

The seal of the Judicial Council of California is a circular emblem. It features a central figure of a Native American holding a bow and arrow, with a grizzly bear at his feet. The words "JUDICIAL COUNCIL OF CALIFORNIA" are inscribed around the perimeter. At the top, "EUREKA" is written above a row of stars. At the bottom, the year "1926" is visible.

Technology Planning Task Force Final Recommendations

California Judicial Branch
August 21, 2014

Request for Action

The Judicial Council Technology Committee recommends that the council, effective September 1, 2014:

1. Adopt the Technology Governance and Funding Model;
2. Adopt the Strategic Plan for Technology;
3. Adopt the Tactical Plan for Technology; and
4. Direct Judicial Council staff to prepare any amendments to rules 10.16 and 10.53(a) and (b) of the California Rules of Court that may be necessary to implement the model and plans and to present these for council action at a future date.



Background

- Upon the cancellation of CCMS in March 2012, the Judicial Council asked the Technology Committee to work with the trial courts on technology initiatives.
- The collaboration started with the Judicial Branch Technology Initiatives Working Group and the workstream efforts.
- The Legislative and Executive branches have communicated the need to create a strategic plan for technology to support long-term funding to meet judicial branch technology needs.
- The workstreams presented their work at a Judicial Branch Technology Summit In October 2012.
- Following the summit, the Chief Justice authorized the creation of the Technology Planning Task Force



Taskforce Objectives

- Authorized by the Chief Justice in February 2013 to address judicial branch technology governance and strategy.

Objective	Results
Propose a strategic plan, tactical plan, and funding model for managing technology.	<ul style="list-style-type: none">▪ Technology Governance and Funding Model▪ Four-year Strategic Plan for Technology▪ Two-year Tactical Plan for Technology
Identify and promote opportunities for court collaboration and consortia.	<ul style="list-style-type: none">▪ Budget Change Proposal on Foundation for Digital Courts – Phase One (Case Management System Replacement and Expansion of LAN/WAN Telecommunications program).

- Supports Access 3D: Physical, Remote, and Equal Access



Milestones

Action	Month
Taskforce launch.	Feb 2013
Regional meetings to present proposals, get feedback and input.	Nov 2013
Provide process update to Judicial Council.	Dec 2013
Present updated proposals to Judicial Council.	Jan 2014
20-day internal branch comment period.	Apr 2014
60-day public comment period.	Jun 2014
Seek Judicial Council approval for final documents.	Aug 2014



Inclusive and Transparent Process

Taskforce Formation



- Governance
 - Strategic Plan
 - Funding
- 3 tracks



20 Superior Courts
3 Courts of Appeal
Judicial Council staff

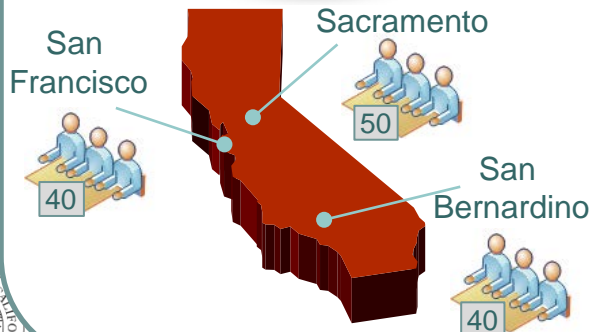


14 task force members



27 participants

Regional Meetings



Internal Comment

20-days



32 Comments

11 Superior Courts
2 Courts of Appeal
1 working group
(language access)

Public Comment

60-days



44 Pages

13 respondents



Public Comments Summary

- Generally supportive of the recommendations.
- Several suggestions emphasizing that technology should not create barriers to access, especially for indigent clients, people with disabilities, and those who need language assistance.
 - Language added to documents addressing this comment.
- Multiple requests to participate in the review and input process for new technology initiatives.
 - Input can be provided through public open meetings and through liaisons that participate in advisory committees.
- Two commentators recognized that the successful implementation of the recommendations, strategic plan and tactical plan depend upon proper funding for judicial branch technology.

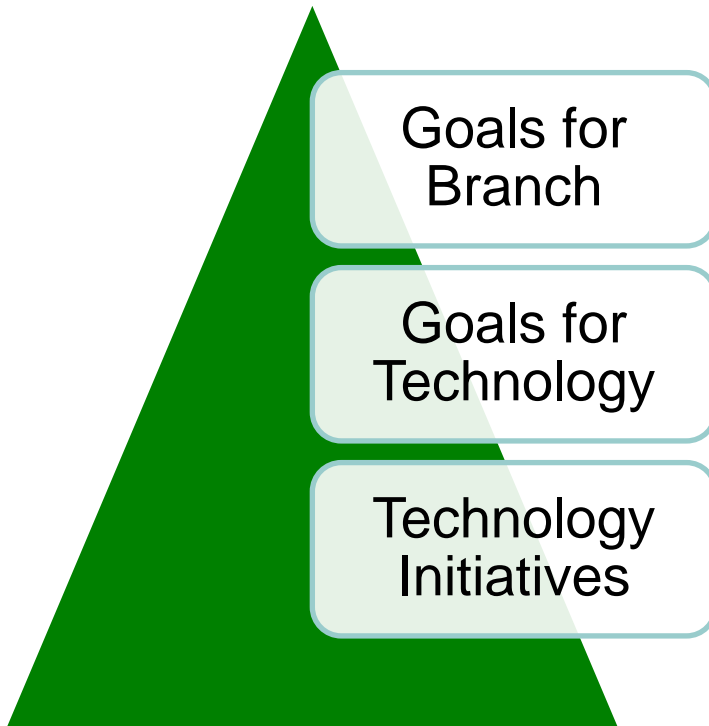


Overview of Proposed Recommendations



Strategic Planning

Business Goals



Guiding Documents



Proposed Initiative Categories

Branchwide Programs and Solutions

Branchwide Standards and Guidelines

Consortium Programs and Solutions

Local Extensions

Local Programs

Locally managed and developed.

Locally managed and developed based on branchwide solutions.

Multi-court consortium and collaboration.

Optional participation.

Established at the branch level.

Mandatory compliance of standards if court decides to participate.

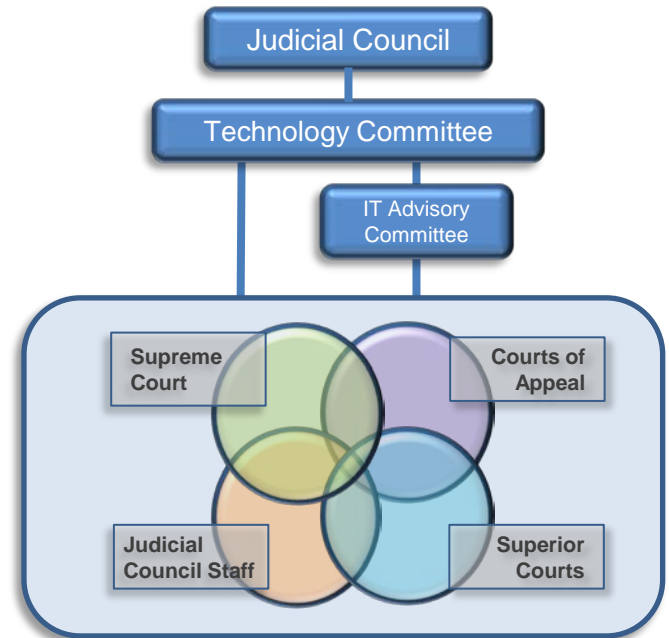
Defined, managed, and maintained at the branch level.

Mandatory participation.



Working as an IT Community

- Workstreams approach.
- Tightly scoped projects that deliver specific results in a short time frame.
- Business driven with participation from courts and Judicial Council staff.
- Leverage the knowledge and expertise within the branch.
- Solicit participation to represent key stakeholders.



Evolve CTAC to ITAC

	Current Structure Court Technology Advisory Committee	Recommended Structure Information Technology Advisory Committee
Membership	60% Judicial officers 15% Court executive officers 10% Chief information officers 15% External members	Increase technology subject matter expertise and strengthen executive sponsorship capabilities.
Responsibilities	1. Rules and legislative proposals 2. Technology projects	1. Technology projects 2. Rules and legislative proposals
Project Source	Selected by committee members.	Determined by branch strategic plan and tactical plan as approved by the Judicial Council.
Project Staffing	Primarily from Judicial Council staff	IT community—appellate courts, trial courts, and Judicial Council staff.



CTAC to ITAC

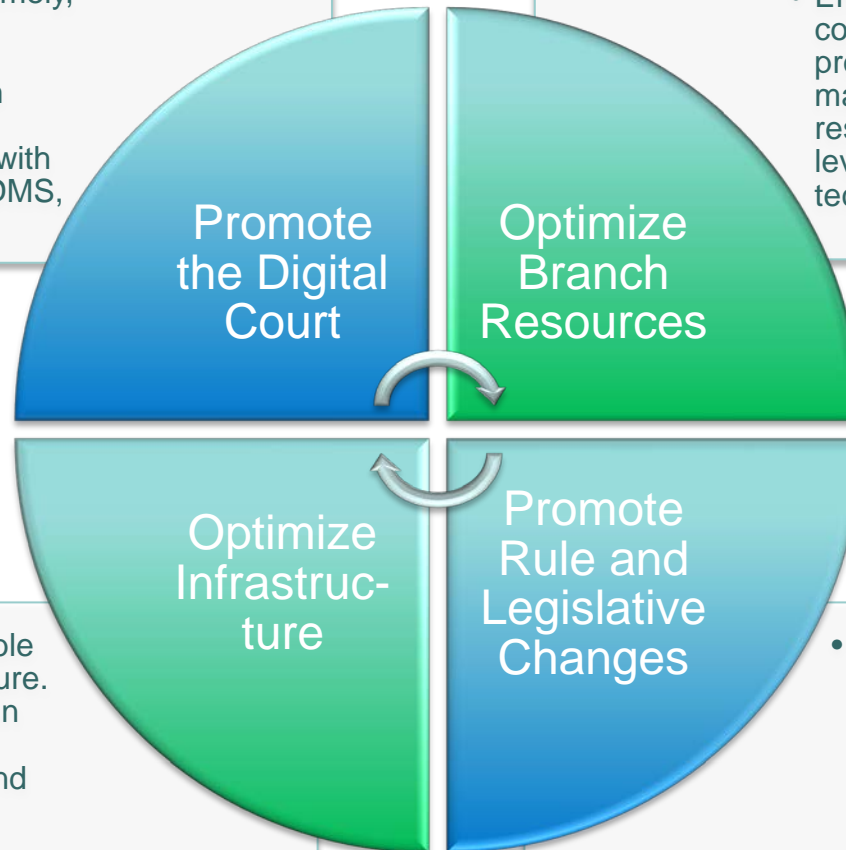
- ITAC sponsors technology initiatives that require branch resources or funding.
- ITAC members act as executive sponsors.
- Initiatives can be managed through a workstream approach, traditional approach, or hybrid.
- Executive sponsor is responsible for identifying program/project manager and assembling a team of experts to serve as staff on the initiative.
- Team members would be identified from throughout the judicial branch, including appellate courts, trial courts, and Judicial Council staff.



Proposed Goals

- Improve access, administer timely, efficient justice, gain case processing efficiencies and improve public safety through electronic services for public interaction and collaboration with justice partners. E.g. CMS, DMS, e-filing, online services.

- Encourage technology innovation, collaborative court initiatives, and professional development, to maximize the use of personnel resources, technology assets, and leveraged procurement. E.g. technical communities, contracts.



- Leverage and support a reliable secure technology infrastructure. Ensure continual investment in existing infrastructure and exploration of consolidated and shared computing where appropriate. E.g. network, disaster recovery.

- Drive modernization of statutes, rules and procedures to facilitate use of technology in court operations and delivery of court services. E.g. e-filing, privacy, digital signatures.



2014-2016 Focus Areas

Goal 1: Promote the Digital Court

Strategic Goal	Business Objective	Supporting IT Initiatives
Promote the Digital Court	1.1.1. Establish a digital court	<ul style="list-style-type: none"> • CMS assessment • DMS expansion
	1.1.2. Divest of local government infrastructure	
	1.1.3. Provide shared technology infrastructure for courts without local resources	
	1.1.4. Enable extended access, data sharing, collaboration	<ul style="list-style-type: none"> • Jury management
	1.2.1. Provide secure remote access to court information and services	<ul style="list-style-type: none"> • CMS data exchanges
	1.2.2. Increase operational efficiencies	<ul style="list-style-type: none"> • Courthouse video • CCPOR • Portal for self-rep litigants • EFSP • E-filing deployment • Innovative services • Application sharing
	1.2.3. Enhance public safety	<ul style="list-style-type: none"> • CCPOR
	1.2.4. Establish data exchanges with state and local partners	<ul style="list-style-type: none"> • CMS data exchanges



2014-2016 Focus Areas

Goal 2: Optimize Branch Resources

Strategic Goal	Business Objective	Supporting IT Initiatives
Optimize Branch Resources	2.1. Form groups and consortia to leverage procurements	<ul style="list-style-type: none"> Establish master agreements
	2.2. Develop workforce to deliver the full potential of IT	
	2.3. Maximize the value through innovative technology	
	2.4. Maximize the return on investment	
	2.5. Integrate strategic priorities into professional education	
	2.6. Promote continual improvement	
	2.7. Identify and implement technology best practices	



2014-2016 Focus Areas

Goal 3: Optimize Infrastructure

Strategic Goal	Business Objective	Supporting IT Initiatives
<p style="text-align: center;">Optimize Infrastructure</p>	3.1. Ensure secure and reliable data network	<ul style="list-style-type: none"> • Expand LAN/WAN • Next generation hosting • Security policy framework • Disaster recovery framework
	3.2. Provide a consistent level of infrastructure security	<ul style="list-style-type: none"> • Security policy framework
	3.3. Determine efficiency of converged voice and data	
	3.4. Develop a next-generation data center hosting model	<ul style="list-style-type: none"> • Next generation hosting
	3.5. Ensure that critical systems and infrastructure can be recovered	<ul style="list-style-type: none"> • Next generation hosting • Disaster recovery framework



2014-2016 Focus Areas

Goal 4: Promote Rule and Legislative Changes

Strategic Goal	Business Objective	Supporting IT Initiatives
Promote Rule and Legislative Changes	4.1. Determine need to add or modify rules or legislation	<ul style="list-style-type: none"> Identify new policy, rule, and legislation changes
	4.2. Ensure rules and legislation do not inhibit technology	
	4.3. Ensure rules and legislation support strategic and tactical plans	



Strategic Plan Alignment

Judicial Branch Strategic Plan	Technology Goals			
	Promote the Digital Court	Optimize Branch Resources	Optimize Infrastructure	Promote Rule and Legislative Changes
Branch Goals				
I - Access, Fairness, and Diversity	X	X	X	X
II - Independence and Accountability	X	X		X
III - Modernization of Management and Administration	X	X	X	X
IV - Quality of Justice and Service to the Public	X	X	X	X
V - Education for branchwide Professional Excellence		X		
VI - Branchwide Infrastructure for Service Excellence	X	X	X	

California Department of Technology Strategic Plan	Technology Goals			
	Promote the Digital Court	Optimize Branch Resources	Optimize Infrastructure	Promote Rule and Legislative Changes
State Goals				
1. Responsive, Accessible and Mobile Government	X	X	X	X
2. Results Through Leadership and Collaboration	X	X	X	X
3. Efficient, Consolidated, and Reliable Infrastructure and Services		X	X	
4. Information is an Asset	X		X	X
5. Capable Information Technology Workforce		X		



Proposed Project Prioritization Matrix

Project Evaluation Criteria		Score Range
Business Alignment	Alignment with Branch Strategic Goals (Access)	0-6 goals
	Alignment with Branch Technology Priorities	None - High
	External partner Alignment	None - Yes
	Business Alignment Sub-Total	
Business Impact	Scope of impact	Single Court - Branchwide
	Financial ROI	No ROI – 2 years
	Likelihood of benefit realization	No probability - High
	Business Impact Sub-Total	
Business Risk Mitigation	Urgency for change – operations	Not urgent - Urgent
	Urgency for change - legal/regulatory/compliance	Not urgent - Urgent
	Organizational readiness	Significant Concerns - Ready
	Business Risk Mitigation Sub-Total	
Technology Alignment / Fit	Level of alignment with branchwide technology standards	None - Aligned
	Level of alignment with branchwide vendors	None - Aligned
	Level of alignment with branch architecture	None - Aligned
	Technology Alignment / Fit Sub-Total	
Technology Risk	Existing infrastructure can support this project	No. Separate project - Covered
	Identified tech staff can support this technology	No - Covered
	Product / technology maturity	End of Life / Immature - Mature
	Technology Sub-Total	

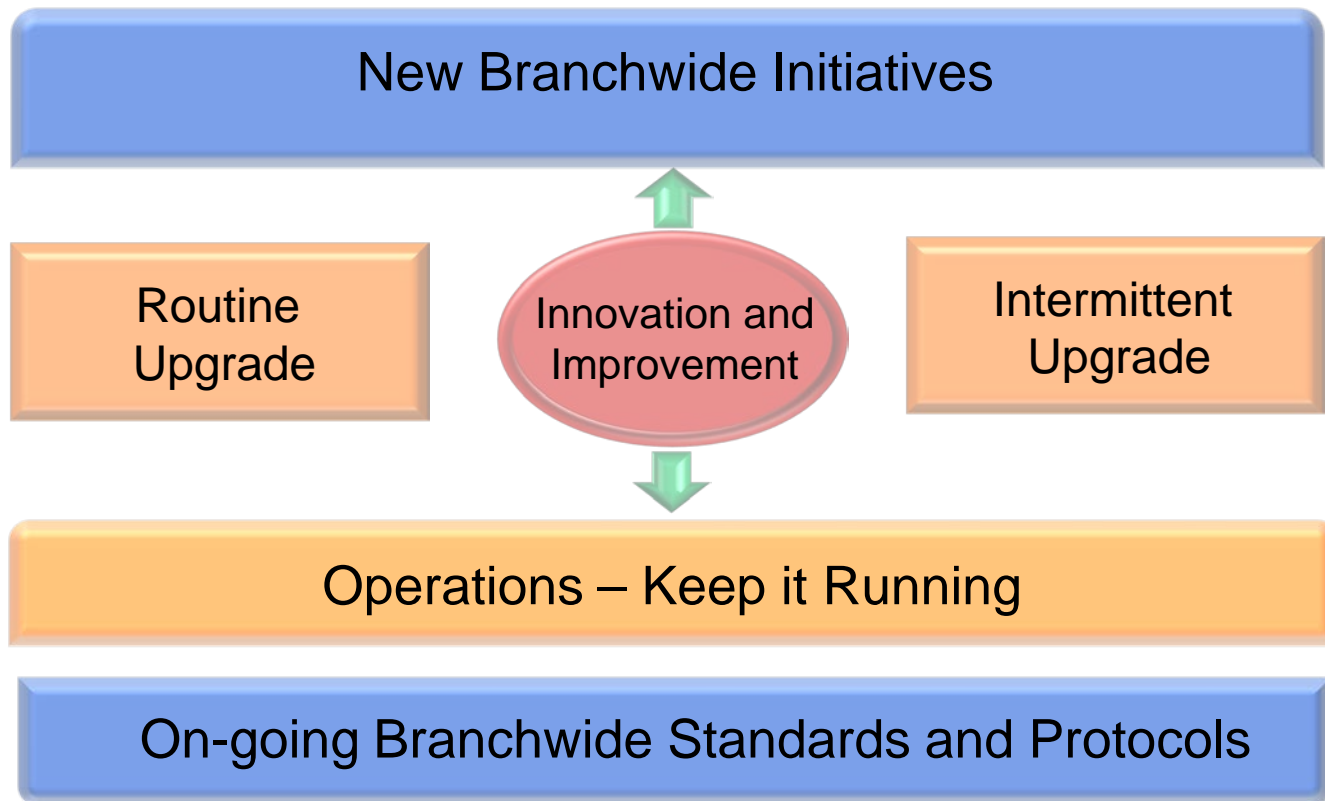


Governance Recommendations

1. Adopt a technology vision.
2. Add four technology principles.
3. Govern initiatives by type.
4. Adopt technology categories.
5. Retain JCTC.
6. Rename CTAC as ITAC.
7. ITAC acts as executive sponsor.
8. Need for branch-level resources determines governance type.
9. JCTC should consider input from advisory committees.
10. Branch-supported projects should leverage a workstream approach.
11. Adopt a 4-year Strategic Plan.
12. Adopt a 2-year Tactical Plan.
13. Align ITAC annual plan and Tactical Plan.
14. Encourage innovation.
15. Establish a basic PMO.
16. Implement methodology for prioritizing technology projects.



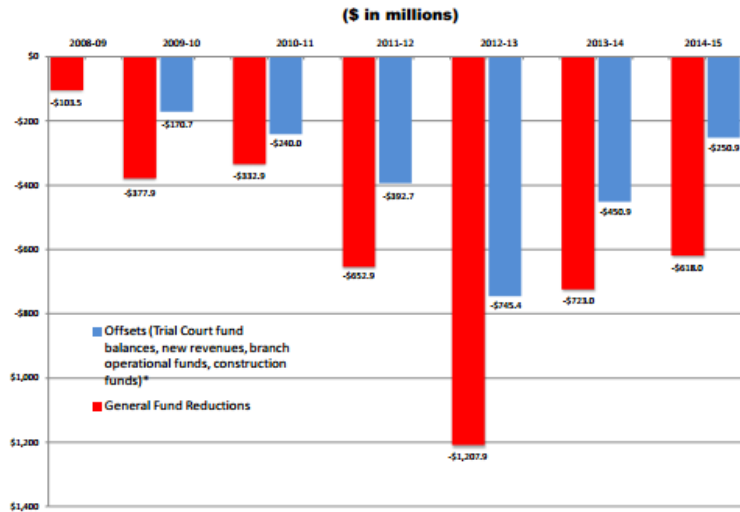
Proposed Funding Categories



Funding Crisis

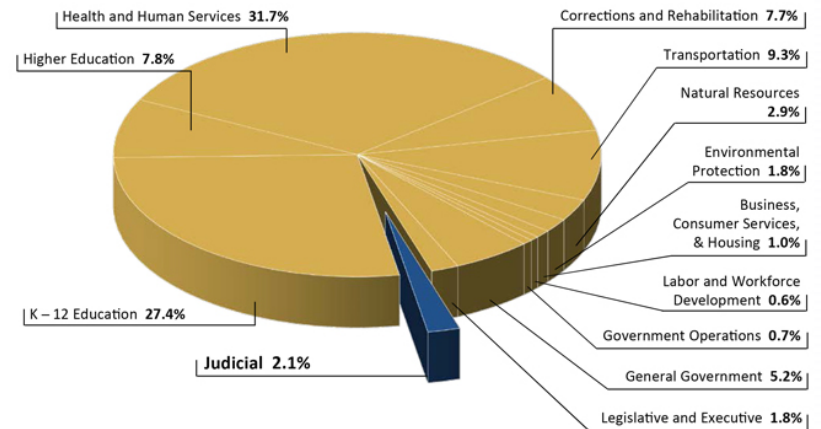
“It's sad to see the sorry state of funding of the CA court system, with the conclusion that the current situation will continue indefinitely: ‘funding for technology must be restored by the Legislature.’ Such a predicament calls to question the entire plan...I wonder how broken the court system needs to be until it might be viewed as no longer fulfilling its constitutionally mandated mission.” Ron Dolin, Instructor, Stanford Law School

General Fund Reductions to the Judicial Branch Since 2008



*The amounts shown as Offsets for 2012-13 and 2013-14 include \$200 million from trial court fund balances.

The Judicial Branch Budget is Only 2.1% of the Overall State Budget



Funding Recommendations

17. Clarify JCTC and Trial Court Budget Advisory Committee roles.
18. Allocate technology funds by category.
19. Manage technology funds by category.
20. Evaluate existing branchwide programs.
21. Explore additional funding sources.
22. Establish funding for large multiyear projects.



Expected Outcomes

- Support for Access 3D: Physical, Remote, and Equal Access
- Clear robust structure, roadmap, and process for managing technology initiatives and investments.
- Transparency of how funds are managed and allocated.
- Increased credibility for managing public funds and resources.
- Consistent availability of services across courts.
- Better accountability for use of resources.

