cash 250.00
	Bank cards 150.00
	Cheque - 120.00
	Direct deposit - 240.00
	Breet deposit 2 toto
	Non-Monetary payment forms
	Filing Fee Stamps - 75.00
	Time served in alternative penalty lieu of a monetary fine – offset amount average
	697.00
	Write off - 845.00
	Wife off 013.00
Q96	Is the Court currently using an e-Filing system?
A96	No, the courts are not currently using an e-filing system.
Q97	If yes -about how many e-Filings does the Court process annually?
Q91	if yes -about now many e-rinings does the Court process annually:
A97	n/a see A96.
Q98	If yes - Is there a current system "use-fee" per filing that the filer pays when they
	submit their e-filing and what is that use fee?
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A98	n/a see A96.
Q99	Can the Court provide more information about the expected timeline for implementation?
A99	The timeline for implementation is open for discussion taking into account the nature of the product, design, customization, training, data integrity process etc. Once all aspects of the system are properly considered, then a timeline can be developed.
Q100	Can the Court provide more information about the expected budget for this project?
A100	See A32
Q101	On page 17 "Appendix B - Submission form" the following numbers are required:
	Proponent's Social Insurance Number issued by the Government of Bermuda,
	Proponent's Tax Payroll Number issued by the Government of Bermuda
	Proponent's Registration Number issued by the Bermuda Registrar of Companies.
	Are these numbers required prior to submitting a response or can the awarded vendor obtain them prior to contracting?
A101	The awarded vendor can obtain the relevant numbers prior to contracting.
Q102	Can the Ministry provide a list of each of the integrations the system will need to have at the time of go-live?
A102	On go live, the link between the Transport Control Department (TCD) and the Courts' CMS is required.
	The Courts' CMS must also allow payments submitted by cashiers and web portal payments to be functional.
Q103	How many databases will need to be converted as a part of the project?
A103	JEMS 6.5 database

End of Addendum No. 2

Note: Amendments/Addenda will be posted at $\underline{www.gov.bm/procurement-notices}$. Respondents should visit the website on a regular basis during the procurement process.