JUDICIAL COUNCIL
OF CALIFORNIA

TECHNOLOGY COMMITTEE

1926

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JUDICIAL COUNCIL TECHNOLOGY COMMITTEE

Open to the Public (Cal. Rules of Court, rule 10.75(c)(1))

THIS MEETING WILL BE CONDUCTED BY TELECONFERENCE

THIS MEETING WILL BE RECORDED

Date:	May 11, 2020
Time:	12:00 noon - 1:00 p.m.
Connection Info:	https://jcc.granicus.com/player/event/900?

Meeting materials will be posted on the advisory body web page on the California Courts website at least three business days before the meeting.

Agenda items are numbered for identification purposes only and will not necessarily be considered in the indicated order.

I.   OPEN MEETING (CAL. RULES OF COURT, RULE 10.75(C)(1))

Call to Order and Roll Call

Approval of Minutes
Approve minutes of the March 9, 2020 meeting and April 1, 2020 action by email.

II.   PUBLIC COMMENT (CAL. RULES OF COURT, RULE 10.75(K)(2))

Written Comment
In accordance with California Rules of Court, rule 10.75(k)(1), public comments about any agenda item must be submitted by May 8, 2020, 12:00 noon. Written comments should be e-mailed to jctc@jud.ca.gov or mailed or delivered to 455 Golden Gate Avenue, San Francisco, CA 94102, attention: Rita Alderucci. Only written comments received by May 8, 2020, 12:00 noon will be provided to advisory body members prior to the start of the meeting.

III.   DISCUSSION AND POSSIBLE ACTION ITEMS (ITEMS 1– 4)

Item 1
Chair Report
Provide an update on activities of or news from the Judicial Council, advisory bodies, courts, and/or other justice partners.

Presenter: Hon. Kyle S. Brodie, Chair, Judicial Council Technology Committee

Item 2

Update/Report on Information Technology Advisory Committee (ITAC)

An update and report on ITAC will be provided; this will include the activities of the workstreams.

Presenter: Hon. Sheila F. Hanson, Chair, Information Technology Advisory Committee

Item 3

Technology Budget Change Proposals (BCPs) (Action Requested)

The JCTC will review the potential technology-related Budget Change Proposals (BCPs) for funding beginning FY 21/22. The JCTC will then prioritize these concepts for submission to the Judicial Branch Budget Committee based on the current budget situations.

Presenter: Ms. Heather L. Pettit, Chief Information Officer, Information Technology

Item 4

IT Community Development Workstream – Status and Final Report (Action Requested)

Final presentation, review and discussion of the findings from the IT Community Development Workstream's efforts. Consider whether to accept the findings and recommendations, and formally sunset the workstream.

Presenter: Ms. Jeannette Vannoy, Workstream Executive Sponsor

A D J O U R N M E N T

Adjourn

JUDICIAL COUNCIL OF CALIFORNIA

TECHNOLOGY COMMITTEE

JUDICIAL COUNCIL TECHNOLOGY COMMITTEE

MINUTES OF OPEN MEETING

March 9, 2020
12:00 – 1:00 PM
Teleconference

Advisory Body Members Present:	Hon. Kyle S. Brodie, Chair; Hon. Hon. Todd C. Bottke, Vice-Chair; Hon. Ming W. Chin; Hon. Jonathan B. Conklin; Hon. Rebecca Wightman; Ms. Nancy Eberhardt; and Ms. Rachel W. Hill
Advisory Body Members Absent:	Ms. Andrea K. Rohmann
Others Present:	Ms. Heather L. Pettit; Mr. Mark Dusman; Mr. Andrae Randolph; Mr. David Koon; Ms. Kathy Fink; Ms. Nicole Rosa; Mr. Richard Blalock; and Ms. Andrea Jaramillo

OPEN MEETING

Call to Order and Roll Call

The chair called the meeting to order, took roll call, and advised no public comments were received.

Approval of Minutes

The advisory body reviewed and approved the minutes of the February 10, 2020 open meeting.

DISCUSSION AND ACTION ITEMS

Item 1

Chair Report

Update: Hon. Kyle S. Brodie, Chair, welcomed and thanked everyone for attending. Judge Brodie discussed activities since the last meeting. Highlighted activities included updates regarding the Technology Micro-grants Program. Judge Brodie also reviewed the agenda topics for the meeting.

Item 2

Technology-related Budget Change Proposals (BCPs) (Action Required)

Update: Ms. Heather L. Pettit, Judicial Council Chief Information Officer, reviewed concepts for BCP funding beginning Fiscal Year 21-22. The concepts did not originate from Information Technology but have a technology component, thus were not previously ranked.

Action: The committee discussed the proposed concepts, asked questions specifically related to Appellate Court Services and Proposition 66, and unanimously approved the concept rankings and directed staff to submit to the Judicial Branch Budget Committee for their consideration.

Item 3

Joint Ad Hoc Subcommittee on Remote Video Appearances: Proposed Legislation to Circulate for Comment (Action Required)

Update: Hon. Peter Siggins, Chair of the Rules and Policy Subcommittee, reviewed a proposal to circulate for public comment that the Judicial Council sponsor legislation to create the Code of Civil Procedure Section 367.7. The proposed code section would provide general statutory authority for courts to allow video appearances in all civil actions and proceedings.

Action: The committee reviewed the proposed legislation, determined the legislation supports the technology, and then unanimously approved circulating for public comment.

A D J O U R N M E N T

There being no further business, the meeting was adjourned.

JUDICIAL COUNCIL TECHNOLOGY COMMITTEE

MINUTES OF ACTION BY EMAIL BETWEEN MEETINGS
APRIL 1, 2020

Email Proposal

The Judicial Council Technology Committee (JCTC) was asked to consider approving the recommended allocations for the Jury Management System Grant program for FY 2019 – 2020. The budget for the Jury System Grant Program is funded by royalties from selling jury instructions which are deposited in the Trial Court Improvement and Modernization Fund. These funds can only be used for jury-related projects. Funding allocations are proposed according to the objectives of the program, prioritization categories, funding metrics, and other considerations.

Due to the limited availability of JCTC members and the body's other priorities, the JCTC did not have time to consider this request at a meeting in a timely manner. Accordingly, the Chair concluded that prompt action by email was necessary.

Notice

On March 24, 2020 a notice was posted advising that the JCTC was proposing to act by email between meetings under California Rules of Court, rule 10.75(o)(1)(B).

Public Comment

Because the email recommendation concerned a subject that otherwise must be discussed in an open meeting, the JCTC invited public comment on the proposed allocations under rule 10.75(o)(2). The public comment period began at 9 a.m., March 25, 2020 and ended at 9:00 a.m. March 27, 2020. No public comments were received.

Action Taken

After the public comment period ended, JCTC members were asked to submit their votes on the recommended allocations by 10:00 a.m. on April 1, 2020. Eight (8) members voted to approve the allocations. The email recommendation was approved.

JCTC ID	JCC Office	Title	Description	# Positions	$ Estimate	Fund Source	Previous Submittal	Summary
		20-21 BCPs in Governor's E						
A	IT	Information Technology Modernization	The Judicial Council of California (JCC) requests 12.0 positions and $10.26 million General Fund in 2020-21 (including $7.44 million in one-time funding and $2.82 million in ongoing annual funding) and $624,000 one-time General Fund in 2021-22 to support the implementation and deployment of three key initiatives essential to achieving the digital court: (1) investing in a data-driven forms platform, (2) building a digital ecosystem for court innovations and integrations, and (3) creating next-generation data centers and cloud-based solutions.	12.0	$ 10,260,000	GF		
A1		*a. Data Driven Forms*	*4.58 positions $956,000 (OE&E only)*					This proposal seeks to modernize Judicial Council forms by: • Certifying Judicial Council forms to allow users to quickly identify them as the current approved version. • Making forms compatible with mobile devices and all browsers. • Making forms accessible for ADA compliance. • Making forms flexible so that end users are only presented with the questions relevant to them based on their answers. • Provides the ability to reuse data for different form sets. • Allows for data integration by courts, justice partners, and others. • A new forms solution will provide a convenient vehicle for communicating the complex and highly specialized information more efficiently to the courts. • A new forms solution will provide step-by-step and dynamic instruction for filling out required court forms, including the ability to interact with a Chat feature and interactive tool tips.
A2		*b. Building a Digital Ecosystem*	*4.84 positions $5,516,500 (OE&E only)*					This proposed initiative will specifically extend the efforts of the Innovation Grants (and lay the foundation for future innovations) around identity management, mobility, and privileged remote case access, to multiple courts across the state. These systems have successfully demonstrated secure and mobile access to case information. This will require technology architects, software development, vendor engagement, and collaboration among the lead Courts to refine and nurture the ecosystem, lay down the technical foundation, and modify the software.
A3		*c. Next Generation Data Center and Cloud Solutions*	*2.58 positions $1,280,000 (OE&E only)*					This proposal will create a consultancy service by which JCIT will work with courts, utilizing the NGH and related infrastructure frameworks, to refine common service-level definitions and expectations, and design cloud solutions that meet the goals of the digital courts and access to justice. Most importantly, the next-generation cloud solution service will work to align data-driven forms and the digital ecosystem with the branchwide security platform and identity management, as well as ensure best practices for solution design, development, and deployment.
		d. 12 positions	*total of 12.0 positions $2,867,000*					
A4		*Disaster Recovery*						

JCTC ID	JCC Office	Title	Description	# Positions	$ Estimate	Fund Source	Previous Submittal	Summary
		20-21 BCPs in Governor's B						
B	IT	Digitizing Documents Phase 2 & 3	The Judicial Council of California (JCC) requests 1.0 position and $6.9 million General Fund in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) and $11.1 million one-time General Fund in 2021-22 to expand the digitization of court records in approximately 15 courts. This funding extends and supports Phase 1 of the digitizing of mandatory court records that was funded in the 2019 Budget Act.	1.0	$ 6,900,000	GF		The Judicial Council of California (JCC) requests 1.0 position and $6.9 million General Fund in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) and $11.1 million one-time General Fund in 2021-22 to expand the digitization of court records in approximately 15 courts. This funding extends and supports Phase 1 of the digitizing of mandatory court records that was funded in the 2019 Budget Act.
		a. Alternate 1: Phase 2 only	*0 positions, $6,710,000 one-time, 6-7 courts*					
F	CFCC	Language Access Plan Implementation	The Judicial Council of California requests 3.0 positions and $8.9 million General Fund in 2020-21 and $8.5 million annually thereafter, to support the ongoing efforts of the Strategic Plan for Language Access in the California Courts, by reimbursing trial courts for language access services and funding video remote interpreting (VRI) equipment for the trial courts for an estimated 15 courthouses.	3.0	$ 8,900,000	GF		The Judicial Council of California requests 3.0 positions and $8.9 million General Fund in 2020-21 and $8.5 million annually thereafter, to support the ongoing efforts of the Strategic Plan for Language Access in the California Courts, by reimbursing trial courts for language access services and funding video remote interpreting (VRI) equipment for the trial courts for an estimated 15 courthouses.
		a. Alternate 1:	*1.5 positions, $4,951,000 for Court Interpreters Program*					
		21-22 BCCs						
C	IT	Judicial Branch Office of Information Security	Funding to establish and maintain an Office of Information Security to comply with best practices in management of information security, technical risks, and risks to the data held across the Judicial Branch.	13.0	$ 8,810,000	GF	N	The Judicial Council of California (JCC) requests 13.0 positions and $8.81 million General Fund in 2021-22, and $7.029 million annually thereafter to establish and maintain an Office of Information Security to comply with best practices in management of information security, technical risks and risks to the data held across the Judicial Branch as called for in the 2021-22 Judicial Branch Strategic Plan for Technology.
D	IT	Digital Navigator: Statewide Digital Customer Service Platform	Funding to deliver and maintain a new digital customer service initiative (Digital Navigator) will expand the depth and breadth of services delivered to Californians via the web, email, and text.	15.0	$ 7,925,000	GF	N	The Judicial Council of California (JCC) requests 15.0 positions and $7.925 million General Fund in 2021-22, and $3.487 million annually thereafter to deliver and maintain an integrated judicial branch digital customer service initiative for the people of California. After detailed analysis on branch customer service needs and in alignment with the Governor's proposed 2020-21 budget, this BCC focuses on three key services:
D1		*a. Virtual Customer Service Center*	*11.0 positions $4,409,000*					1. **Virtual Customer Service Center** (Live and Automated Chat)
D2		*b. Trial Court Digital Services*	*4.0 positions $3,166,000*					2. **Trial Court Digital Services** (Trial Court websites and deployment of digital services)
D3		*c. Automated Court Messaging to Court Customers*	*$350,000*					3. **Automated Court Messaging to Court Customers** (Statewide e-mail notifications and text reminders)
E	IT	California Courts Protective Orders Registry (CCPOR) Mobile Access and Modernization	Funding to support the modernization of the California Courts Protective Orders Registry, by the development and support of a mobile-friendly, secure user interface.	3.0	$ 1,834,000	GF	N	The Judicial Council of California (JCC) requests $1.834 million General Fund augmentation and 3.0 staff positions in 2021-22, $1.53 million in 2022-23, $1.312 million in 2023-24, and $1.259 million ongoing to provide mobile access to repository of restraining and protective orders (RPOs) for Law Enforcement Officers (LEOs) and for protected and restricted individuals, as well as to provide more secure access and to modernize the CCPOR application.

JCTC ID	JCC Office	Title	Description	# Positions	$ Estimate	Fund Source	Previous Submittal	Summary
		20-21 BCPs in Governor's E						
G	CFCC	Language Access Efforts in the California Courts	Funding to support trial courts for language access services and improvements to the Court Interpreters Data Collection System.	2.0	$8.18M - $30.38M	GF	Y	The Judicial Council of California requests 2.0 positions and $8.18 to $30.38 million General Fund in 2021-22 and ongoing to support the efforts of the *Strategic Plan for Language Access in the California Courts* , by funding trial courts for language access services and supporting improvements to the Court Interpreter Data Collection System. Note: Similar BCP was included in 2020-21 Governor's budget and is pending Legislative approval. This BCP is an addition to 2020-21 request to continue funding court interpreters program for the projected shortfall.
H		Judicial Branch Data Governance	The Judicial Council of California (JCC) requests 9.0 positions and $2.74 million General Fund in 2020-21 (including $388,000 in one-time funding and $2.35 million in ongoing annual funding) to establish and implement a branchwide data governance instrastucture which is necessary to ensure better use and management of data including timely submission of data, accuracy of submissions, security, and data access.	9.0	$ 2,740,000	GF		The Judicial Council of California (JCC) requests 9.0 positions and $2.74 million General Fund in 2020-21 (including $388,000 in one-time funding and $2.35 million in ongoing annual funding) to establish and implement a branchwide data governance instrastucture which is necessary to ensure better use and management of data including timely submission of data, accuracy of submissions, security, and data access.

Budget Change Proposal - Cover Sheet

Fiscal Year: 2020-21

Business Unit: 0250

Department: Judicial Branch

Priority Number: N/A

Budget Request Name: 0250-027-BCP-2020-GB

Program: 0140-JUDICIAL COUNCIL, 0150-STATE TRIAL COURT FUNDING

Subprogram: 0140010-JUDICIAL COUNCIL, 0150010-SUPPORT FOR THE OPERATION OF THE TRIAL COURTS

Budget Request Description: Information Technology Modernization

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Budget Request Summary: The Judicial Council of California (JCC) requests 12.0 positions and $10.26 million General Fund in 2020-21 (including $7.44 million in one-time funding and $2.82 million in ongoing annual funding) and $624,000 one-time General Fund in 2021-22 to support the implementation and deployment of three key initiatives essential to achieving the digital court: (1) investing in a data-driven forms platform, (2) building a digital ecosystem for court innovations and integrations, and (3) creating next-generation data centers and cloud-based solutions.

Requires Legislation: ☐ Yes ☒ No

Code Section(s) to be Added/Amended/Repealed:

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No

If yes, departmental Chief Information Officer must sign.

Department CIO Name: Heather Pettit

Department CIO Signature:

Signed On Date: January 8, 2020

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project Number:

Project Approval Document:

Approval Date:

If proposal affects another department, does other department concur with proposal?

☐ Yes ☐ No

Attach comments of affected department, signed and dated by the department director or designee.

Prepared By: Heather Pettit

Date: January 3, 2020

Reviewed By: Angela Cowan

Date: January 3, 2020

Department Director: John Wordlaw

Date: January 8, 2020

Agency Secretary: Martin Hoshino

Date: January 8, 2020

Department of Finance Use Only

Additional Reviews: Capital Outlay:☐   ITCU:☐   FSCU:☐   OSAE:☐
         Department of Technology:☐

PPBA: Emma Jungwirth

Date submitted to the Legislature: January 10, 2020

A.   Budget Request Summary

The Judicial Council of California (JCC) requests 12.0 positions and $10.26 million General Fund in 2020-21 (including $7.44 million in one-time funding and $2.82 million in ongoing annual funding) and $624,000 one-time General Fund in 2021-22 to support the implementation and deployment of three key initiatives essential to achieving the digital court: (1) investing in a data-driven forms platform, (2) building a digital ecosystem for court innovations and integrations, and (3) creating next-generation data centers and cloud-based solutions.

B.   Background/History

The Judicial Branch has been working to address the modernization of many core services required by court users, which includes staff, judicial officers, justice partners, attorneys, and the public. This effort began in 2012 with the first Judicial Council Technology Committee (JCTC) sponsored workstream for the case management system (CMS) replacement. The workstream's efforts led to detailed Court CMS requirements and three master service agreements that any court throughout the state could leverage to update their CMS. From this workstream, 28 courts entered into new CMS contracts to replace their existing, antiquated CMS solutions. As of today, 53 courts have implemented or are in the process of implementing a new CMS.

With the issue of a modernized CMS replacement being addressed, several other initiatives have provided guidance to the technology planning for the branch. In 2014, the Chief Justice established the Futures Commission to study and recommend initiatives to effectively and efficiently serve California's diverse and dynamic population by enhancing access to justice. On April 26, 2017, the final report of the Commission on the Future of California's Court System was presented to the Chief Justice. From this report, numerous recommendations were made regarding the modernization of core IT services and systems. Relying on the Futures Commission study and recommendations, counsel from the Judicial Council Technology Committee (JCTC), and guidance from ITAC to provide a platform of guiding principles, JCTC and ITAC have taken a deep dive into many of the recommendations by forming workstreams to evaluate our existing services/solutions and the requirements to modernize them. Examples of these initiatives include Next Generation Hosting, Intelligent Forms, Intelligent Chat, and Data Analytics.

In 2016-17, the Judicial Council received $25 million to fund the Court Innovations Grants Program. These grants provide additional information in the evaluation of areas to modernize. This program was intended to be an incubator for new technology solutions to help the courts serve the public. While Court Innovation Grants continue, one key lesson learned from the grants is that the branch does not have a standard way of sharing innovations, specifically, a common modern integration platform for all of the

courts' business solutions. Without a common, modern integration platform, many of the Futures Commission recommendations or Innovation Grants cannot be simply integrated without significant local customization or programming.

After evaluating the Judicial Branch's core services, three key areas are critical for achieving the digital court: (1) investing in a data-driven forms platform; (2) building a digital ecosystem for court innovations and integration; and (3) creating next-generation data centers and cloud-based solutions. Initial work has been done on these efforts by volunteer court and Judicial Council staff, with no dedicated resources allocated. To truly create the digital court, dedicated resources are needed to modernize many of the manual existing processes, as well as provide a more consistent level of service throughout the state of California.

C.   State Level Considerations

California's Judicial Branch Strategic Plan lists, access to justice as the number one goal of the branch. This request not only supports the number one strategic goal of the branch, Access, Fairness and Diversity, it also supports four other Judicial Branch strategic goals.

•   Goal I: Access, Fairness, and Diversity: California's Judicial Branch serves an increasingly diverse population, by providing modern technology platforms for use by all counties in California.

•   Goal III: Modernization and Management of Administration: The Judicial Branch is responsible for providing a court system that resolves disputes in a just and timely manner and operates efficiently and effectively, by providing on-line solutions to court users anywhere, anytime.

•   Goal IV: Quality of Justice and Service to the Public: California's Judicial Branch is committed to providing quality justice to an increasingly diverse society, by providing multiple forums for court services and access to the constituents of California.

•   Goal V: Education for Branchwide Professional Excellence is the standard and expectation for all judicial officers and court personnel throughout California's Judicial Branch, by training court staff and the public on new technology solutions to provide better service and create efficiencies within the branch.

•   Goal VI: Branchwide Infrastructure for Service Excellence for the Judicial Branch to fulfill its mission, it must have a sound infrastructure that supports and meets its needs and ensures business continuity, by working with courts on their technical needs and requirements for courts services that are delivered to the public.

In 2013, Chief Justice Cantil-Sakauye launched Access 3D, an initiative focusing on physical, remote, and equal access. In alignment with Access 3D, the Judicial Council recently approved the updated Judicial Branch Technology Strategic Plan, which specifically focuses on the need for IT modernization.

Each of these three areas align with all of the Judicial Branch's technology strategic goals:
Goal 1: Promote the Digital Court
Goal 2: Innovate through IT Community
Goal 3: Advance IT Security and Infrastructure
Goal 4: Promote Rule and Legislation

D. Justification

In 2013, Chief Justice Cantil-Sakauye launched Access 3D, an initiative focusing on physical, remote, and equal access. This program led to the establishment of the Commission on the Future of California's Court System in July 2014. The Commission's charge was to study and recommend initiatives to effectively and efficiently serve California's diverse and dynamic population by enhancing access to justice. Throughout the Commission's report were numerous recommendations centered around the need for IT modernization.

In the same year as the launch of Access 3D, the Chief Justice authorized the creation of the Technology Planning Task Force. The task force was responsible for developing the first Court Technology Governance and Strategic Plan, which was approved by the Judicial Council in October 2014. This document included a governance and funding model, as well as strategic and tactical plans for technology.

On April 26, 2017, the final report of the Commission on the Future of California's Court System was presented to the Chief Justice. This report provided numerous recommendations regarding the modernization of core IT services and systems, specifically services that have a direct impact on the public and court users, like court forms and remote access to court services.

Relying on the Futures Commission study and recommendations, the JCTC and ITAC has taken action on many of the recommendations by forming workstreams to evaluate our existing services/solutions and the requirements to modernize them.

The outcome from all of the workstreams have shown that the modernization of Judicial Branch technology solutions is critical to realize the full scope of the digital court and its ability to be implemented throughout the state to improve access to justice. This modernization effort includes new technical and data solutions for Judicial Council

forms, a new platform for integrating and productizing court-built solutions funded by Innovation Grants into a new "Judicial Branch Digital Ecosystem" and new cloud technologies that courts can leverage to enhance court services throughout the state, while complying with security standards and best practices.

The Judicial Branch has made good progress at modernizing many of its core IT/business systems, such as case management, but many of the areas that have the greatest impact and benefit to the public still need modernization. This request focuses on services that directly impact court users daily. The modernization efforts will be successful, by designing systems and services that are more efficient, user-focused, and reliable, by modernizing Judicial Council required legal forms, creating a new government digital technology platform for court-developed solutions that can be implemented at courts throughout the state, and creating reliable and efficient solutions at our data centers focusing on the next generation hosting framework.

Overview of Modernization Areas:

(1)   Investing in a Data-Driven Forms Platform

Judicial Council forms are the first required step when initiating or communicating with any court in California. They are the key elements to any court case, per the California Rules of Court. Court forms are the most frequent point of contact that the public has with the Judicial Council of California. The "browse forms" page on the Judicial Council website was accessed 4.8 million times in 2018. That represented 5.98 million forms downloaded in 2018. In 2016, 92 percent of the downloads from the Judicial Council website were forms.

Forms contain data that is repeatedly used throughout the court process. This data is required to fill in multiple form sets as required by a case for case management systems and are used to gather information from various systems. The current Judicial Council forms are static in nature and the data cannot be reused or provided to a court electronically. Court users have long complained about the requirement to enter like information multiple times in various forms. The current static forms do not have the capability to address these issues. A well-designed forms solution elicits only the information required for a specific action and does so in an easily accessible and understandable format.

Current Solution Deficiencies:
•   Courts use Judicial Council forms but have no mechanism to take the data from forms and automatically update their CMS. This process must be done manually by court clerks, creating additional workload that can be resolved with better technology.
•   Attorneys use forms to communicate with the court and other parties on behalf of their clients. The current process is a manual and costly process with paper.

•	Self-represented litigants use Judicial Council forms to initiate and complete actions in court. In 2014, a survey of California courts website users found that 37% of the respondents who were seeking self-help resources said that they needed help with legal forms. An overwhelming 86 percent of self-help seekers responded that they wanted step-by-step instructions for completing forms.

This proposal seeks to modernize Judicial Council forms by:
•	Certifying Judicial Council forms to allow users to quickly identify them as the current approved version.
•	Making forms compatible with mobile devices and all browsers.
•	Making forms accessible for ADA compliance.
•	Making forms flexible so that end users are only presented with the questions relevant to them based on their answers.
•	Provides the ability to reuse data for different form sets.
•	Allows for data integration by courts, justice partners, and others.
•	A new forms solution will provide a convenient vehicle for communicating the complex and highly specialized information more efficiently to the courts.
•	A new forms solution will provide step-by-step and dynamic instruction for filling out required court forms, including the ability to interact with a Chat feature and interactive tool tips.

Absent this service, the courts, attorneys, and the public will continue to face challenges in adapting to ongoing changes in forms due to new laws and regulations without the ability for more rapid turnaround and delivery dates. Additionally, without a statewide solution, courts may be drawn to developing local solutions that serve to increase the number of versions the courts, attorneys, the public, and vendors must learn and adapt to.

A new statewide solution provides an opportunity to increase efficiency by providing a standard format where information is presented in a predictable and easily identifiable manner, by creating a new branch standard for forms creation and design, as well as integration and data standards for required court forms. All users would benefit from forms that can be quickly filled out and easy to understand when searching for key information. Forms can be prepopulated through systems integration with the case management system. Data can be electronically exchanged between the case management system and Intelligent Forms, reducing data entry for the users.

Data Driven Forms Cost (Non-Staff)

	Proposed Total 2020-21	Proposed Total 2021-22	Proposed Total 2022-23
Forms Solutions/Hardware	866,000	0	0
Solution Software & Maintenance	90,000	90,000	90,000
Total:	956,000	90,000	90,000

(2)   Building a Digital Court Ecosystem: Driving Reuse and Adoption of Digital Court Technologies

In 2017 the Judicial Council awarded Innovation Grants to courts using funding provided by the Legislature to the Judicial Branch in 2016. Dozens of grants went to courts to fund local technology-enabled innovations and the Judicial Branch has seen many successful projects emerge that create court efficiencies and/or improve access to court services. Two years into the program, it is evident that several of these incubated innovations are landing in the intersection of being strategically aligned with branch technology goals, beneficial to other courts across the state, and consistent with trends in the technology industry overall.

Any new application will need to contend with individual trial court case management systems that vary from modern, vendor solutions to legacy, home-grown applications built on decades-old technologies. In addition, court resources that support technology innovation vary greatly from county to county. Finally, many courts (large and small) are reliant on their CMS vendor's proprietary architecture to deliver new applications and on-line services, which can limit innovation based on vendor capacity and how the vendor has envisioned the solution. As a result, innovations in one court are not easily or cost-effectively transferable to another court.

To assist courts through these challenges, a collaboration of trial courts and Judicial Council IT staff have been defining a technology architecture (Court Stack) approach that distills technology down into standards-based component parts (e.g., identity management, case searching, case access) that simplify the implementation of technology across courts and promote reuse of technology assets. This model is rooted in work by the National Center for State Courts and insights from Gartner, the technology research and advisory company. The model definition is reflected in the article Select Applications That Further Your Digital Government Technology Platform Goals, by Gartner published in December 2018. The takeaways from the article are:

•   A digital government technology platform (DGTP) is not any one product. It is an amalgamation of cross-cutting, horizontal, seamlessly integrated solutions that expose functionality through APIs (application programming interface).

•   Government solution providers are marketing digital government platforms, but many do not offer the flexibility and extensibility of a true platform. CIOs must understand the different approaches to platforms in the market to build a hybrid application platform strategy that aligns with DGTP goals.

For the Judicial Branch, the foundation to the architecture is a virtual case management system that seeks to unlock the near monopoly on court innovation held by the CMS vendor community and/or by larger courts with technology resources that build

innovations on top of their local CMS capability.

This proposed initiative will specifically extend the efforts of the Innovation Grants (and lay the foundation for future innovations) around identity management, mobility, and privileged remote case access, to multiple courts across the state. These systems have successfully demonstrated secure and mobile access to case information. This will require technology architects, software development, vendor engagement, and collaboration among the lead Courts to refine and nurture the ecosystem, lay down the technical foundation, and modify the software.

The specific applications the digital ecosystem is looking to implement branchwide is a mobile application for processing court services, such as checking jury duty, paying traffic fines, or signing up for court appointments (identified below as "CourtMobile App"). The second area of focus is remote access to court case information and documents for the public, case participants, and justice partners (identified below as "Court Case Remote Access"). Both solutions have proven successful through the Innovation Grants; however, to provide an opportunity for courts to implement them, a digital ecosystem must be built so that any California court may adopt these features and integrate them with their CMS.

To begin to create a more consistent experience for the people of California and achieve the branchwide mission, vision, and goals, additional one-time and ongoing funding and resources are needed. As courts finish upgrading their case management system, with this new digital eco-system, they will be able to roll out new services to the public that many of the larger courts have already implemented, such as mobile app services, on-line appointments or court check-in. More importantly, as the platform is built out and courts are onboarded, the public will be able to access their case information anywhere, anytime. This is a critical mission of the digital court.

Digital Eco-System Cost (Non-Staff)

Court Integration Services

CourtServices (Virtual CMS)	Consulting Services (Courts)	Consulting Services (JC)
CMS 1	$671,000	
CMS 2	$671,000	
CMS 3	$671,000	
CourtIdentity (Azure AD Abstraction)		$113,500
CourtPay	$227,000	
CourtConnect	$217,000	$227,000
	$2,457,000	$340,500
Sub-total	$2,797,000	

Application Productization	Consulting Services (Courts)	Consulting Services (JC)
CourtHub (Foundational - All Apps)	$671,000	
CourtMobile App	$444,000	
CourtAccess	$869,000	
CourtSearch		
CourtDoc		
CourtPay (UI)		
Sub-total	$1,984,000	
Cloud Application Hosting		$375,000
One-Time funding	$5,156,500	

(3)   Creating Next Generation Data Center and Cloud Solutions

Based on the results of surveys conducted by the ITAC workstreams, next-generation hosting (NGH) solutions and continued service delivery were identified as part of many courts' primary need areas. A key finding across many of the courts is that they lack expertise and resources in planning next generation solutions. Many courts throughout the state contend with regional issues that lead to a lack of resources and other technical challenges, requiring more innovative solutions to meet the requirements for new modern IT solutions.

Over the last year, JCIT has been asked to assist four courts with these efforts. Courts requested this service due to a lack of in-house expertise and/or an inability to attract IT talent to remote locations or smaller markets. Their requests included guidance in assessing infrastructure and advising on paths forward to achieve business goals and objectives specific to their local environment. The scope of the work included data center, application and disaster recovery analysis, as well as recommendations for application service levels, and analysis on moving to the cloud and recovery strategies in case of an emergency. This proposal will create a consultancy service by which JCIT will work with courts, utilizing the NGH and related infrastructure frameworks, to refine common service-level definitions and expectations, and design cloud solutions that meet the goals of the digital courts and access to justice.

Most importantly, the next-generation cloud solution service will work to align data-driven forms and the digital ecosystem with the branchwide security platform and identity management, as well as ensure best practices for solution design, development, and deployment.

Next-Generation Costs (Non-Staff)

	Proposed Total 2020-21	Proposed Total 2021-22

| Consulting Services | $1,280,000 | $624,000 |

Program Staffing

Although this program is for IT modernization, there are clear and distinct needs for each service. For example, data-driven forms require an attorney to validate that the forms and data collected meet legal requirements. Beyond the business needs, the level of technical complexity within each of these core services requires unique technical expertise by service. The program will leverage staff across programs specifically for technical architecture and education but will serve to provide the Judicial Council with the necessary resources to help the courts implement new modern solutions that will provide the public with a better user experience. (See table below).

	Data-Driven Forms	Digital Eco-System Platform	Next Generation Cloud Hosting	Total Full-Time (Ongoing) Staff
Senior Business Systems Analyst Coordinate, implement, and support the pilot and future deployment	1	1	1	3
Senior Application Developer Develop the solutions to be implemented		1		1
Senior Technology Analyst Design the solutions to be implemented	1	1	1	3
IT Manager Manage maintenance, deployment and implementation of applications being deployed to courts		1		1
IT Supervisor II Manages unit that designs and builds Judicial Council forms	1			1
Attorney I Reviews and validates data driven forms are compliant with legal requirements	1			1
Enterprise Architect Designs, recommends and validates compliance of technical architecture for core services	0.33	0.34	0.33	1
Senior Educator Trains court and Judicial Council staff on new applications and solutions delivered by core programs	0.25	0.5	0.25	1
Sub-totals	4.58	4.84	2.58	12
				12

Overall Program Costs
Costs include IT Modernization staffing, consulting services, software, support and maintenance. Detailed chart available upon request.

Indirect Administrative Costs ($345,000)
As additional programmatic workload and funding drives the need for additional administrative funding, an administrative overhead rate has been developed to derive the costs of additional administrative functions associated with each budget change proposal. This additional funding will be used to support successful implementation of the BCP.

E. Outcomes and Accountability

Success of these programs will be determined by:

Intelligent Forms Platform
•	To evaluate the outcome and impact of the program, baseline metrics will be established for multiple service areas and those metrics will be used to gauge progress and improvements over the course of the program. Project will be measured by the following outcomes:
•	Solution selected meets defined form solution requirements by 80 percent, other 20 percent must have a solution defined.
•	Forms conversion can be completed within three years.
•	New forms development can be achieved by mandated legislative dates (these are typically effective January 1 or July 1).
•	Self-Represented Litigants (SRLs) successfully navigate and submit electronic documents to courts, with one-time data entry and elimination of manual data entry.

Building a Digital Court Ecosystem: Driving Reuse and Adoption of Digital Court Technologies
•	Number of courts participating in solution deployment.
•	Number of services available for court/public use.
•	Number of court users accessing services.
•	Technology services/components being leveraged (re-use) for other technology solutions.
•	Validations that solution meets security requirements and guidelines.
•	Ability to rapidly deploy solutions/services to interested courts.
•	Number of vendors leveraging Court Stack technology components and architecture.

Data Center and Infrastructure Modernization
•	Number of courts requesting consulting services for next generation data center solutions.
•	Courts ability to meet recommended data center service levels.
•	Courts ability to budget and plan for new data center technologies.
•	Courts ability to successfully mitigate a catastrophic event.

Projected Outcomes

Workload Measure	CY	BY	BY+1	BY+2	BY+3	BY+4
Intelligent Forms Platform						
Establish new Forms Solution	Requirements gathering for Forms solution	RFP, Select and Implement new forms solutions				
Forms Conversion		Convert 50 most commonly used forms	Select Case type and convert forms by case type	Select Case type and convert forms by case type	Select Case type and convert forms by case type	Select Case type and convert forms by case type
SRL Forms Solution	Requirements gather for SRL Forms solution	Investigate and validate existing or new Solution for SRL	Update and enhance SRL form solutions for compliance with Law and rules	Update and enhance SRL form solutions for compliance with Law and rules	Update and enhance SRL form solutions for compliance with Law and rules	Update and enhance SRL form solutions for compliance with Law and rules
Innovation Grants Platform						
Deployment of Branchwide Identity		Four Pilot courts implement branchwide identity	10 court implement branchwide identity	15 court implement branchwide identity	20 court implement branchwide identity	Implement branchwide identity at remaining courts
Development of Court Case Remote Access- One Case Type		Four Pilot Courts Deploy Court Case access	10 Courts deploy Court Case Access	15 Courts deploy Court Case Access	20 Courts deploy Court Case Access	Implement remaining courts Case Access
Development of Court Case Remote Access- Two Case Types			Four pilot court deploy Case Access	10 Courts deploy court case access	15 Courts deploy court case access	15 Courts deploy court case access
Development of CourtMobile App- one service		Four Pilot Court deploy court mobile app	10 court deploy court mobile app	10 courts deploy court mobile app	10 court deploy court mobile app	10 court deploy court mobile app
Development of CourtMobile App- two services			Four pilot court deploy mobile app V2	10 court deploy mobile app V2	10 court deploy mobile app V2	10 court deploy mobile app V2
Next Generation Data Center Services						
Number of Courts Assessed and Recommendations made	Two trial Courts	Three to Four Trial Courts	Five Trial Courts	Five Trial Courts	Five Trial Courts	Five Trial Courts

F.   Analysis of All Feasible Alternatives

Alternative 1: Approve 12.0 positions and $10.26 million General Fund in 2020-21 (including $7.44 million in one-time funding and $2.82 million in ongoing annual funding) and $624,000 one-time General Fund in 2021-22 to support the implementation and deployment of branchwide cloud solutions and platform modernization. The one-time costs include procurement of hardware, software, and consulting services to upgrade the Judicial Branch to modern technology platforms. This will include cloud solutions, Judicial Council forms, and productization of court developed applications. This request includes 12.0 positions to enable Judicial Council Information Technology (JCIT) to implement, support, and maintain the solutions.

Pros:
•   Creates a diverse set of tools to meet the needs of courts of all sizes, with different operating requirements.
•   Meets statewide requirement for security and compliance.
•   Maximizes use of technology innovation grant funding.
•   Provides access to all courts across the state to court developed solutions.
•   Creates a standard support and maintenance strategy for on-going and future court developed technology solutions.
•   Ability to fill in forms via a mobile device.
•   Ability to send data electronically to courts.
•   Ability to interact with Chat and interactive tool tips to help fill in the forms.
•   Ability to automate form fields to reduce redundant data entry and improve accuracy of data.
•   Supports 24/7 availability for public access to courts.

Cons:
•   Requires commitment of General Fund resources.

Alternative 2: Approve 10.0 Positions and $8.12 million in General Fund in 2020-2021 (including $6.14 million in one-time funding and $1.99 million in ongoing annual funding) to implement Data Driven forms and a Digital Ecosystem. This alternative will not provide funding for creating next generation data centers and cloud solutions.

Pros:
•   Less impact to the General Fund.
•   Will still provide modernization for two core service areas, Data Driven forms and Digital Ecosystem.
•   Maximizes use of technology innovation grant funding.
•   Provides access to all courts across the state to court developed solutions.
•   Ability to send data electronically to courts.
•   Ability to interact with Chat and interactive tool tips to help fill in the forms.

- Ability to automate form fields to reduce redundant data entry and improve accuracy of data.

Cons:
- Will not ensure compliance to statewide requirement for security.
- Will not provide courts much needed expertise in new cloud hosting solutions, including new technology related to data-centers and disaster recovery.

Alternative 3: Do not fund the request. This approach will incur costs going forward as the branch attempts to respond to the changes in technologies and the limitations of existing solutions.

Pros:
- No impact to General Fund.

Cons:
- Inconsistent services and access will continue throughout the state for the public and court users.
- Judicial Branch will not receive economies of scale by standardizing solutions for use across the branch.
- If resources are not available, courts will be less likely implement or deploy court developed solutions.
- Costs for deployment branch wide will increase exponentially with each court who decides to implement their solutions.
- Solutions may not adhere to branchwide security standards.
- Judicial Branch will not be able to leverage data and information collected in forms to create a more efficient solution for the public.
- Courts will continue to dedicate staff time to manually input data into local CMSs.
- Any new technology deployed such as chatbots and voice-to-text transcription cannot be leveraged against current technology solutions.

G.   Implementation Plan

The implementation methodology will be a phased approach for the services: requirements gathering, evaluation, design and/or procurement, service/program buildout, pilot court implementation and branchwide service productization. In each of these areas, the Judicial Council will be working collaboratively with all the courts. If funded, the following objectives will be set forth for each year:

FY 2020-2021
- Recruitment of staff for development work
- Completion of requirements gathering and documentation
- RFP for vendors services

- Initial solution architecture design
- Selection of pilot courts
- Begin solution development

FY 2021-2022
- Development of solutions
- Begin implementation of Pilot Courts/Pilot Forms
- Selection of next set of deployment courts/forms
- Create onboarding guides and training material

FY 2022-2023
- Continue to onboard Courts
- Continue to assist courts their technical solutions
- Continue to convert Judicial council forms to data driven forms

H.   Supplemental Information

N/A

I.   Recommendation

The Judicial Council recommends approval of Alternative 1, funding 12.0 positions and $10.26 million General Fund in 2020-21 (including $7.44 million in one-time funding and $2.82 million in ongoing annual funding) and $624,000 one-time General Fund in 2021-22 to support the implementation and deployment of three key initiatives essential to achieving the digital court: (1) investing in a data-driven forms platform, (2) building a digital ecosystem for court innovations and integrations, and (3) creating next-generation data centers and cloud-based solutions. Implementation of these technology solutions is critical to realize the full scope of the digital court and its ability to be implemented throughout the state to improve access to justice.

BCP Fiscal Detail Sheet

BCP Title: Information Technology Modernization

BR Name: 0250-027-BCP-2020-GB

Budget Request Summary

Personal Services

Personal Services	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Positions - Permanent	0.0	12.0	12.0	12.0	12.0	12.0
Total Positions	**0.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**
Salaries and Wages Earnings - Permanent	0	1,335	1,335	1,335	1,335	1,335
Total Salaries and Wages	**$0**	**$1,335**	**$1,335**	**$1,335**	**$1,335**	**$1,335**
Total Staff Benefits	0	758	758	758	758	758
Total Personal Services	**$0**	**$2,093**	**$2,093**	**$2,093**	**$2,093**	**$2,093**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5301 - General Expense	0	149	44	44	44	44
5302 - Printing	0	6	6	6	6	6
5304 - Communications	0	20	16	16	16	16
5320 - Travel: In-State	0	24	24	24	24	24
5322 - Training	0	3	3	3	3	3
5324 - Facilities Operation	0	156	156	156	156	156
5340 - Consulting and Professional Services - External	0	1,996	624	0	0	0
5344 - Consolidated Data Centers	0	26	26	26	26	26
5346 - Information Technology	0	45	17	17	17	17
539X - Other	0	345	345	345	345	345
54XX - Special Items of Expense	0	5,397	90	90	90	90
Total Operating Expenses and Equipment	**$0**	**$8,167**	**$1,351**	**$727**	**$727**	**$727**

Total Budget Request

Total Budget Request	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Total Budget Request	**$0**	**$10,260**	**$3,444**	**$2,820**	**$2,820**	**$2,820**

Fund Summary

Fund Source

Fund Source	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
State Operations - 0001 - General Fund	0	4,863	3,354	2,730	2,730	2,730
Total State Operations Expenditures	**$0**	**$4,863**	**$3,354**	**$2,730**	**$2,730**	**$2,730**
Local Assistance - 0001 - General Fund	0	5,397	90	90	90	90
Total Local Assistance Expenditures	**$0**	**$5,397**	**$90**	**$90**	**$90**	**$90**
Total All Funds	**$0**	**$10,260**	**$3,444**	**$2,820**	**$2,820**	**$2,820**

Program Summary

Program Funding

Program Funding	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
0140010 - Judicial Council	0	4,863	3,354	2,730	2,730	2,730
0150010 - Support for Operation of Trial Courts	0	5,397	90	90	90	90
Total All Programs	**$0**	**$10,260**	**$3,444**	**$2,820**	**$2,820**	**$2,820**

Personal Services Details

Positions

Positions	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
VR00 - Various (Eff. 07-01-2020)	0.0	12.0	12.0	12.0	12.0	12.0
Total Positions	**0.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**

Salaries and Wages

Staff Benefits	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5150350 - Health Insurance	0	244	244	244	244	244
5150500 - OASDI	0	102	102	102	102	102
5150600 - Retirement - General	0	392	392	392	392	392
5150900 - Staff Benefits - Other	0	20	20	20	20	20
Total Staff Benefits	**$0**	**$758**	**$758**	**$758**	**$758**	**$758**
Salaries and Wages	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
VR00 - Various (Eff. 07-01-2020)	0	1,335	1,335	1,335	1,335	1,335
Total Salaries and Wages	**$0**	**$1,335**	**$1,335**	**$1,335**	**$1,335**	**$1,335**

Staff Benefits

Total Personal Services

Total Personal Services	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Total Personal Services	**$0**	**$2,093**	**$2,093**	**$2,093**	**$2,093**	**$2,093**

Budget Change Proposal - Cover Sheet

Fiscal Year: 2020-21

Business Unit: 0250

Department: Judicial Branch

Priority Number: N/A

Budget Request Name: 0250-025-BCP-2020-GB

Program: 0130–SUPREME COURT, 0135–COURTS OF APPEAL, 0140–JUDICIAL COUNCIL, 0150–STATE TRIAL COURT FUNDING

Subprogram: 0140010–JUDICIAL COUNCIL, 0150010–SUPPORT FOR THE OPERATION OF THE TRIAL COURTS

Budget Request Description: Digitizing Documents Phases 2 and 3

Budget Request Summary: The Judicial Council of California (JCC) requests 1.0 position and $6.9 million General Fund in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) and $11.1 million one-time General Fund in 2021-22 to expand the digitization of court records in approximately 15 courts. This funding extends and supports Phase 1 of the digitizing of mandatory court records that was funded in the 2019 Budget Act.

Requires Legislation: ☐ Yes ☒ No

Code Section(s) to be Added/Amended/Repealed:

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No

If yes, departmental Chief Information Officer must sign.

Department CIO Name: Heather Pettit

Department CIO Signature:

Signed On Date:

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project Number:

Project Approval Document:

Approval Date:

If proposal affects another department, does other department concur with proposal?

☐ Yes ☐ No

Attach comments of affected department, signed and dated by the department director or designee.

Prepared By: Heather Pettit

Date: January 3, 2020

Reviewed By: Angela Cowan

Date: January 3, 2020

Department Director: John Wordlaw

Date: January 8, 2020

Agency Secretary: Martin Hoshino

Date: January 8, 2020

Department of Finance Use Only

Additional Reviews: Capital Outlay:☐   ITCU:☐   FSCU:☐   OSAE:☐
          Department of Technology:☐

PPBA: Emma Jungwirth

Date submitted to the Legislature: January 10, 2020

A.   Budget Request Summary

The Judicial Council of California (JCC) requests 1.0 position and $6.9 million General Fund in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) and $11.1 million one-time General Fund in 2021-22 to expand the digitization of court records in approximately 15 courts. This funding extends and supports the Phase 1 of the digitizing of mandatory court records that was funded in the 2019 Budget Act.

The 2019 Budget Act appropriated $5.6 million General Fund for the first phase of digitization of mandatory court records. That funding was for equipment and consulting services for 5 to 7 courts. This request will fund the next two phases of mandatory court record digitization. The funding will cover the conversion of case files in at least one case type for approximately 15 courts, including appellate and trial courts.

B.   Background/History

To assess demand for digitizing court records, a survey was sent to all California trial and appellate courts. Thirty-one courts responded to the needs survey, and 29 wanted to participate in a pilot. Of the 29 wanting to participate in a pilot, 22 were committed and willing to re-engineer their business processes, provide staffing for the pilot, and documentation of their experiences so that future implementations would be more efficient. Each court measured or provided estimates for the quantity of paper and filmed files, for both active and archived cases. In total, the 29 courts reported more than 300,000 linear feet of active case paper files (more than 56 miles). The response to the survey identifies an opportunity for substantial reductions in physical storage, through the digitizing of paper.

The 2019 Budget Act provided funding of $5.6 million for the first phase of digitization of mandatory court records. That funding was for equipment and consulting services for 5 to 7 courts for this effort.

Since the funding of Phase 1, the courts were surveyed in June 2019 on the updated needs and desire to participate in this effort. Twenty-seven courts are committed to participating in the Digitization Program. As part of the first phase, the Judicial Council IT (JCIT) staff evaluated all 27 courts and has selected 8 courts to implement this program, including 1 appellate court. Each court was evaluated based on readiness, experience and volume of documents to be digitized. Several courts may need to work on a multi-phased approach, due to their high number of documents to be digitized. As the courts begin their digitization efforts, the JCIT staff will facilitate vendor selection, coordinate and project manage activities between the vendor and court, assist in resolving issues, track milestones and deliverables, report on progress and monitor costs.

C.   State Level Considerations

This request is in alignment with the Judicial Branch Strategic Plan goals I, II, III, IV, and VI.

•   Goal I – Access, Fairness, and Diversity: Digitizing active and archived paper and film cases, coupled with a modern Case Management System, would enable faster and easier access to case information for the public.

•   Goal II – Independence and Accountability: Electronic access to relevant case data would be faster, more convenient for the public and less expensive for the courts compared to providing paper copies. This would allow greater transparency to the public at lower cost to the courts.

•   Goal III – Modernization of Management and Administration: Transforming our courts into digital courts is an over-arching strategic goal of the Judicial Branch. This funding request to digitize paper and film files is a single, but critical component. Electronic access to case files reduces the wait times customers stand in line at the courthouse and reduces the workload on court staff, as well as allowing for access to relevant case information at the convenience of the authorized parties.

•   Goal IV – Quality of Justice and Service to the Public: Digitizing paper and film files is a foundational requirement that allows the judicial branch to effectively utilize a modern case management system. Electronic access to the case information is a greater convenience to the public, allowing access on demand.

•   Goal VI – Branchwide Infrastructure for Service Excellence: The public expects electronic service delivery at their convenience. The Judicial Branch expects to realize cost avoidance by providing electronic service delivery over face-to-face transactions. Studies have shown face-to-face transactions are over 40 times more expensive than electronic delivery of those services, as demonstrated by a report completed by Deloitte Access Economics, titled "Digital Government Transformation." This report can be made available upon request. Digitizing paper and film files is a prerequisite to electronic service delivery.

The Digitization Program improves the court's service to the public by enabling faster, easier, and transparent access to relevant case information; in turn, the court customer is satisfied without having to travel to the courthouse to then wait in line for service, and court staff may dedicate this time to handling more complex matters.

D.   Justification

In pursuit of the goal of the digital court, over 30 courts are leveraging a branchwide Master Services Agreement (MSA) to implement new case management systems that have capabilities to utilize electronic documents. The main barrier to implementing electronic documents for a digital court is that it is labor intensive to maintain both paper and electronic versions of a document. The court is required to maintain a version of the court record that is currently on historical paper documents, creating additional processing time as they transition from paper to the digital court record. One large court that has moved to a modern case management system and continues to have paper historic records, estimates that approximately 100 of their 700 employees will be spending 25 percent of their time processing paper documents.

Several courts have implemented electronic documents in selected case types and have gained operational benefits with the elimination of processing, storing and maintaining paper case files, eliminating file contention where only one person can view a physical file at a given time, and providing the public and justice partners with fast electronic access to case file documents. Many courts are still operating with paper case files and, often, historical files that are stored on deteriorating microfilm and microfiche. As the courts migrate from older legacy case management systems, they can take advantage of electronic documents and electronic document processing, but they need a mechanism to convert existing paper and filmed case files into electronic format. This request would allow for a vendor to prepare the physical documents for conversion, scan them into electronic digital format, and provide quality assurance that the documents were converted accurately. The proposed approach is to primarily focus on active case files. In decreasing order of priority, the files to be scanned would be:

1.   Active cases
2.   Cases that need to be retained 10+ years or longer
3.   Deteriorating microfilm and microfiche
4.   All other cases

Starting with active cases allows judges, court staff, attorneys and the public to gain immediate benefits and efficiencies by reducing the time and court resources required to locate and retrieve the paper files of open cases. Prioritizing older cases and microfiche will be determined based on the current quality of the documents and microfiche. If it is determined that documents and microfilm/fiche are at a point of significant deterioration, then those case records would be prioritized higher. This analysis would be conducted at the time of court selection and business readiness.

In June 2019, the JCC sent out a survey to the branch to gauge interest in Phase 1 of the new Digitization Program. Twenty-seven courts requested to participate in Phase 1. Due to the court interest, we have determined the need is great enough to request funding for an additional two phases of the project. These two phases would extend the

services to approximately 15 courts for mandated paper case files in at least one case type; courts will be selected based on readiness, experience, and volume of documents to be digitized.

The data from the 27 courts, which is available upon request, reflects the need to digitize paper and microfilm/fiche court records. Many courts have been faced with circumstances in which court records have been damaged due to natural disasters, facility issues or deterioration from age. Moreover, the use of solutions such as microfilm/fiche are so outdated and antiquated to the point that finding equipment has become extremely difficult and cost prohibitive to find people to maintain the equipment. Since these are mandatory court records, the court must absorb these expenses and many times pass the fees on to the public.

Not only do these paper and microfilm/fiche files impact the court, they directly impact the public. In order for the public, attorneys, justice partners and media to see these court records they are required to come to the courthouse, wait in line and make copies of the relevant files or work with staff to sift through the microfilm/fiche to find the relevant document, make copies, and pay associated fees. This process is very time-consuming, inefficient and costly. Knowing that a better, faster alternative exists in many courts and may be in use by the court for other document types creates an inequality issue for those using courts services. By continuing to have services such as these, the court is impeding the public's access to timely justice.

Digitizing paper and film files are a foundational requirement of the digital court that allows the judicial branch to effectively utilize a modern case management system and to realize significant savings by providing electronic service delivery over face-to-face transactions.

Benefits of the digital court include:

For the court:
•   Better utilization of the workforce with faster routing and simultaneous review of documents
•   Elimination of file contention and a reduction of misplaced files
•   An increase in the speed of access to files, especially during a courtroom session
•   Allows the courtroom to process all cases in the same manner; judges will not have to go back and forth from existing manual case files to newly created digital case files on the same calendar.
•   Elimination of manual ticklers and tracking for work flow processes, allowing the use of functions available in modern case management systems.
•   Improved court disaster recovery and continuity of operations
•   Simplification of the document purging process
•   Significant reduction of the physical space required to store documents

- Cost savings from the elimination of support for obsolete microfiche and microfilm viewers
- Environmentally more responsible

For the public:
- Reduced need to come to the courthouse to obtain copies of documents
- Self-service at a time and place of their convenience
- A reduction of copy fees
- Environmentally more responsible

Cost Estimates

To estimate the cost associated with this request, 20 scanning vendors were contacted and 7 responded with detailed pricing estimates ranging from $105/box to $368/box of paper files. The average cost per 15" box of files was $203, or $162.57 per linear feet (Figure 2). Given the 80,000 linear feet of paper case files targeted for these next two phases, the estimated total scanning cost would be $17.8 million. There will be an additional $650,000 in costs for a limited amount of bulk scanning equipment and for desktop scanning equipment so that Phase 1 courts can scan files as they come in according to their modified workflow. As the number of active case linear feet are estimates, there's also a 5 percent contingency of $250,000. To increase the volume of documents to be digitized, 1.0 position is requested to work with the courts on their digitization efforts and support this program on an on-going basis.

The focus of Phase 1 will be on active cases that are in paper rather than back-scanning historical cases, including cases stored on microfilm or microfiche. Costs for this effort would include services to perform paper scanning, incremental electronic storage infrastructure, and an initial limited number of desktop scanners. Future phases will focus on digitization of microfilm and microfiche. This program does not include the destruction of scanned court documents, which is a policy decision of each court on how long keep the paper documents after the files are scanned.

For the 20 scanning vendors polled, 7 have provided pricing. See below.

Scanning Vendors	Pricing / Box 15"	Or price per inch	Price per FT.
Softfile	$ 240.00	$ 16.00	$ 192.00
Stria	$ 105.00	$ 7.00	$ 84.00
FNTI	$ 225.00	$ 15.00	$ 180.00
BMI Imaging	$ 110.00	$ 7.33	$ 88.00
ViaTron	$ 175.00	$ 11.67	$ 140.00
SyTech	$ 200.00	$ 13.33	$ 160.00
Axion Global	$ 367.50	$ 24.50	$ 294.00
Average Box Cost	$ 203.21	$ 13.55	$ 162.57

	Year 2- 29,000 Linear Ft.	Year 3- 51,000 Linear Ft.
Median Box Cost	$ 200.00	
One 15" box =.8 Linear Feet		
Digitization Cost	$5,893,090	$10,363,710
Scanning Equipment	$650,000	$650,000
Contingency	$150,000	$100,000
Subtotal	$6,693,090	$11,113,710
Staffing Costs	$195,000	$183,000
Total BCP	$6,888,090	$11,296,710

E.   Outcomes and Accountability

The outcomes will vary by court, as each court will have different volumes of records. The objective will be to have all participating courts digitize the records that will have the greatest operational impact for their environment. In some cases, that would be to digitize active files in preparation for executing a "day-forward" strategy. Rather than scanning all historical paper files, a "day-forward" strategy focuses on identifying case files that will be needed within the next 3-4 months and scanning those first. Then future scanning only includes any new paper documents coming into the court and any historical files that are needed for upcoming court calendars. In other cases, it may be to digitize historical records to preserve the diminishing quality of the court record. In either case, the courts will be able to eliminate physical storage by purging the physical documents after they are digitized. Once in electronic format, those documents will be more easily accessible by court staff, the public, and other government agencies. For example, providing the public with access to court documents through a web portal will reduce staff time currently required to answer questions from the public and pulling the files, allowing staff resources to be redirected to perform other tasks.

The Interbranch Agreement, which will be used to facilitate the transfer of funds to the courts, has specific reporting requirements that courts must adhere to. Each court will be responsible for monitoring day-to-day project activities and will make periodic reports regarding program performance and financial status. Accounting records will be supported by appropriate documentation. The courts will provide information regarding all fund expenditures to the JCC. The information requested may include, but is not limited to, performance and financial reports. Performance reports will contain a comparison of actual accomplishments to the objectives, for the reporting period. Results will be quantified wherever possible.

Projected Outcomes

Workload Measure	2019-20	2020-21	2021-22
Courts need to Digitize Paper 1. Active Cases 2. Cases that need to be retained for 10+ years or longer. 3. Deteriorating microfilm and microfiche. 4. All other cases.	Select courts, develop project plan and coordinate courts' digitization efforts – the outcome is that the project plan is developed, and courts' digitization is coordinated for Phase 1, approximately 5 Trial Courts, 1 Court of appeals, 28,000 court records.	Select Courts, develop project plan and coordinate courts' digitization efforts – the outcome is that the project plan is developed for Phase 2 of the court digitization effort, focusing on to 6 to 7 trial court (including 1/3 of the paper court records for one court), 29,000 linear feet.	Select Courts, develop project plan and coordinate courts' digitization efforts – the outcome is that the project plan is developed for Phase 3 of the court digitization effort, focusing on approximately 7 trial court, 1 court of appeal (including 1/3 of the paper court records for two courts), 51,000 linear feet.
Digitizing paper, and re-engineering current paper processes linear feet:	The outcome is that 28,000 linear feet of court records for Phase 1 be scanned into an electronic format, totaling 5 trial courts and 1 court of appeal.	The outcome is approximately 29,000 linear feet for Phase 2 to be scanned into an electronic format, totaling 6-7 trial courts paper court records.	The outcome is approximately 51,000 linear feet for Phase 3 to be scanned into an electronic format, totaling 7 trial courts and 1 court of appeals paper court records.
	The outcome is that courts detailed data relating to digitizing costs	The outcome is to validate cost, time, JC resources and playbook for increased document digitization for future phases.	The outcome is to validate cost, time, JC resources and playbook for increased document digitization for future phases.
	The outcome is a detailed data relating to re-engineering efforts and creation of standard playbook	The outcome is to create budget projections, updated resources allocation plan for future phases of the court Digitization Program.	The outcome is to validate budget projections and vendor capability with increased workload.
	The outcome is a detailed data relating to time to convert paper records into digital records.		
	The outcome are Master Service Agreements with Digitization service providers for JC/Courts to leverage for program		

F.   Analysis of All Feasible Alternatives

Alternative 1: Approve 1.0 position and $6.9 million General Fund in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) and $11.1 million one-time General Fund in 2021-22 for Phases 2 and 3 of the digitization of paper and filmed case files for the Superior and Appellate Courts.

Pros:
•   Digitizing paper and film case files is a necessary foundational step to enable the digital court. The benefit of the digital court will not be realized when the active case files are still on paper or film. The courts participating in this pilot will commit to re-engineering processes and procedures to realize the benefits of the digital court – benefitting both the court and the public.
•   Digitizing paper and film case files for a limited number of pilot courts manages the risk that benefits are not as great as predicted and/or costs are not as low as originally estimated.

Cons:
•   There is a one-time impact on the General Fund.
•   There is a delay in realizing the benefits of the digital court for those courts who were not selected to participate in the pilot.

Alternative 2: Approve $6.9 million one-time General Fund in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) for the support of only Phase 2 of the digitization of documents, approximately 29,000 linear feet of documents to approximately 6-7 courts

Pros:
•   Less impact to the General Fund than the proposed alternative.

Cons:
•   There is a one-time impact on the General Fund.
•   There is a delay in realizing the benefits of the digital court for those courts who were not selected to participate in the pilot and Phase 2.
•   If efficiencies are gained with pilot and Phase 2, courts will not have funding to continue to move forward with additional phases, without an additional BCP request.

Alternative 3: Do not approve the one-time augmentation request for the digitization of paper and filmed case files Phases 2 and 3 for the Superior and Appellate Courts.

Pros:
•   No impact to the General Fund.

Cons:

- Courts will only be able to digitize documents as resources become available. Courts will duplicate efforts to establish local conversion processes and will need to establish individual contracts with vendors. This process will be slow and have the branch limping towards the goal of a digital court, significantly delaying the benefits for both the court and the public as it will not result in a coordinated statewide effort
- Courts with modern case management systems (CMS) will have to maintain two processes for new cases and existing paper cases. Full functionality of the new CMS may not be available for paper case files and courts would be required continue to track and process manually, reducing workflow efficiencies available with the modern CMS.
- Filmed documents will continue to deteriorate, and existing viewing equipment will continue to fail and be difficult to replace. If filmed documents deteriorate too far, they may be lost and may have an impact on access to justice.

G.   Implementation Plan

This request is to fund the next two phases of the paper digitization. The funding will cover the conversion of mandated paper case files in at least one case type for approximately 15 courts, including the Court of Appeals and Trial Courts. The tentative implementation strategy is:

Phases	Estimated Linear	Types of Courts
Phase 1 (BCP 2019-20)	27,151	7 trial courts/1 court of appeal
Phase 2 (2020-21)	28,535	1/3 of a multi-phase project for Phase 2 at 6-7 trial courts
Phase 3 (2021-22)	50,772	7 trial courts, 1 court of appeal and 1/3 of Phase 2 courts multi- phase implementation
	106,458	Estimated Total Linear Feet of Documents

H.   Supplemental Information

N/A

I.   Recommendation

The JCC recommends the approval of Alternative #1, for $6.9 million General Fund one-time in 2020-21 (including $6.71 million in one-time funding and $183,000 in ongoing annual funding) and $11.1 one-time General Fund in 2021-22 for Phases 2 and 3 of the digitization of paper and filmed case files for the Superior and Appellate Courts.

BCP Fiscal Detail Sheet

BCP Title: Digitizing Documents Phases 2 and 3

BR Name: 0250-025-BCP-2020-GB

Budget Request Summary

Personal Services

Personal Services	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Positions - Permanent	0.0	1.0	1.0	1.0	1.0	1.0
Total Positions	**0.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Earnings - Permanent	0	101	101	101	101	101
Total Salaries and Wages	**$0**	**$101**	**$101**	**$101**	**$101**	**$101**
Total Staff Benefits	0	58	58	58	58	58
Total Personal Services	**$0**	**$159**	**$159**	**$159**	**$159**	**$159**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5301 - General Expense	0	12	4	4	4	4
5302 - Printing	0	1	1	1	1	1
5304 - Communications	0	2	1	1	1	1
5320 - Travel: In-State	0	2	2	2	2	2
5324 - Facilities Operation	0	13	13	13	13	13
5344 - Consolidated Data Centers	0	2	2	2	2	2
5346 - Information Technology	0	804	1,001	1	1	1
54XX - Special Items of Expense	0	5,900	10,100	0	0	0
Total Operating Expenses and Equipment	**$0**	**$6,736**	**$11,124**	**$24**	**$24**	**$24**

Total Budget Request

Total Budget Request	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Total Budget Request	**$0**	**$6,895**	**$11,283**	**$183**	**$183**	**$183**

Fund Summary

Fund Source

Fund Source	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
State Operations - 0001 - General Fund	0	995	1,183	183	183	183
Total State Operations Expenditures	**$0**	**$995**	**$1,183**	**$183**	**$183**	**$183**
Local Assistance - 0001 - General Fund	0	5,900	10,100	0	0	0
Total Local Assistance Expenditures	**$0**	**$5,900**	**$10,100**	**$0**	**$0**	**$0**
Total All Funds	**$0**	**$6,895**	**$11,283**	**$183**	**$183**	**$183**

Program Summary

Program Funding

Program Funding	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
0130 - Supreme Court	0	200	400	0	0	0
0135 - Courts of Appeal	0	600	600	0	0	0
0140010 - Judicial Council	0	195	183	183	183	183
0150010 - Support for Operation of Trial Courts	0	5,900	10,100	0	0	0
Total All Programs	**$0**	**$6,895**	**$11,283**	**$183**	**$183**	**$183**

Personal Services Details

Positions

Positions	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
VR00 - Various (Eff. 07-01-2020)	0.0	1.0	1.0	1.0	1.0	1.0
Total Positions	**0.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**

Salaries and Wages

Salaries and Wages	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
VR00 - Various (Eff. 07-01-2020)	0	101	101	101	101	101
Total Salaries and Wages	**$0**	**$101**	**$101**	**$101**	**$101**	**$101**

Staff Benefits

Staff Benefits	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5150350 - Health Insurance	0	18	18	18	18	18

Staff Benefits	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5150500 - OASDI	0	8	8	8	8	8
5150600 - Retirement - General	0	30	30	30	30	30
5150900 - Staff Benefits - Other	0	2	2	2	2	2
Total Staff Benefits	**$0**	**$58**	**$58**	**$58**	**$58**	**$58**

Total Personal Services

Total Personal Services	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Total Personal Services	**$0**	**$159**	**$159**	**$159**	**$159**	**$159**

2021-22 BUDGET CHANGE CONCEPT

Requesting Entity	Trial Court Technology Committee
Tracking Number	21-18

A. Proposal Title

Judicial Branch Office of Information Security

B. Summary

The Judicial Council of California (JCC) requests 13.0 positions and $8.81 million General Fund in 2021-22, and $7.029 million annually thereafter to establish and maintain an Office of Information Security to comply with best practices in management of information security, technical risks and risks to the data held across the Judicial Branch as called for in the 2021-22 Judicial Branch Strategic Plan for Technology.

C. Relevance to the Judicial Branch and State Budget

This BCC is in support of the following goal of the Judicial Branches' Strategic Plan for Technology 2019 – 22, Goal 3: Advance IT Security and Infrastructure:

> Invest in a secure, scalable, and reliable technology infrastructure as a foundation for providing digital services and public access, while maintaining a focus on privacy protections and security.

The Judicial Branch is addressing the increased expectations and reliance of court users on digital access to court information by transitioning to digitally driven processes and enabling automated electronic data and information sharing among the courts and with the public and state and local justice partners. A focus on advancing IT security and infrastructure is needed to establish a digital foundation that allows parties, the public, justice partners, and the courts to leverage existing and emerging technologies. This focus includes strengthening information security by verifying user identities when appropriate and ensuring that comprehensive audit trails/logs are provided. Finally, in order to ensure reliability and resiliency, there is a need for strengthening security measures for all business-critical systems, services, and data maintained by the Judicial Branch.

This goal relies on an effective, reliable, efficient, up-to-date, and secure technology infrastructure monitored by highly trained staff.

Goal 3-Advance IT Security and Infrastructure Objectives (Prioritized)
- Objective 3.1 Ensure secure, reliable, and sufficient data network connectivity throughout the branch.

- • Objective 3.2 Provide a consistent level of technology infrastructure across the branch to empower innovation and growth, accommodate fluctuating demands, and mitigate the risk of data loss or service interruption.
- • Objective 3.3 Ensure that critical systems, infrastructure hardware, and data can be recovered in a timely manner after a disaster.
- • Objective 3.4 Allow for appropriate and validated access to court information through improved identity management protocols.
- • Objective 3.5 Evaluate infrastructure needs to support next-generation technologies, including video remote appearances, voice-to-text technology, video remote interpreting,
- • online chat, artificial intelligence, location-based services, and digital evidence presentation and preservation.

Objective 3.6 Enhance cyber security through ongoing system improvements and ongoing training and awareness.

D. Required Review/Approvals

The Judicial Council Technology Committee has approved this request.

E. Funding Summary

Fund Source	Full-Time Equivalent	Personal Services	Operating Expenses & Equipment	Total 2021-22	Total 2022-23	Total 2023-24
0001	13.0	2,754,000	6,056,000	8,810,000	7,029,000	7,029,000

Total	**8,810,000**	**7,029,000**	**7,029,000**
Ongoing	*7,029,000*		
One-Time	*1,781,000*		

F. Background/History

The Judicial Council's Information Technology (IT) Department is responsible for ensuring the confidentiality, integrity, and availability of branch-oriented systems and application as well as promoting and protecting privacy as part of the development and operation of branch systems. The establishment of an Office of Information Security (OIS) to assist Information Security and Cybersecurity programs for all Judicial Branch Entities (JBE), will create a department whose sole purpose is to raise the maturity levels across the branch utilizing specialized personnel and tools.

Currently the Judicial Council's IT Department has the responsibility of securing the Judicial Council's network and system's infrastructure which supports the Judicial Council, Supreme Court and Six District Appellate Courts, it also manages and facilitates programs for all Judicial Branch Entities including 58 Trial Courts in the areas of Governance and Managed Security Services.

In 2016-17 the Information Systems Controls Enhancements BCP was submitted by the Judicial Council requested requesting resources for:
- Audit and Accountability – the implementation of user access auditing tools within the courts;
- Risk Assessment – the establishment of annual information systems risk assessments;
- Contingency Planning – the implementation of information technology disaster recovery infrastructure and capabilities within the Judicial Council;
- Security Program Management – the implementation of a formalized information security program within the Judicial Council; and
- Media Protection – the preparation for the implementation of a data classification program within the Judicial Council.

The FTEs described in the "Contingency Planning" and "Security Program Management" items above, have allowed us to establish a supervisor position and two analyst positions to build and support programs around information security risk, governance, disaster recovery and compliance related tasks within the Judicial Council. This team, along with the other previous requested items, all point to the need for an Office of Information Security.

This new office will be modeled after the California Department of Technology, Office of Information Security structure of management. We will establish or expand:
- A branch wide Security Operations Center to assist all JBEs in securing their external and internal networks and end point security. The SOC will also integrate with state and other third-party monitoring services to assist with incident response;
- An Information Security Department who will support or be responsible for Governance, Risk, Disaster Recovery, Compliance and user training programs across the Branch.

- A Judicial Council Cybersecurity team that will expand our abilities to support Appellate and Supreme Court systems directly attached the Judicial Council network, Judicial Council Cloud based systems and Branch facing application teams.

In the past, the Judicial Branch has implemented programs that helped all JBEs with Firewalls, Virtual Private Networks (VPN), Intrusion Detection/Protection Systems and an Information Security Outreach Program targeting governance and planning efforts. What we've seen to date is that the majority of the Courts are unable to support these security efforts due to a lack of financial and specialized skilled resources.

The increase in the number of reported cybersecurity threats is well known from recent, publicized intrusions into large public and private sector organizations. However, the increasing complexity and volume of cybersecurity threats have continually exceeded a Court's ability to investigate, identify, and respond, placing branch entities that rely on information technology at increasingly higher operation and reputational risks. Reported incidents are not only growing in number, but subsequently are also becoming more complex; requiring significant analyses and follow-up to ensure critical alerts are disseminated timely, and that root causes are being addressed through appropriate corrective action plans to prevent reoccurrence in the future. More recent incidents have also necessitated the need for the Judicial Council Infrastructure Operations department to work with individual Courts to assist in incident efforts

Currently, the Judicial Council IT teams are having to respond to some of these requests for assistance. As the number of requests increases, we potentially see members of the network, email or server teams being pulled away from their internal operational positions, in order to provide critical support services to JBEs while lacking the appropriate tools and limited resources needed to be effective.

G. Justification

In aligning with the Chief Justice of California's mission to provide fair and secure access to justice, the Judicial Branch has embarked on an effort of modernizing technology, providing accessible data, and providing secure reliable methods of data sharing between justice partners. With this great responsibility of protecting the citizens of California's data, it is imperative that the branch matures its security posture. Currently the branch has made great efforts in this space by way of network security, intrusion detection, and local security assessments; but it is time to expand further towards our branch security goals. The branch seeks to build a new security division with the charge of protecting all California Courts and the publics data who uses the courts

The protection and privacy of Californian's Information within Judicial Branch Entity's systems is critical to the goals of the Judicial Council's Strategic Plan for Technology. Through our existing relationships with Federal, State, and Local agencies we are developing a broader

and deeper understanding of what is needed to help secure the information assets of the Judicial Council, Supreme Court, Appellate Courts and Trial Courts. The establishment of an Office of Information Security is a direct result of this understanding and previous Judicial Branch programs to increase the branches security posture.

In 2019, we saw many different public agencies appearing in the news because of compromised systems from across the US including several Courts like Philadelphia, Georgia and LA Superior Court in California. There were less severe incidents that were responded to but were not national news, which support the need for this BCP. In those instances, the local Court and the JC, while working on our own or in coordination with Cal-OES and CDT Security, were able to resolve the issue for the Court.

Following the "Information Systems Control Enhancements" BCP mentioned above, a risk assessment program for all Trial Courts and the Judicial Council was created, it is referred to as the Information Security Outreach program. The pilot program was completed in the 2017-18 and a full RFP contract was awarded to Ernst & Young (EY) to begin in July of 2018-19 . To date, January 2020, the program has engaged 18 Courts within the Branch at various stages of work: scheduled assessment site visits, finalized assessments, and follow on work to assist Courts in maturing their security posture. The early data we are seeing reflects the improvements expected when a court engages with branch programs and it shines a light on areas that need improvement. The security domains can be summed up into a few high-level areas:

- Risk Management
- Governance and Planning
- Network and Host Resilience
- Data Protection
- Security Awareness
- Monitoring and Incident Response
- Identity and Access Management

Position Descriptions

Principal/CISO (1.0 PY)
Plans and updates strategic plan and roadmap. Sets overall direction of the information security program. Develops and maintains strategic goals for the program. Ensures that JCC HR policies are followed by all management and staff. Regularly briefs senior JCIT management on projects, ongoing services, enterprise/mission/IT risk management. Produces reports and regularly briefs the Information Security Advisory Committee and ITAC. Identifies staff/management skills gaps and creates plan to address them. Mentors and coaches' managers. Sets program area metrics. Has superior written and oral skills and extensive program management experience. Develops budget, produces forecasts, and manages budget for OIS.

SOC Manager (1.0 PY)
Supervises staff in their respective program areas. Implements skill gap plan. Coaches and mentors' supervisors. Manages projects. Hires, trains, and manages staff in their respective program areas. Briefs CISO on project and program activities. Provides periodic metrics reports to CISO. Monitors standards, guidelines, and procedures. Develops and manages staff training plans. Develops and reports on operational objectives to meet strategic goals.

SOC Sr. TSA (1.0 PY)
Oversees daily operations of Security Operations Center. Develops, maintains, and reports on SOC standards, guidelines, and procedures. Mentors and coaches SOC staff. Trains staff in SOC operations. Evaluates new technologies and continually improves SOC operations through automation, optimization, and orchestration.

SOC TSA (2.0 PYs)
Provides first level monitoring, analysis, and reporting. Core members of Incident Response team. Develops specialty in forensic analysis. Cybersecurity Analyst deploy, maintain, and operate network and security technologies.

SOC Sr. BSA/ Program Manager (1.0 PY)
SOC Program Manager runs special programs to deploy, maintain, and optimize deployed security technologies. Also sets evaluation criteria for proposed new technologies. Manages external service contracts.

SOC BSA (1.0 PY)
Follows SOC standards, guidelines, and procedures set by the supervising analysts and SOC Management. Works with the Program Manager for Court engagements. Develops plans specific to Court needs for implementation, migration and documentation in support of program engagements. Provides support to other SOC personnel in the areas of integration, testing, compliance and incident response when necessary.

Cybersecurity Sr. TSA (1.0 PY)
The Senior Technology Analyst (Senior Cybersecurity Analyst) operates, maintains, and updates network and systems security technologies. Works with IT teams in the areas of Disaster Recovery, Vulnerability Management, Incident Response and Change Management. Verifies that security technologies are properly deployed and configured. Reports on relevant security metrics on a periodic basis. Evaluate new technologies for potential implementation. Follows standards, guidelines, and procedures in daily operational tasks. Second level analytical support

Cybersecurity TSA (1.0 PY)
Provides first level monitoring, analysis, and reporting. Core members of Incident Response team. Develops specialty in forensic analysis. Cybersecurity Analyst deploy, maintain, and operate network and security technologies.

Information Security Architect (1.0 PY)
The role of the Security Architect provides security planning and documentation on all technology that impacts the branch and provides guidance and recommendations to help mitigate security risks. Responsible for reviewing, identifying and ensuring that all systems supported by the branch are secure and compliant with the branch's security policies and practices. Stay informed of the latest security threats, work with risk management team to determine impact to develop mitigation plans. Work with security governance staff to identify and develop security policies, standards and guidelines. Work with JBE security education teams in development, implementation and metric gathering of local and branch training programs.

Application Developer (1.0 PY)
This Senior Application Developer Analyst will work and collaborate with a number of Judicial Branch subject matter experts and personnel (Judicial Enterprise Architect, other judicial branch developers, senior business systems analysts and a technical project manager) to help develop, enhance, maintain and troubleshoot the identity and access management platform and applications supporting the judicial branch entities and their justice partners.

ServiceDesk TSA (2.0 PYs)
The primary role is to provide subject matter expertise and escalation support for all JBE end users for Security and IT related requests. This position ensures customer satisfaction by timely resolution of technical issues and quick escalation to second tier support. Current positions interface with 800+ end users from the Judicial Council, Supreme Court and Courts of Appeal. These new positions are to augment existing personnel in support of expected call volume growth.

H. Funding Methodology and Future Impact

Estimate Funding Costs

Security Solutions	One-time	BY	BY+1
End-Point Security	$300,000	$1,200,000	$1,200,000
Vulnerability Management	$600,000	$1,300,000	$1,300,000
End User Training	$50,000	$200,000	$200,000
Microsoft IDM Licensing		$625,000	$625,000
Monitoring and Analysis	$90,000	$40,000	$40,000
Afterhours Monitoring	$150,000	$1,100,000	$1,100,000
Integration			
3rd Party Monitoring	$50,000		
California Office of Emergency Services	$50,000		
California Department of Technology	$50,000		
Required Hardware	$201,000	$50,000	$50,000

Personnel Costs from Costing Detail	$1,541,000	$4,515,000	$4,515,000
	$240,000	$2,514,000	$2,514,000
-	$1,781,000	$7,029,000	$7,029,000

I. Outcomes and Accountability

When established, the OIS will:
- Create a team whose primary focus is to promote security across the entire branch
- Promote security throughout all Judicial Branch Entities
- Improve the overall cybersecurity posture of Judicial Branch Entities

The OIS will be comprised of 3 departments described by functional areas:
- Information Security – Administration, Governance, Risk, Planning and Compliance
- Security Operations Center – JBE support of security tools platforms; branch-wide monitoring, analysis, and reporting programs; incident response and application security
- Cybersecurity Operations – support for Judicial Council and Judicial Branch Tech Center infrastructure, applications and cloud-based systems security

Information Security
- Support and update a branch-wide information security and cybersecurity strategic plan and road map;
- Manage, maintain and promote security recommendations in the areas of Governance, Risk and Compliance
- Best practices and standards established by the Judicial Council's Information Security team in conjunction with Court security leadership will be uniformly followed.
- Develop, maintain and promote an information security end user training program in collaboration with the Courts
- Collaborate with Courts and Facilities to promote and support disaster recover (DR), business continuity planning (BCP) and continuity of operations planning (COOP) across the Branch

Security Operations Center
- Consolidate response efforts for incident response within the Branch
- Work with Federal and State resources in monitoring, management and incident response for public facing web space
- Integrate with the existing monitoring service utilized by the Trial Courts
- Integrate with the California Department of Technology's Security and SOC programs
- Integrate with the California Office of Emergency Services' SOC

- Manage, build out and support tools for vulnerability management, network security and network hardening across the branch
- Manage the end point security platform requested in this BCP
- Establish practices for branch-wide monitoring of both external and internal vulnerabilities

Cybersecurity Operations
- Manage and support both cloud and internal security systems and programs, securing the Judicial Council and Tech Center.
- Establish and support network and system hardening, network access control and role-based access control
- Work with application teams to ensure security is considered through the software development life cycle (SDLC)
- Develop and promulgate security best practices within all Judicial Council business units
- Assist Judicial Council business units in support of programs for classification and categorization of data, data privacy and data loss prevention
- Manage, build out and support a vulnerability management program within the Judicial Council
- Support the continued operations of asset management and change management programs.

J. Analysis of All Feasible Alternatives

1	Approve 13.0 positions and $8.81 million General Fund in 2021-22, and $7.029 million annually thereafter to establish and maintain an Office of Information Security to comply with best practices in management of information security, technical risks and risks to the data held across the Judicial Branch as called for in the 2021-22 Judicial Branch Strategic Plan for Technology.

Pros:
- Will result in quicker and consistent response times to critical and non-critical incidents identified across the branch
- Will promote a standardized build for security platforms across the branch
- Will provide highly trained security subject matter resources for those courts without that personnel.
- Will develop and implement a security awareness program for all branch employees and increasing the maturity level of the Judicial Branch's security posture.
- Will provide leadership to assist all JBEs with Governance, Risk and Compliance programs

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- Will provide a Principal Manager/Director as acting Chief Information Security Officer to direct branch wide teams on strategic objectives and directions.

Cons:

- General funds will not be accessible to other programs

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Fund the Security Operations Center positions and end point security platform including updates and renewal costs.

Pros:

- Will result in quicker and consistent response times to critical and non-critical incidents identified across the branch
- Will promote a standardized build for security platforms across the branch
- Will provide security subject matter resources for those courts without that personnel.

Cons:

- Courts will have to individually pursue security awareness training for their end users instead of being part of a robust branch program.
- Courts will have to individually pursue Governance, Risk and Compliance programs
- Courts will be individually responsible for developing and updating security strategies in an ever-changing security environment.
- General funds will not be accessible to other programs

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Do not fund this BCP to establish the platforms and positions listed to support a Judicial Council Security Operations Center.

Pros:

- Judicial Branch entities will be independent and self-reliant in their security efforts.
- No impact to the general fund

Cons:

- JBEs will continue to struggle to meet the security resource needs in today's connected world.
- JBEs will have to plan, develop and research end user training individually.
- Small and medium sized Courts may not fully understand and utilize security platforms necessary to secure their networks and data.
- JBEs will continue to use personnel that specialize in day to day or project work for ad hoc forensic and security research efforts, causing inefficiencies in security, operations and innovation.
- All courts, but especially small and medium sized courts will not have access to a branch wide SOC to assist with security incidents.
- Failing to implement a SOC is not in compliance with established industry best practices.
- In the event of a cyberattack, subsequent actions to restore compromised systems will be delayed which will result in additional expenditures and will severely impact a courts ability to apply timely justice for all Californians.

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K. Timeline for Implementation

2021-22
- Post position openings.
- Research end user training and end point protection platforms including the option to leverage the CDTs vendor agreement for both solutions;
- Design use case and implementation plans for end point protection platform and begin onboarding JBEs;
- Work with the current outsourced SOC to integrate data from their existing platform into the Judicial Council's SOC;
- Work with CDT SOC on agreements for information sharing, communication plans and incident response procedures;
- No or limited anomaly detection and investigation capability;
- Hiring of 40% of management and support staff.

2022-23
- 30% JBE onboarding for SOC programs
- Fully establish procedures and agency relationships with other State and Federal agencies
- 80% of management and support staff hired

2023-24
- 60% JBE onboarding for SOC programs
- 100% of staff hired

2024-25
- 100% JBE onboarding for SOC programs

2021-22 BUDGET CHANGE CONCEPT

Requesting Entity	Judicial Council Technology Committee
Tracking Number	21-16

A. Proposal Title

Digital Navigator: Statewide Digital Customer Service Platform

B. Summary

The Judicial Council of California (JCC) requests 15.0 positions and $7.925 million General Fund in 2021-22, and $3.487 million annually thereafter to deliver and maintain an integrated judicial branch digital customer service initiative for the people of California. After detailed analysis on branch customer service needs and in alignment with the Governor's proposed 2020-21 budget, this BCC focuses on three key services:

1. **Virtual Customer Service Center** (Live and Automated Chat)
2. **Trial Court Digital Services** (Trial Court websites and deployment of digital services)
3. **Automated Court Messaging to Court Customers** (Statewide e-mail notifications and text reminders)

C. Relevance to the Judicial Branch and State Budget

This request for funds to establish a new digital customer service initiative (Digital Navigator) will expand the depth and breadth of services delivered to Californians via the web, email, and text. This is an exciting evolution in the mission of the judicial branch to deliver effective and improved access to the court system for all Californians.

The proposal specifically aligns with Judicial Council Strategic Goal I: to Promote the Digital Court and supports the focus for Access to Justice: "Establish standards and methods to provide remote public access solutions to offer essential court information and services in all courts."

The proposal also aligns with the Chief Justice's Futures Commission Recommendations. The Futures Commission was asked to think creatively about how court operations could be improved and streamlined. The final Futures Commission report was released in April 2017. On May 17, 2017, the Chief Justice directed the Judicial Council Information Technology Advisory Committee (ITAC) to report on the feasibility and resources necessary to pilot technology innovations. This request specifically supports Recommendation 5.1 "To expand the use of technology in the courts to improve efficiency and enhance access."

Finally, this request represents a technological complement to the in-person *Court Navigator Program* that is currently proposed to be funded in the Governor's 2020-21 Judicial Branch Budget. Together, the two "Navigator" programs will improve access to justice for millions of Californians and bring the court system one step closer to meeting today's citizen expectations.

D. Required Review/Approvals

The Judicial Council Technology Committee has approved this request.

E. Funding Summary

Fund Source	Full-Time Equivalent	Personal Services	Operating Expenses & Equipment	Total 2021-22	Total 2022-23	Total 2023-24
0001	15.0	3,170,000	4,755,000	7,925,000	3,487,000	3,487,000

	Total 2021-22	Total 2022-23	Total 2023-24
Total	**7,925,000**	**3,487,000**	**3,487,000**
Ongoing	*3,455,000*	*3,487,000*	*3,487,000*
One-Time	*4,470,000*	*0*	*0*

F. Background/History

The California court system is the largest in the nation, with more than 19,000 court employees. It serves a population of approximately 39 million people – 12.5 percent of the nation.

Today, millions of Californians across the state still need to access court services through in-person visits to their local courthouses. To reach these courts, the public faces the need to arrange for time off from work, incur travel costs, and arrange for child care. In some counties, residents may need to travel long distances and several hours to reach the courthouses, all of which creates unnecessary financial burden and loss of personal time.

JCC is currently engaged in a wide-ranging modernization effort to achieve the 'digital court.' In addition to focusing on the modernization of court operations, JCC is actively engaged in improving overall customer service by leveraging technology to deliver court services to residents via computer, smartphones, and tablets.

The three cornerstone services proposed in the **Digital Navigator** program will make a significant impact on improving access to court services by leveraging digital technologies to augment and complement current and emerging in-person services.

In addition, the Digital Navigator request will leverage a new statewide technology platform in development that will comprise an aggregation of integrated systems and solutions that courts from across the state can utilize. Known as *"CourtStack"*, this integrated approach to solution-delivery will help reduce redundancies among individual courts and accelerate delivery of technology innovations out to the public.

G. Justification

1. Virtual Customer Service Center (Live and Automated Chat)

Due to the complexity of most legal processes, many Californians struggle with understanding how to navigate the judicial system to solve their legal issues. To address this, the JCC is proposing a statewide **Live and Automated Chat** program that will deliver "just in time" procedural and process information via websites, smartphones, or other connected devices.

Live and Automated Chat provides a natural online extension of court services. This request proposes a multi-service platform, whereby chat services will be tiered, beginning with automated ChatBot, with an escalation to LiveChat (the ability to communicate electronically with a subject matter expert) if the automated ChatBot cannot resolve the issue. Information culled from LiveChat will then be fed back to the ChatBot system to grow and expand the automated knowledge base.

Today, many routine procedural questions still require a trip to the courthouse to resolve. Live and Automated Chat will alleviate the burden of travel costs and personal time lost for court users. Courts will also benefit from a decrease in unnecessary foot-traffic to the courts themselves, allowing them to better serve those with legitimate court or trial obligations.

In 2018-19, the Judicial Council's Center for Families, Children & the Courts (CFCC) conducted a Live Chat digital service pilot project. The project ran for 21 weeks to test and determine the viability of live chat to assist the general public. The scope of the project focused on providing information and assistance in one case area: *legal name change*. Results from this pilot clearly demonstrated that LiveChat services can improve service-delivery to the public effectively and efficiently.

For the pilot, Live Chat Services:

• Supported by one (1) contracted subject-matter expert curating content and providing live chat support.
• Staffing was available for 21 weeks; 9 hours per week.
• Throughout the duration of the pilot, LiveChat served 1,352 Californians.
Customer feedback from participants included a 99% positive rating on the ZenDesk rating system
• Approached 100% satisfaction on customer satisfaction survey (22% response rate)
• Sample comments included:
 o "I learned a lot and had all my questions about the name change process answered."
 o "This live chat is a very helpful site. I love it."
 o "The agent was very helpful, and I think I can finish the forms and get it right."
 o "You've been a tremendous help. I hope they continue to fund this program."

o   "Very helpful service, professional and kind assistance received."

The outcome of the pilot provides strong validation that a statewide implementation of Live Chat will exponentially increase customer service levels throughout the state and save Californians potentially millions of dollars in travel and personal time costs.

2. **Trial Court Digital Services** (Trial Court websites and deployment of digital services))

Public-facing trial court websites are the digital front-door to the courts. For most court users, the journey with the court system begins with access to the public website. Jurors, those with traffic infractions, and attorneys throughout the state, all rely on trial court public websites to access information, forms, and instructions on how to conduct business with the courts.

Throughout the past decade, trial courts have suffered chronic under-funding. Visitor traffic to court websites increased exponentially, but under-funding left many public-facing court websites lagging far behind citizen expectations. Recent JCC research shows that for every 1 person that visits a trial court self-help center, 140 people seek the same help and assistance from a trial court website.

There is therefore a critical need to ensure that all courts throughout the state can offer high-performing websites to help reduce unnecessary calls or visits to physical courthouses and better service today's connected public. The California court system needs trial court websites to be mobile-friendly and better-positioned to integrate and leverage new statewide digital services.

This proposal will deliver new, user-centric, mobile-friendly website templates to the courts. The proposal will also ensure that the new websites can integrate seamlessly with new and emerging statewide services, including chat, identity management, and document assembly.

In partnership with trial courts throughout the state, the project will target improvements in service design, visual design, user experience, and mobile accessibility to ensure trial court websites deliver robust online services to the public via smartphone, tablet, laptop or desktop computers.

This request represents a Phase II approach to enhancing service delivery in the courts via the web, by building upon a 2019-20 BCP that was approved for the design and delivery of a statewide Self-Represented Litigant Portal. New trial court website templates will ensure smooth integration between local courts and the statewide Self-Represented Litigant Portal.

The Trial Court Digital Services initiative will result in new responsive website templates that courts can customize to their local needs. The envisioned new trial court website templates will also better support the integration of several emerging statewide e-services into trial court websites, including intelligent chat, intelligent forms, remote video, and identity management.

Funding will also support the content and site migration of up to 35 legacy stand-alone trial court/county websites onto a new branch-wide Web Content Management Platform that is being built as part of the 2019-20 Statewide SRL Portal BCP. This new requested augmentation will provide the technical resources needed to migrate legacy trial court websites onto the new platform and provide courts with secure website hosting, integration with statewide digital services, content migration services, and user-centered, user experience design services, focused on continuous improvement of usability and ease-of-use.

The solutions we propose in this request will offer speed, transparency, efficiency, affordability, and convenience to members of the public, as well as attorneys throughout California.

3.   **Automated Court Messaging to Customers** (Statewide e-mail notification and text reminders)

JCC spends significant time and money mailing out reminders for court appearances. It has been shown over the last several years that courts that have moved to an electronic reminder solution have had higher success rates of people showing up for their court appearance.

While email functions are included in many existing court case management systems (CMS), most lack the ability to deliver text messages or electronic voice reminder calls. This request will enable courts to access a statewide on-line reminder system for court appearances regardless of their CMS or Jury solution. Numerous studies and pilots have shown that 'Failure to Appear' (FTA) rates decline and more cases proceed to their conclusion on time when participants receive important court date reminders or links to relevant procedural information. A pilot at Orange County Superior court demonstrated that those who received text messages moved their cases forward within 30 days of receiving a procedural text. That contrasts with a control group that did not receive any text messaging, whose cases more frequently went off track and took an average of 75 days to complete.

H. Funding Methodology and Future Impact

Non-Staff Costs

Virtual Customer Service Center	One Time	BY	BY + 1
Content Collection and Development (18 Expert Areas)	$1,970,000		$197,000
On Going Costs (10 agent scenario)			
LiveChat subscription ($199/agent/month) for branch support agents (10 JC licenses and 15 Court Licenses)		$60,000	$66,000
Virtual Customer Service Center Estimate Non-Staff Costs	**$1,970,000**	**$60,000**	**$263,000**

Trial Court Digital Services

Trial Court Site Migration to Cloud Platform Services	$1,500,000.00				
Visual Design and User Experience Research	$800,000				
Cloud-hosting			$ 75,000	$ 75,000	
Trial Court Digital Services Estimate Non-Staff Costs	**$2,300,000.00**		**$ 75,000**	**$ 75,000**	
Automated Court Messaging					
CMS Integration	$ 200,000				
Email, SMS, Voice notification			$ 150,000	$ 150,000	
Automated Court Messaging Estimate Non-Staff Costs	**$ 200,000**		**$ 150,000**	**$ 150,000**	

	One-Time	On-Going	On-Going + 1
Total Non-Staff Costs	**$ 4,470,000**	**$ 285,000**	**$ 488,000**

Staff Requirements Virtual Customer Service Center	# Positions	BY	BY + 1
Chat Agents Support - Subject Experts (Paralegal/Attorney SMEs)	10		
Program Administrator (Managing Attorney)	1		
Trial Court Digital Services			
Sr. Application Developer	2		
Sr. Business Analyst	1		
Graphic Production Specialist	1		
Total Positions per Fiscal Detail	**15**	**$3,170,000**	**$2,999,000**

	One-time	On-Going BY	On-Going + BY
Total Digital Navigator Costs	**$ 4,470,000**	**$3,455,000**	**$3,487,000**

I. Outcomes and Accountability

1. **Virtual Customer Service Center** (Live & Automated Chat)

Workload Measure	CY	BY	BY+1	BY+2	BY+3	BY+4
Estimate Support Level						
Number of Subject Matter Domains Supported	0	18	18	18	18	18
Number of Agents	0	5	5	5	5	5
Number of Supportable Session per hour for one agent	0	4	6	8	7	7
Total Supportable Sessions per Hour		20	30	40	35	35
Total Supportable Sessions per Day		160	240	320	280	280
Total Supportable Sessions per Week		800	1200	1600	1400	1400
Total Supportable Sessions per Year		41600	62400	83200	72800	72800

Project Demand						
Number of Subject Matter Domain	0	18	18	18	18	18
Est. Avg Inquires per domain		3	4	5	6	7
Est Percentage of Inquiries		30%	40%	50%	60%	70%
Est. Average number of inquiries per subject matter/hour	0	16	29	45	65	88
Estimated Average number of inquiries per subject matter/day	0	130	230	360	518	706
Estimated Average number of inquiries per subject matter/week		648	1,152	1,800	2,592	3,528
Estimated Average number of inquiries per subject matter/year		33,696	59,904	93,600	134,784	183,456

2. Trial Court Digital Services

Workload Measure	2021-22	2022-23	2023-24	2024-25
Mobile-Friendly Web Templates	Design, build and deliver set of new mobile/responsive website templates available to courts.	Conduct user satisfaction survey to benchmark effectiveness of mobile websites; share results with trial courts.	Provide ongoing statistical reports to trial courts regarding visitor traffic and user behavior.	Re-evaluate effectives of templates and make enhancements, as needed.
Site Content Migration Services	Complete migration of 5 trial court websites into new templates.	Migrate up to 10 additional trial court websites to the new templates.	Migrate up to 10 more trial court websites to the new templates.	Respond to any new requests from trial courts.
Cloud Hosting Services	Establish secure Cloud-hosting services for 5 trial courts using new templates.	Establish secure Cloud-hosting services for up to 10 additional trial courts.	Provide hosting services, as requested by trial courts.	Provide hosting services, as requested by trial courts.
Integration with Statewide Digital Services	Develop project plan and timeline to begin pilot integration of Intelligent Chat and Document Assembly.	Pilot Intelligent Chat across sites hosted on the Cloud platform.	Pilot Identity Management across sites hosted on the Cloud platform.	Establish full deployment of Intelligent Chat and Identity Management. Pilot Remote Video, as requested.

3. Automated Court Messaging to Customers (Statewide Email Notifications and Text Reminders)

Workload Measure	2021-22	2022-23	2023-24	2024-25
Integration with Courtstack Virtual CMS	Build integration for three standard CMS solutions.			
Deploy messaging with trial courts CMS		10 Courts	20 Courts	20 Courts
Integration with JC solutions like ATP	Integration with ATP	Deploy messaging for Courts on ATP		
Integration with Court Jury Solutions		Build Integration with Jury Solutions		

J.   Analysis of All Feasible Alternatives

1	Approve $7.925 million General Fund and 15.0 new full-time positions in 2021-22, and ongoing annual funding of $3.487 million to deliver and maintain an integrated judicial branch digital customer service initiative for the people of California.
2	Approve a General Fund 2021-22 augmentation of $2.38 million and ongoing annual funding of $413,000 to implement the Virtual Customer Service Center and court notifications.
3	Status Quo

K. Timeline for Implementation

2021-22 BUDGET CHANGE CONCEPT

1. Virtual Customer Service Center

	2021-22 Implement Live Chat Services				2022-23 – 2024-25
	Phase 1	**Phase 2**	**Phase 3**	**Phase 4**	**Maintenance and Support Phase**
Live Chat Services	Procure Live Chat Service Platform Contract development of content for first 5 domains Hire and train 5 live chat agents Assist Courts to enable Live Chat services	Contract development of content for next 5 domains Continue to enroll courts for live chat services	Contract development of content for next 5 domains Continue to enroll courts for live chat services	Contract development of content for remaining 3 domains Continue to enroll courts for live chat services	Update content for 18 subject matters Monitor Live Chat services for utilization and improvement

2. Trial Court Digital Services

Workload Measure	2021-22	2022-23	2023-24	2024-25
Mobile-Friendly Web Templates	Design, build and deliver set of new mobile/responsive website templates available to courts.	Conduct user satisfaction survey to benchmark effectiveness of mobile websites; share results with trial courts.	Provide ongoing statistical reports to trial courts regarding visitor traffic and user behavior.	Re-evaluate effectives of templates and make enhancements, as needed.
Site Content Migration Services	Complete migration of 5 trial court websites into new templates.	Migrate up to 10 additional trial court websites to the new templates.	Migrate up to 10 more trial court websites to the new templates.	Respond to any new requests from trial courts.
Cloud Hosting Services	Establish secure Cloud-hosting services for 5 trial courts using new templates.	Establish secure Cloud-hosting services for up to 10 additional trial courts.	Provide hosting services, as requested by trial courts.	Provide hosting services, as requested by trial courts.

| Integration with Statewide Digital Services | Develop project plan and timeline to begin pilot integration of Intelligent Chat and Document Assembly. | Pilot Intelligent Chat across sites hosted on the Cloud platform. | Pilot Identity Management across sites hosted on the Cloud platform. | Establish full deployment of Intelligent Chat and Identity Management. Pilot Remote Video, as requested. |

3. Automated Court Messaging to customers

Workload Measure	2021-22	2022-23	2023-24	2024-25
Integration with Courtstack Virtual CMS	Build integration for three standard CMS solutions.			
Deploy messaging with trail courts CMS		10 Courts	20 Courts	20 Courts
Integration with JC solutions like ATP	Integration with ATP	Deploy messaging for Courts on ATP		
Integration with Court Jury Solutions		Build Integration with Jury Solutions		

2021-22 BUDGET CHANGE CONCEPT

Requesting Entity	Judicial Council Technology Committee
Tracking Number	21-17

A. Proposal Title

California Courts Protective Orders Registry (CCPOR) Mobile Access and Modernization

B. Summary

The Judicial Council of California (JCC) requests $1.834 million General Fund augmentation and 3.0 staff positions in 2021-22, $1.53 million in 2022-23, $1.312 million in 2023-24, and $1.259 million ongoing to provide mobile access to repository of restraining and protective orders (RPOs) for Law Enforcement Officers (LEOs) and for protected and restricted individuals, as well as to provide more secure access and to modernize the CCPOR application.

C. Relevance to the Judicial Branch and State Budget

The CCPOR program is a critical public safety system that enables courts and Law Enforcement Agencies to work together in providing safety to protected individuals and the public.

This initiative to modernize and expand access to CCPOR aligns with the Judicial Branch goals by improving and securing authorized access to RPOs and modernizing the structure, components, and interfaces of CCPOR so that it is more flexible and secure.

       Goal 1: Access, fairness and diversity
       Goal 2: Independence and accountability
       Goal 3: Modernization of management and administration
       Goal 4: Quality of justice and service to the public
       Goal 5: Branch-wide infrastructure for service excellence

The California Department of Justice (DOJ) is the registry of information on RPOs in the California Restraining and Protective Order System, (CARPOS) and CCPOR has worked with the Judicial Council Account Representative for the California Law Enforcement Telecommunication System (CLETS), which is used to access CARPOS, to ensure security and access requirements for privacy are met. Legislation will be needed to require the DOJ to collaborate with the Judicial Council on a new data exchange between CCPOR and CARPOS and build the next generation of security for CCPOR.

CCPOR will also collaborate with LEAs across the state to gather usability information in designing the mobile interface.

2021-22 BUDGET CHANGE CONCEPT

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D. Required Review/Approvals

The Information Technology Advisory Committee has approved this request.

The Judicial Council Technology Committee has approved this request.

The Trial Court Budget Advisory Committee approval is required for this request.

E. Funding Summary

Fund Source	Full-Time Equivalent	Personal Services	Operating Expenses & Equipment	Total 2021-22	Total 2022-23	Total 2023-24
0001	3.0	$632,000	$1,202,000	$1,834,000	$1,530,000	$1,312,000

	Total	$1,834,000	$1,530,000	$1,312,000
	Ongoing	$1,169,000	$1,254,000	$1,257,000
	One-Time	$665,000	$276,000	$55,000

F. Background/History

The CCPOR program resulted from a recommendation to the Judicial Council submitted by the Domestic Violence Practice and Procedure Task Force to create a state-wide restraining and protective order registry that includes the image of the order itself. The benefit of making the image available, is that judges may write additional notes and instructions on the order. In addition, this allows the court to transmit the order to the LEA electronically, rather than a slower paper-based process. This provides relevant information beyond the abbreviated data accepted by CARPOS.

CCPOR launched in June 2010 with support from the California Department of Justice and is now deployed in 46 counties.

CCPOR is a web-based application that stores order images and data and transmits the data for restraining and protective orders to CARPOS. The expansion of CCPOR to allow LEAs to access all statewide RPOs and information in the field will enable LEAs to more effectively protect people at risk. A BCP for $200,000, primarily to fund an additional staff, to complete deployment of CCPOR to the seven largest trial courts (Superior Courts of Sacramento, Contra Costa, Alameda, San Mateo, San Diego, San Bernardino, and Los Angeles Counties).

was approved in FY 2018-19. The project to deploy to Orange Superior Court is on hold pending agreement on access to the information. The remaining projects are on hold as the program has lost both business systems analysts.

Critical issues that affect courts and LEAs across California:
1. Courts and LEAs are not able to access all statewide orders through CCPOR forcing them to use different systems to search for protective orders.
2. If updates to an order are made in CARPOS, these updates are not available to CCPOR resulting in missing or outdated data in CCPOR.
3. CARPOS User Interface: CARPOS data entry is difficult and error-prone, forcing the user to remember codes and abbreviations rather than using an intuitive user interface.
4. Access to CCPOR by officers in the field, where it is most needed, is limited by the need to use virtual private network (VPN) connections.
5. Access to CCPOR is only through laptops or workstations, and not available on mobile devices.
6. Protected individuals must go to court to receive a copy of the protective order.

These issues result in delays in enforcing protective orders and potentially endangering people at risk.

G. Justification

Currently CCPOR processes about 40% of protected orders in the state of California. It would greatly enhance public safety if work is undertaken to expand access to these services in the field by creating modern, state-wide access to all RPOs.

Modernization of CCPOR and expanding access to the system will benefit the courts, LEAs, and, most importantly, the public at risk:
1. Mobile access to the CCPOR system will enable LEA officers on the field to look up real time data and provide prompt service to the public.
   a. Allow officers to retrieve the RPO, deliver and record proof of service.
   b. Ensure data sharing across counties and case types with centralized access to all protective orders statewide
2. An RPO issued in any California county is enforceable in all California counties.
   a. Make CCPOR more accessible for officers so they can find any protective orders that may be in place and understand the risk involved.
3. Enable electronic access of the order to the protected individual, which gives them access when it is needed.
4. Migrate the application to the modern cloud hosted environment will provide scalability, improved cost management, reduction in data center usage, and improved business continuity.

5. Integrate CCPOR with Branchwide Identity Management to secure access to protective order information and protect public privacy.

H. Funding Methodology and Future Impact

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Est. Total
Est. Total One time	$665,600	$276,000	$55,200	-	-	$996,800
Est. Total Ongoing	$1,168,784	$1,254,192	$1,256,692	$1,259,317	$1,262,073	$6,201,058
Est. Total	$1,834,384	$1,530,192	$1,311,892	$1,259,317	$1,262,073	$7,197,858

One-time costs for consulting services of $496,000 will be used for expertise and resources to execute the project in the timeframe needed to migrate CCPOR from the legacy CCTC datacenter. One-time costs of $500,000 will be used for Criminal Justice Information Exchange software to connect CCPOR and CARPOS.

Ongoing costs of $1.3 million annually identified in the funding request will be used to support the new CCPOR cloud-based platform and services. Ongoing funds will also be used for 3.0 development and support FTE to continue and provide new public safety services in CCPOR. 1.0 Sr Business Systems Analyst and 2.0 Sr. Application Development Analysts will be used by Judicial Council Information Technology to execute this project and maintain CCPOR going forward.

The California Department of Justice (DOJ) owns information on RPOs and CCPOR has worked with them to ensure security and access requirements for privacy are met. Collaboration with the DOJ will be needed to modernize and build the next generation of CCPOR.

Input from courts and LEAs across the state will be solicited to gather usability information in designing the mobile interface.

I. Outcomes and Accountability

BS-02

The initiative will be measured in the following methods:
- Number of Counties participating in solution deployment
- Number of court users and LEAs accessing services
- Services being leveraged for other technology solutions
- Validations that solution meets security requirements and guidelines
- Ability to rapidly deploy solutions and services to interested courts

Task	Outcome
Make CCPOR application mobile friendly	LEAs will be able to access and enter data in CCPOR on the field
Migrate CCPOR to standard cloud-based solution	CCPOR will be hosted in a secure, scalable, modern solution with improved business continuity
Ability to make real time inquiry to CARPOS through CCPOR	Judges, LEAs, court personnel will have access to data in the system of record to make better judgments
Integrate CCPOR with Branchwide Identity Management	More secure access to critical data in CCPOR

J. Analysis of All Feasible Alternatives

1	Approve $1.834 million General Fund augmentation and 3.0 staff positions in 2021-22, $1.53 million in 2022-23, $1.312 million in 2023-24, and $1.259 million ongoing to provide mobile access to repository of restraining and protective orders (RPOs) for Law Enforcement Officers (LEOs) and for protected and restricted individuals, as well as to provide more secure access and to modernize the CCPOR application.

Pros

Access to justice will be advanced by:
- A mobile-friendly, secure user interface to CCPOR, using enterprise architecture and Branchwide Identity Management
- A mobile-friendly user interfaces to provide proof of service and other updates to RPOs.
- Mobile-friendly access for protected or restricted individuals to their restraining or protective order.
- Improved security enabled by integration with Branchwide Identity Management and multi-factor authentication.
- Migration to a standards-based and cloud-based architecture.

Cons
- Requires General Fund funding

2	No modernization work is done.
	Pros
	• No General Fund funding required
	Cons
	• Over 500 LEAs in California will have to rely on slower and more error prone manual entry processes and enforcement, negatively affecting public safety.
	• Access to justice for protected and restricted individuals will be limited by the challenges in accessing their RPOs.
	• CCPOR cannot be modernized and moved out of the CCTC datacenter. Would likely result in higher hosting costs.
	• Limited integration with Branchwide Identity Management security.
3	Approve $500 thousand one-time and $4.3 million and 4.0 positions for on-going infrastructure support and design and development of mobile-friendly CCPOR.
	Pros
	• Requires lower General Fund funding
	Cons
	• One-time external expertise would not be used to identify best practices in the design and development of mobile-friendly interfaces, as well as integration with Branchwide Identity Management
	• CCPOR cannot be modernized and moved out of the CCTC datacenter by the end of the final contract with SAIC. Would likely result in higher hosting costs.
	• Limited integration with Branchwide Identity Management security.

K. Timeline for Implementation

The implementation approach for the CCPOR Mobile Application initiative is to develop and deploy the services in phases beginning with Phase One, focusing on modernizing and migrating CCPOR to a standard and cloud-based architecture and a mobile-friendly and secure user interface. Phase two will focus on enabling protected and restrained individuals to get an electronic copy of their order.

Phase One will commence with the procurement of development services for Phase One, leading to a production ready product which will be transitioned to Judicial Council IT staff for maintenance and support. Upon completion of Phase One the CCPOR mobile application will be deployed as a pilot, in select counties, for a limited period of time. Necessary application changes and updates will be addressed during and after the conclusion of the pilot. Phase One will conclude with deployment of the mobile-friendly CCPOR application.

Phase Two will follow a development and deployment approach similar to that of Phase One, using external resources to fine tune the development process, before transitioning to internal Judicial Council IT staff. An extensive requirements process will be undertaken, where data will be gathered, and analysis conducted to determine the

requirements to enable protected and restrained individuals to securely access their order electronically. CCPOR will work with selected LEAs and courts to test and deploy the electronic access. On successful implementation, electronic access will be deployed branchwide.

Implementation Milestones

- Develop, publish, evaluate an RFP, and award a contract or contracts to modernize CCPOR. Design and develop a secure, mobile-friendly user interface, review and revise architecture, components, and system interfaces, integrate CCPOR with Branchwide Identity Management, and develop a transition plan.

- Work with the Department of Justice to agree on an alternative to Virtual Private Network (VPN) to secure user access to CCPOR. Use of web-based access with the Branchwide Identity Management service and multi-factor authentication is the standard the judicial branch has adopted.

- Work with the DOJ to develop an alternative to the CARPOS interface.

- Modernize CCPOR and migrate to new adaptive web-based access using Branchwide Identity Management.

- Solicit and select early-adopter LEAs and courts to pilot the mobile-friendly CCPOR.

- Deploy mobile-friendly CCPOR.

- Design and develop secure access for a protected or restricted individual to their restraining or protective order.

- Solicit and select early-adopter LEAs and courts to pilot secure access for a protected or restricted individual to their restraining or protective order.

- Transfer knowledge from integrated development consultants to permanent staff.

- Schedule and deploy to additional LEAs and courts.

Budget Change Proposal - Cover Sheet

Fiscal Year: 2020-21

Business Unit: 0250

Department: Judicial Branch

Priority Number: N/A

Budget Request Name: 0250-021-BCP-2020-GB

Program: 0140-Judicial Council, 0150-State Trial Court Funding

Subprogram: 0140010-Judicial Council, 0150037-Court Interpreters

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Budget Request Description: Language Access Plan Implementation

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Budget Request Summary: The Judicial Council of California requests 3.0 positions and $8.9 million General Fund in 2020-21 and $8.5 million annually thereafter, to support the ongoing efforts of the Strategic Plan for Language Access in the California Courts, by reimbursing trial courts for language access services and funding video remote interpreting (VRI) equipment for the trial courts for an estimated 15 courthouses.

Requires Legislation: ☐ Yes ☒ No

Code Section(s) to be Added/Amended/Repealed:

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No

If yes, departmental Chief Information Officer must sign.

Department CIO Name: Heather Petit

Department CIO Signature:

Signed On Date: January 9, 2020

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project Number:

Project Approval Document:

Approval Date:

If proposal affects another department, does other department concur with proposal?

☐ Yes ☐ No

Attach comments of affected department, signed and dated by the department director or designee.

Prepared By: Douglas Denton

Date: January 3, 2020

Reviewed By: Angela Cowan

Date: January 3, 2020

Department Director: John Wordlaw

Date: January 9, 2020

Agency Secretary: Martin Hoshino

Date: January 9, 2020

Department of Finance Use Only

Additional Reviews: Capital Outlay:☐   ITCU:☐   FSCU:☐   OSAE:☐
        Department of Technology:☐

PPBA: Emma Jungwirth

Date submitted to the Legislature: January 10, 2020

A.   Budget Request Summary

The Judicial Council requests 3.0 positions and $8.9 million General Fund in 2020-21 and $8.5 million annually thereafter, to support the ongoing efforts of the Strategic Plan for Language Access in the California Courts, by reimbursing trial courts for language access services and funding VRI equipment for the trial courts for an estimated 15 courthouses.

B.   Background/History

Over 200 languages are spoken in the California courts. Over 1,900 certified and registered court interpreters—by far the largest court interpreter workforce in the nation—are on the Judicial Council's Master List. In 2015-16, there were 1,382,062 statewide interpretations (the total interpretations in Spanish were approximately 1.25 million, and total other-than-Spanish interpretations were approximately 126,000).

The Judicial Branch has long supported the need for language access services in the courts, and in January 2015 adopted a comprehensive plan to provide recommendations, guidance, and a consistent statewide approach to ensure language access for all Limited English Proficiency (LEP) court users. The Language Access Plan (LAP) consists of eight goals and 75 recommendations, including priorities in three phases. The LAP also aligns with the United States Department of Justice's (US DOJ) recommendations for California to expand its language access efforts. Further, it aligns with recent legislation in California, Chapter 721, Statutes of 2014 (AB 1657), that sets priorities for the provision of court interpreters in civil proceedings. No additional funds were secured with the adoption of the LAP.

The goal of the Judicial Council and the Language Access Plan Implementation Task Force, which was formed in March 2015 and sunset in February 2019, was to complete all phases of the plan over a 5-year period (2015-20). Established effective March 2019, the Language Access Subcommittee of the Advisory Committee on Providing Access and Fairness works to ensure the continuation of efforts to achieve and maintain access to justice for California's LEP court users.

Federal Compliance
On August 16, 2010, the US DOJ issued a letter to all state chief justices and court administrators clarifying the requirement that state courts receiving federal financial assistance must provide meaningful access to LEP persons to comply with federal law. According to the 2010 US DOJ letter, courts that receive federal funding must provide interpreters, free of charge, in all court proceedings to avoid violating civil rights laws. While recognizing budget concerns and constraints on the part of state and local courts, the August 2010 memorandum to state court administrators stated that "fiscal pressures, however, do not provide an exemption from civil rights requirements."

In February 2011, the US DOJ initiated separate investigations of (1) the Superior Court of California, County of Los Angeles and (2) the Judicial Council of California, prompted by a December 2010 complaint filed by the Legal Aid Foundation of Los Angeles on behalf of two litigants who were not provided with Korean interpreters for their court hearings. The complaint alleges that in failing to provide the interpreters, the courts violated Title VI of the federal Civil Rights Act of 1964, which prohibits national origin discrimination. In a letter dated May 22, 2013, the US DOJ summarized the observations they had made during their investigation; identified four major areas of concern; and issued eight recommendations for steps toward compliance with Title VI and US DOJ's Title VI implementing regulations. Two key recommendations among their findings included:

1. LEP litigants must be provided interpreting services from competent interpreters and not family or friends.

2. The Judicial Council should consider efficiencies and practices that can improve and increase language services in proceedings and operations, including appropriately utilizing technology such as VRI.

In September 2016, the Superior Court of California, County of Los Angeles reached a settlement with US DOJ. The US DOJ investigation of the Judicial Council remains open, and the Judicial Council continues to work collaboratively with the US DOJ toward voluntary compliance, without the need for legal action to be taken. US DOJ monitored the drafting of the LAP with great interest and continues to monitor LAP efforts closely.

Constitutional and Statutory Direction
Effective January 1, 2015, Evidence Code section 756 and Government Code section 68092.1 were added, setting forth the joint commitment of the legislative and judicial branches of government to carry out the goal of providing interpreters to all parties who require one, regardless of case type and level of income. The Evidence Code section provides that "[t]o the extent required by other state or federal laws, the Judicial Council shall reimburse courts for court interpreter services provided in civil actions and proceedings to any party who is present in court and who does not proficiently speak or understand the English language for the purpose of interpreting the proceedings in a language the party understands, and assisting communications between the party, his or her attorney, and the court." The code then sets forth a case type priority order for the provision of interpreters "if sufficient funds are not appropriated to provide an interpreter to every party that meets the standard of eligibility."

Additionally, Article 1, §14 of the California Constitution provides for the right to an interpreter in criminal matters; Code of Civil Procedure §116.550(a) and (d) discuss the right to an interpreter in small claims; and Evidence Code §§ 752, 730, 731(a) and (c)

speak to the right of witnesses to have interpreters. Effective January 1, 2015, the enactment of AB 1657 expanded California's constitutional mandate and authorized courts to provide interpreters to all parties in civil matters, regardless of income, and set forth a priority and preference order when courts do not have enough resources to provide interpreters for all persons.

Program Resources
Several milestones were reached in the LAP's first two years including the launch of a web-based Language Access Toolkit, securing $7 million in additional, ongoing funds in the 2016 Budget Act, and securing one-time funding of $352,000 in 2017-18 specific to the VRI Pilot Project, which allowed the Judicial Council to undertake a successful VRI pilot in 2018.

Fundamental to California's LAP is the principle of adequate funding so the expansion of language access services will take place without impairing other court services. Approximately $116.7 million was allocated to trial courts in 2018-19 to support services of court interpreters and interpreter coordinators. The 2019 Budget Act converted one-time funding of $4 million included in the 2018 Budget Act to ongoing and included an additional $9.6 million ongoing. The 2019-20 appropriation for the Court Interpreter Program is $120.7 million. As of June 2019, all courts indicated that they were able to provide interpreters in all eight civil case type priorities. The languages provided, and the estimated interpreter coverage for each priority, vary by court. The additional funding provided in prior years has helped courts to expand interpreter services in civil matters but will not solve a forecasted funding deficiency in the Court Interpreters Program (0150037) due to increased costs in criminal cases. Based on current projections, expenditures will exceed the appropriation by approximately $8 million in 2020-21 (see below, Section D, Justification, and Tables 1-3 below).

In October 2010, the Judicial Council approved a policy that savings specifically identified to be used for the court interpreters' program in 2009-10, and any future program savings, be reserved to address future court interpreter costs. There were savings identified through 2013-14 and set aside, but as expenditures increased and began exceeding the appropriation, these one-time savings were utilized to cover deficiencies and have been exhausted as of 2018-19.

The 2018 Budget Act included $2.55 million ongoing for language access signage and technology for courts and the council. In September 2019, the Judicial Council approved a grant program to disburse this funding to courts on an annual basis. Three positions were also provided for in the 2018 Budget Act. Two of these positions have been filled and the third is currently being recruited. Each of the 2018 Budget Act positions are for non-VRI language access duties.

This request is for 3.0 new positions needed to provide full support for the Language

Access Plan, including support for a VRI Program. It will also help ensure the stability in the Court Interpreters Program (0150037) appropriation, including maintaining current service levels and civil expansion, and will also enable the council to commence a VRI Program in 2020 to more efficiently use limited interpreter resources.

C.   State Level Considerations

The Strategic Plan for Language Access in the California Courts set forth a comprehensive plan to provide recommendations, guidance, and a consistent statewide approach to ensure language access for all LEP court users. Extensive language assistance has been and continues to be a priority in the state's courts, including the provision of court interpreters in all case types.

This initiative for Language Access Expansion is also in alignment with the Strategic Plan for California's Judicial Branch and embodies the Chief Justice's Access 3D framework to enhance equal access by serving people of all languages, abilities, and needs, in keeping with California's diversity. The expansion of language access services will support the following goals of the Judicial Branch Strategic Plan:

Goal I: Access, Fairness, and Diversity. California's courts will treat everyone in a fair and just manner. All persons will have equal access to the courts and court proceedings and programs. Court procedures will be fair and understandable to court users. Members of the Judicial Branch community will strive to understand and be responsive to the needs of court users from diverse cultural backgrounds. The makeup of California's Judicial Branch will reflect the diversity of the state's residents.

Goal III: Modernization of Management and Administration. Justice will be administered by a highly qualified judicial and executive leadership team in a fair, timely, efficient, and effective manner by using modern management practices that implement and sustain innovative ideas and effective practices.

Goal IV: Quality of Justice and Service to the Public. The Judicial Branch will deliver the highest quality of justice and service to the public. In order to remain responsive to the varying needs of diverse court users, the Judicial Branch will work with branch constituencies to better ascertain court users' needs and priorities. The branch will also employ community outreach to provide information about the Judicial Branch to the public, and effect programs and strategies to ensure that court procedures and processes are fair and understandable.

The LAP also aligns with the Judicial Branch Operational Plan, which identifies additional objectives, including:

• Increase qualified interpreter services in mandated court proceedings and seek to

expand services to additional court venues; and
• Increase the availability of language access services to all court users.

D.   Justification

With approximately 7 million LEP residents and potential court users, speaking more than 200 languages and dispersed across a vast geographic area, California is home to the most diverse population in the country. These Californians continue to face obstacles to meaningful access to our justice system, particularly in courtrooms with high volume calendars in which most litigants are self-represented (such as traffic, family law, and small claims). To maintain access to justice, it is essential to fund courts and provide appropriate language access services for the most vulnerable populations in our state.

While several milestones were reached during the life of the Task Force, continued progress of the next set of LAP recommendations will require additional funding and positions to complete. Much improvement has resulted from the initial launch of the LAP and the council seeks to do more.

The programs described in this request advance the goals of the Judicial Branch's LAP:

1. Expand interpreter services into all civil proceedings ($7,976,000 in 2020-21 and ongoing)

Essential to California's LAP implementation is securing adequate funding so the expansion of language access services will take place without impairing other court services. Funding dedicated for language access provides funding solely to reimburse courts for the services of court interpreters. See Table 1 below for projected expenditures through 2020-21.

Projected expenditures include the following: (1) anticipated increases in staffing levels; (2) projected increases in staff workload costs; (3) the ongoing expansion of court interpreter services into all civil matters pursuant to AB 1657; (4) increased contractor costs; and, (5) cost of living adjustments for Region 1, and estimated benefit costs. These are shown in Table 2 below.

Projections indicate that expenditures for court interpreter services by the trial courts in 2020-21 will exceed expenditure authority by $7,976,000. Factors contributing to the projected deficit include the following.

a) Ongoing expansion of interpreter services: Data collected specific to civil case types shows that courts are expanding interpreter services. In civil case types, interpretations

increased by 65 percent, from an estimated 143,349 in 2014-15 to 236,941 in 2016-17. Ideally, courts will eventually provide interpreters in all matters where needed, in accordance with the priority order established by Evidence Code section 756. As of June 2019, all courts indicated that they were able to provide interpreters in all eight civil case type priorities. The languages provided, and the estimated interpreter coverage for each priority, vary by court.

b) Contractor Costs: Current projections suggest contractor costs will increase by approximately 5 percent in 2019-20 and 2020-21.

Despite the additional ongoing funding provided in the 2019 Budget Act, there is a projected deficit for 2020-21 of $7,976,000 due to anticipated increased costs in the Court Interpreters Program (0150037). Since 2014-15, savings in the Court Interpreter Fund has been available and utilized to cover shortfalls; however, as expenditures continued to exceed the appropriation, program savings are fully depleted. The program's funding status is shown in Table 3 below.

2. VRI equipment and Senior Analyst positions ($900,000 in 2020-21 and $551,000 annually thereafter)

To increase LEP court user access to qualified interpreters, the LAP allows for the proper use of VRI in the courts when it will allow LEP court users to fully and meaningfully participate in the proceedings (LAP Recommendation No. 12). Additional recommendations in the LAP were specifically designed to help inform and support the successful implementation of VRI by conducting a pilot and development of recommended guidelines for appropriate use of VRI, including technical guidelines numbers 14 and 16.

Pursuant to the recommendations, the Language Access Plan Implementation Task Force, Information Technology Advisory Committee, and Judicial Council staff conducted a six-month pilot project for VRI in 2018 in three superior courts (Merced, Sacramento and Ventura). The pilot was evaluated by an independent, third-party evaluator, San Diego State University Research Foundation. The pilot was successful in demonstrating that when properly installed and utilized by trained court interpreters, judges, and other court staff, VRI equipment allows meaningful participation by LEP court users and provides a solution to increase access to qualified (certified and registered) interpreters when on-site interpreters are unavailable, lowering the need to reschedule court visits. The pilot resulted in updated LAP guidelines for VRI, which now include guidelines for recommended minimum technology requirements.

Due to the success of a VRI pilot, the Judicial Council voted in March 2019 to establish a new VRI program for the branch to expand LEP court user access to qualified interpreters. The Judicial Council is requesting $316,000 one-time General Fund for the

procurement of VRI equipment for courts. This funding is estimated to furnish 15 courthouses with VRI equipment and includes an average of $21,046 per court to cover the equipment costs for one courtroom, one defendant station, one help desk station, and one interpreter station (see Table 4 below). This funding will help establish VRI as a program and advance VRI into those courts that have expressed critical need for this technology, primarily smaller courts in remote geographic locations that don't have access to enough qualified interpreters in all requested languages (over 200 languages are spoken in the California courts). VRI will allow more efficient use of limited court interpreter resources.

The three Senior Analysts are necessary because the Judicial Council currently does not have available staff that are dedicated to video remote solutions that support expanded language access. The branch-wide Language Access Program will require support for the courts in the areas of operations and technology. One Senior Analyst will provide guidance and support for the operational implementation of the VRI program in the Center for Families, Children & the Courts (CFCC), ensuring adherence to guidelines for due process and local rules and statutes, and will provide ongoing progress reports for council and committee members and stakeholders. The other two Senior Analysts will provide guidance and support with the execution of the individual participation agreements under the State Master Agreements with approved video remote solution vendors for the Judicial Council Information Technology (JCIT) Office. These Senior Analysts in CFCC and JCIT will work together as a team to provide input and oversight during the procurement process, through equipment implementation; act as liaison between vendors and the courts to address technical issues with the potential to impact court operations; and assist with training and the delivery of service.

3. Indirect Administrative Costs ($20,000 ongoing)
As additional programmatic workload and funding drives the need for additional administrative funding, an administrative overhead rate has been developed to derive the costs of additional administrative functions associated with each budget change proposal. This additional funding will be used to support successful implementation of this request.

Table 1			
Projected Expenditures			
Expenditure Categories	**2018-19** Estimated	**2019-20** Estimated	**2020-21** Estimated
	A	**B**	**C**
1 Mandated	108,840,563	116,972,516	121,190,616
2 Domestic Violence	1,253,446	1,477,367	1,477,527
3 Civil	4,240,345	4,886,688	4,998,470
4 Estimated Wage & Benefit Increases	2,359,229	2,933,918	2,038,037
5 Court Interpreter Data Collection	87,000	87,000	87,000
Total Expenditures	**116,780,583**	**126,357,489**	**129,791,650**

Table 2			
Projected Expenditures			
Expenditure Categories	**2018-19** Estimated	**2019-20** Estimated	**2020-21** Estimated
	A	**B**	**C**
1 Staffing Costs	82,572,512	89,571,287	92,505,703
2 Staff Workload	882,451	946,931	995,295
3 Ongoing Expansion	2,744,596	2,867,197	2,932,784
4 Contractor Costs	28,134,795	29,951,157	31,232,831
5 Wage Growth & Benefits	2,359,229	2,933,917	2,038,037
6 Court Interpreter Data Collection	87,000	87,000	87,000
Total Expenditures	**116,780,583**	**126,357,489**	**129,791,650**

Table 3			
Projected Court Interpreters Funding Status			
Description	**2018-19**	**2019-20**	**2020-21**
Appropriation	116,780,583	120,686,000	121,816,000
Adjustment	-	5,671,489	-
Projected Expenditures	(116,780,583)	(126,357,489)	(129,791,650)
Current Year Surplus / (Deficit)	-	(5,671,489)	(7,975,650)
Ending CIP Program Balance	**-**	**-**	**(7,975,650)**

Table 4			
VRI Equipment Breakdown			
VRI Equipment	*One-time $*	*Qty*	*One-Time $*
Courtroom Equipment	$12,770	15	$191,550
Defendant Station or Help Desk	$1,350	15	$20,250
Larger Help Desk	$2,431	15	$36,465
Interpreter Station	$4,495	15	$67,425
	$21,046	15	**$315,690**

E.   Outcomes and Accountability

The LAP initiatives contained in this proposal have measurable and tangible results for the courts and LEP court users. The Judicial Council continues to issue regular reports regarding LAP progress to court leadership and public audiences for the purposes of accountability and to demonstrate what concrete and active steps courts are taking to expand language access services, including projects and outcomes related to successful progress on the various recommendations contained in the LAP.

Funding for court interpreter services will allow more courts to provide interpreters in

multiple languages in growing numbers of civil cases and case types. Expansion of court interpreter services in civil matters is consistent with the direction of the US DOJ and the findings set forth in Government Code section 68092.1, that it is imperative that courts provide interpreters for all parties who require one, and that both the legislative and judicial branches of government continue in their joint commitment to carry out this shared goal. Courts will continue to report on interpreter usage by case type, and the Judicial Council will be able to more effectively calculate the continuing unmet need.

Establishment of VRI in at least 15 courts will allow more efficient use of limited court interpreter resources. Recent enhancements to the Court Interpreter Data Collection System (CIDCS) also allow courts to record the way an interpretation was provided. Effective July 1, 2018, courts are recording whether the interpretation was performed in person, telephonically, or with VRI. This additional layer of information will enable the council to track not only the volume of interpretations being performed via telephone or VRI, but also locations that may have very specific language needs where resources should be expanded. The tracking and continual improvement of these data metrics will not only inform public reporting but will also help the council to focus and target language access efforts, including identifying courts or regions that may have unmet interpreter need and would most benefit from video remote solutions. This will ensure appropriate and meaningful access to qualified interpreters for LEP court users, as well as identify the most efficient use of limited interpreter resources.

F. Analysis of All Feasible Alternatives

Alternative #1: Approve 3.0 positions and $8.9 million General Fund in 2020-21 and $8.5 million annually thereafter to support the ongoing efforts of the Strategic Plan for Language Access in the California Courts, by reimbursing trial courts for language access services and funding VRI equipment for the trial courts for an estimated 15 courthouses.

Pros:
• Courts will have the ability to continue providing interpreter services in mandated proceedings.
• Courts will be able to continue to expand interpreter services in civil proceedings.
• The maximized use of existing interpreters will be realized with the implementation and expansion of VRI.
• Opportunity to serve those courts that do not have available onsite staff interpreters or contract interpreters.
• Opportunity to address the challenge of emerging languages spoken by newly arrived immigrants who have not fully established themselves in significant numbers.

Cons:

• Additional General Fund resources will be required.

Alternative #2: Approve $4.5 million ongoing for the Court Interpreters Program, $174,500 one-time for VRI equipment, and $276,500 ($260,000 ongoing) for 1.5 staff positions.

Pros:
• Courts will be able to provide for interpreter services in most court proceedings but there will still be a projected funding deficit in the Court Interpreters Program due to increased costs of criminal cases, which could limit provision of interpreter services.
• Some efficiencies will begin to be realized with limited implementation of VRI.

Cons:
• Additional General Fund resources will be required.
• Courts and the Judicial Council will be unable to maintain current service levels and complete civil expansion.

Alternative #3: Do not approve additional funding for interpreter services.

Pros:
• No impact to the General Fund.

Cons:
• Courts may have to cut back interpreter services in civil matters, which significantly impacts rights of LEP court users and their ability to address remedies.
• There may also be insufficient funds to fully provide for interpreter services in those proceedings where it is mandated.
• Efficiencies and expanded access to court interpreters will not be realized through use of VRI.

G.   Implementation Plan

The Judicial Council adopted the Strategic Plan for Language Access in the California Courts in March 2015. It outlines a phased approach for the implementation of each of the eight goals and each of the associated 75 recommendations. To date, approximately 50 of the 75 LAP recommendations have been completed, and several of the remaining LAP recommendations represent ongoing work for the judicial branch. The council anticipates that it will begin developmental work on establishing VRI as a program in 2019-20. Securing the requested funding in this proposal for interpreter services and establishment of appropriate video remote solutions will help to ensure a stable resource for the courts through the next two fiscal years and potentially longer. Once VRI is successfully established as a program beginning in 2020, greater

efficiencies will be realized for the branch by (1) increasing statewide LEP court user access to qualified interpreters, (2) reducing travel time and costs to allow for more efficient use of limited interpreter resources, and (3) creating a service delivery model that allows more interpreters to deliver services to LEP court users as needed across the state in more case matters. The funding in this request will help to establish VRI as a statewide program, and expand a statewide network of remote service providers, which promotes LEP court user access to qualified (certified and registered) court interpreters.

The implementation milestones for this language access expansion include:

• Court assessment and selection based on the process defined for the VRI pilot program.
• Court operations requirements and designs.
• Completion of the procurement process.
• Implementation scope, strategy and design.
• Plan execution and implementation.

H.　Supplemental Information

The council report on the findings of the VRI pilot and the Recommended Guidelines for VRI for Spoken-Language Interpreted Events can be provided upon request.

I.　Recommendation

The Judicial Council recommends approval of Alternative #1: 3.0 positions and $8.9 million General Fund in 2020-21 and $8.5 million annually thereafter, to support the ongoing efforts of the Strategic Plan for Language Access in the California Courts, by reimbursing trial courts for language access services and funding VRI equipment for the trial courts for an estimated 15 courthouses.

BCP Fiscal Detail Sheet

BCP Title: Language Access Plan Implementation

BR Name: 0250-021-BCP-2020-GB

Budget Request Summary

Personal Services

Personal Services	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Positions - Permanent	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	**0.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**
Salaries and Wages Earnings - Permanent	0	304	304	304	304	304
Total Salaries and Wages	**$0**	**$304**	**$304**	**$304**	**$304**	**$304**
Total Staff Benefits	0	173	173	173	173	173
Total Personal Services	**$0**	**$477**	**$477**	**$477**	**$477**	**$477**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5301 - General Expense	0	37	11	11	11	11
5302 - Printing	0	2	2	2	2	2
5304 - Communications	0	5	4	4	4	4
5320 - Travel: In-State	0	6	6	6	6	6
5322 - Training	0	1	1	1	1	1
5324 - Facilities Operation	0	39	39	39	39	39
5344 - Consolidated Data Centers	0	7	7	7	7	7
5346 - Information Technology	0	11	4	4	4	4
539X - Other	0	20	20	20	20	20
54XX - Special Items of Expense	0	8,291	7,976	7,976	7,976	7,976
Total Operating Expenses and Equipment	**$0**	**$8,419**	**$8,070**	**$8,070**	**$8,070**	**$8,070**

Total Budget Request

Total Budget Request	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Total Budget Request	**$0**	**$8,896**	**$8,547**	**$8,547**	**$8,547**	**$8,547**

Fund Summary

Fund Source

Fund Source	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
State Operations - 0001 - General Fund	0	605	571	571	571	571
Total State Operations Expenditures	**$0**	**$605**	**$571**	**$571**	**$571**	**$571**
Local Assistance - 0001 - General Fund	0	8,291	7,976	7,976	7,976	7,976
Total Local Assistance Expenditures	**$0**	**$8,291**	**$7,976**	**$7,976**	**$7,976**	**$7,976**
Total All Funds	**$0**	**$8,896**	**$8,547**	**$8,547**	**$8,547**	**$8,547**

Program Summary

Program Funding

Program Funding	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
0140010 - Judicial Council	0	605	571	571	571	571
0150037 - Court Interpreters	0	8,291	7,976	7,976	7,976	7,976
Total All Programs	**$0**	**$8,896**	**$8,547**	**$8,547**	**$8,547**	**$8,547**

Personal Services Details

Positions

Positions	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
VR00 - Various (Eff. 07-01-2020)	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	**0.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**

Salaries and Wages

Salaries and Wages	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
VR00 - Various (Eff. 07-01-2020)	0	304	304	304	304	304
Total Salaries and Wages	**$0**	**$304**	**$304**	**$304**	**$304**	**$304**

Staff Benefits

Staff Benefits	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
5150350 - Health Insurance	0	56	56	56	56	56
5150500 - OASDI	0	23	23	23	23	23
5150600 - Retirement - General	0	89	89	89	89	89
5150900 - Staff Benefits - Other	0	5	5	5	5	5
Total Staff Benefits	**$0**	**$173**	**$173**	**$173**	**$173**	**$173**

Total Personal Services

Total Personal Services	FY20 Current Year	FY20 Budget Year	FY20 BY+1	FY20 BY+2	FY20 BY+3	FY20 BY+4
Total Personal Services	**$0**	**$477**	**$477**	**$477**	**$477**	**$477**

Judicial Branch Data Governance

The Judicial Council of California (JCC) requests TBD (approximately 9) positions and TBD General Fund (approximately $3 million) in 2021-22 (majority ongoing annual funding) to establish and implement a branchwide data governance infrastructure which is necessary to ensure better use and management of data including timely submission of data, accuracy of submissions, security, and data access. A 2020-21 BCP proposal for the same concept sought 9.0 FTE and $2.74 million in general fund ongoing. In light of the 2020-21 funding outlook, this proposal is being updated and submitted for 2021-22.

2021-22 BUDGET CHANGE CONCEPT

Requesting Entity	Advisory Committee on Providing Access and Fairness
Tracking Number	21-07

A. Proposal Title

Language Access Efforts in the California Courts

B. Summary

The Judicial Council of California requests 2.0 positions and $8.18 to $30.38 million General Fund in 2021-22 and ongoing to support the efforts of the *Strategic Plan for Language Access in the California Courts*, by funding trial courts for language access services and supporting improvements to the Court Interpreter Data Collection System.

C. Relevance to the Judicial Branch and State Budget

Fundamental to California's Language Access Plan is the principle of adequate funding so the expansion of language access services including infrastructure support will take place without impairing other court services. This initiative for language access expansion and staff support for improvements to the court interpreter data collection system is in alignment with the Strategic Plan for California's Judicial Branch and embodies the Chief Justice's Access 3D framework to enhance equal access by serving people of all languages, abilities, and needs, in keeping with California's diversity. The expansion of language access services and support for data system improvements will support the following goals of the Judicial Branch Strategic Plan: Goal I (Access, Fairness and Diversity), Goal III (Modernization of Management and Administration), and Goal IV (Quality of Justice and Service to the Public). The 2019-20 appropriation for the Court Interpreters Program (program) was $120.686 million.

There is currently a request pending legislative approval in the 2020-21 Governor's proposed budget that will bring the level of program funding up to $130 million and this Budget Change Concept (BCC) is to provide additional funding for the program to cover costs for a projected program deficiency. The additional program funding provided to date has helped courts to expand interpreter services in civil matters but will not solve a forecasted funding deficiency in 2021-22 due to increased costs in mandated cases and the use of independent contractors.

Based on current projections, expenditures will exceed the program appropriation by $7.8 to $30 million in 2021-22 (the low range assumes that 2020-21 funding is sufficient to cover projected 2020-21 need, including the additional $7.976 million in the Governor's 2020 Proposed Budget plus an additional $10.02 million to be requested by the council from the Department of Finance, while the high range assumes that 2020-21 funding is insufficient to fully fund projected need). This request also covers 2.0 new positions for Information Technology to support improvements to the Court Interpreter Data Collection System,

including assessment for improvements, more consistent and accurate data collection, and development of a new court interpreter scheduling system and cross-assignment functionality by new Judicial Council staff.

D. Required Review/Approvals

The Chairs of the Advisory Committee on Providing Access and Fairness and Language Access Subcommittee has approved this request.

E. Funding Summary

Fund Source	Full-Time Equivalent	Personal Services	Operating Expenses & Equipment	Total 2021-22	Total 2022-23	Total 2023-24
0001			7,800,000-30,000,000	7,800,000–30,000,000	7,800,000–30,000,000	7,800,000–30,000,000
0001	2.0	331,000	72,000 (Y1)	403,000	380,000	380,000
			49,000 (Y2)			

Total	8,203,000–30,403,000	8,180,000–30,380,000	8,180,000–30,380,000
Ongoing	***8,180,000 – 30,380,000***	*8,180,000 – 30,380,000*	*8,180,000 – 30,380,000*
One-Time	***23,000***		

F. Background/History

Comprehensive language access across our system of justice requires resources and funding. The Judicial Branch has long supported the need for language access services in the courts, and in January 2015 adopted a comprehensive plan to provide recommendations, guidance, and a consistent statewide approach to ensure language access for all LEP court users. The Language Access Plan (LAP) consists of eight goals and 75 recommendations, including priorities in three phases. The LAP also aligns with the United States Department of Justice's (US DOJ) recommendations for California to expand its language access efforts. Further, it aligns with recent legislation in California, Chapter 721, Statutes of 2014 (AB 1657), that sets priorities for the provision of court interpreters in civil proceedings. No additional funds were secured with the adoption of the LAP.

The goal of the council and the Language Access Plan Implementation Task Force, which was formed in March 2015 and sunset in February 2019, was to complete all phases of the plan over a 5-year period (2015-20). Established effective March 2019, the Language Access Subcommittee of the Advisory Committee on Providing Access and Fairness works to ensure the continuation of efforts to achieve and maintain access to justice for California's LEP court users. Several milestones were reached in the LAP's first two years including the launch of a

web-based Language Access Toolkit, securing $7 million in additional, ongoing funds in the 2016 Budget Act, and securing one-time funding of $352,000 in 2017-18 specific to the Video Remote Interpreting (VRI) Pilot Project, which allowed the council to undertake a successful VRI pilot in 2018. For the program, approximately $116.7 million was allocated to trial courts in 2018-19 to support services of court interpreters and interpreter coordinators. The 2019 Budget Act converted one-time 2018-19 funding of $4 million to ongoing and included an additional $9.6 million ongoing. The 2019-20 appropriation for the program was $120.686 million. The Governor's 2020-21 Proposed Budget includes an additional $7.976 million ongoing, potentially bringing the annual program appropriation to $130 million. The Governor's 2020 Proposed Budget also includes 3.0 positions to support a VRI Program, as well as funding for VRI equipment for the trial courts for an estimated 15 courthouses.

Fundamental to California's LAP is the principle of adequate funding so the expansion of language access services will take place without impairing other court services. As of June 2019, all courts indicated that they were able to provide interpreters in all eight civil case type priorities. The languages provided, and the estimated interpreter coverage for each priority, vary by court (the estimated interpreter coverage across all civil case types as of June 2019 was 95%). The additional funding provided for the program in prior years has helped courts to expand interpreter services in civil matters but will not solve a forecasted funding deficiency in the program due to increased costs in mandated cases and the use of independent contractors. Based on current projections, expenditures will exceed the program appropriation by $7.8 to $30 million in 2021-22 (the low range assumes that 2020-21 funding is sufficient to cover projected 2020-21 need, including the additional $7.976 million in the Governor's 2020 Proposed Budget plus an additional $10.02 million to be requested by the council from the Department of Finance, while the high range assumes that 2020-21 funding is insufficient to fully fund projected need). See attached table.

The Court Interpreter Data Collection System (CIDCS) tracks actual court interpreter usage, including case type, number of interpreted events, languages and costs, including capturing whether court interpreter events were handled by in-person, telephonic or video remote interpreting (VRI). Most of the counties within the state use CIDCS to report data regarding completed interpreter assignments within their respective courts to the Judicial Council of California (JCC). CIDCS is designed to allow court managers as well as individual interpreters to upload interpretation data about each interpretation provided. Information about active interpreters within the state, interpreter employment status as court employees or independent contractors, language certification status (certified, registered or non-certified/non-registered), and case-specific data is collected by CIDCS. Courts that do not use CIDCS still report data to the Judicial Council. Using a Microsoft Excel template designed by the JCC, or a spreadsheet of their own design, the data provided by these non-CIDCS courts is far less robust in detail. Non-CIDCS courts report the number of interpretations broken down by case type and language, as well as the overall percentage of interpretations provided in person, by telephone, or using video remote interpreting. Non-CIDCS courts store this data in their own internal data systems and transmit reports to the council on a regular basis.

G. Justification

Essential to California's language access efforts is securing adequate funding so the expansion of language access services will take place without impairing other court services. Funding dedicated for language access through the Trial Court Trust Fund (TCTF) provides funding solely to reimburse courts for the services of court interpreters.

With approximately seven million LEP residents and potential court users, speaking more than 200 languages and dispersed across a vast geographic area, California is home to the most diverse population in the country. These Californians continue to face obstacles to meaningful access to our justice system, particularly in courtrooms with high volume calendars in which most litigants are self-represented (such as traffic, family law, and small claims). To maintain access to justice, it is essential to fund courts and provide appropriate language access services for the most vulnerable populations in our state.

While several milestones were reached during the life of the Task Force, continued progress regarding the provision of interpreter services will require additional funding. Much improvement has resulted from the initial launch of the LAP and the council seeks to do more. The funding request described in this BCC advances the goals of the Judicial Branch's LAP by expanding interpreter services into all civil proceedings and addressing anticipated increases in interpreter costs, including increased costs for mandated cases and independent contractors.

Projected expenditures for the program in 2021-22 include the following: (1) anticipated increases in staffing levels; (2) projected increases in staff workload costs; (3) the ongoing expansion of court interpreter services into all civil matters pursuant to AB 1657; (4) increased contractor costs; and, (5) cost of living adjustments and estimated benefit costs. Based on current projections, expenditures will exceed the program appropriation by $7.8 to $30 million in 2021-22 (the low range assumes that 2020-21 funding is sufficient to cover projected 2020-21 need, including the additional $7.976 million in the Governor's 2020 Proposed Budget plus an additional $10.02 million to be requested by the council from the Department of Finance, while the high range assumes that 2020-21 funding is insufficient to fully fund projected need). See attached table.

While CIDCS is a useful tool, system users are keenly aware of the inconsistent reporting by those courts who utilize it and the gap in information that exists. Use of CIDCS is not mandatory and not all trial courts use the system. If all 58 superior courts used the system and their entries were complete and consistent, CIDCS would serve to fulfill a major part of the reporting required by and for Language Access Services and the branch. As a standalone source, the data generated is currently not an accurate representation of interpreter activity statewide, and there is no rule mandating uniform use of CIDCS throughout the branch. A Senior Business Systems Analyst and an Application Development Analyst in Information

Technology will work closely with Language Access Services staff to help make CIDCS more robust and uniform, including development and implementation of a new court interpreter scheduling system and adding cross-assignment functionality to realize branch efficiencies.

H. Funding Methodology and Future Impact

Budget Services conducts an expenditure forecast on a quarterly basis to ensure that forecasting models are refined using the most current available data. Projected expenditures assume the following: (1) anticipated increases in staffing levels; (2) projected increases in staff workload costs; (3) the ongoing expansion of court interpreter services into all civil matters pursuant to AB 1657; (4) increased contractor costs; and (5) cost of living adjustments, and estimated benefit costs. See attached table for a breakdown of costs.

Securing the requested funding in this proposal for interpreter services will help to ensure a stable resource for the courts through the next two fiscal years and potentially longer. Once VRI is successfully established as a program beginning in 2020, greater efficiencies will be realized for the branch by (1) increasing statewide LEP court user access to qualified interpreters, (2) reducing travel time and costs to allow for more efficient use of limited interpreter resources, and (3) creating a service delivery model that allows more interpreters to deliver services to LEP court users as needed across the state in more case matters.

Improvements to CIDCS will improve data collection efforts, including consistent reporting by all participating courts. Dedicated IT staff positions will support development and implementation of a new court interpreter scheduling system and add cross-assignment functionality to CIDCS to realize branch efficiencies.

I. Outcomes and Accountability

The LAP initiative in this proposal has measurable and tangible results for the courts and LEP court users. Consistent with the direction of the Judicial Council, courts have been reporting interpreter usage data in previously mandated case types, domestic violence case types, and the newly expanded civil case types. The Judicial Council also continues to issue regular reports regarding LAP progress to court leadership and public audiences for the purposes of accountability and to demonstrate what concrete and active steps courts are taking to expand language access services, including projects and outcomes related to successful progress on the various recommendations contained in the LAP.

Funding for court interpreter services will allow more courts to provide interpreters in multiple languages in growing numbers of civil cases and case types. Expansion of court interpreter services in civil matters is consistent with the direction of the US DOJ and the findings set forth in Government Code section 68092.1, that it is imperative that courts provide interpreters for all parties who require one, and that both the legislative and judicial branches of government continue in their joint commitment to carry out this shared goal.

Courts will continue to report on interpreter usage, by case type, and the Judicial Council will be able to more effectively calculate the continuing unmet need.

In January 2014, the Judicial Council clarified the authority of the courts to provide interpreters in civil cases to indigent parties, and effective January 1, 2015, statute was changed to provide the courts the authority to provide LEP party interpreters at court cost in all civil cases, regardless of income. Consistent with the direction of the Judicial Council, courts have been reporting interpreter usage data in previously mandated case types, domestic violence case types, and the newly expanded civil case types. Improvements to CIDCS including the addition of new features will be regularly reported to the branch and public. Greater efficiencies for CIDCS will support court interpreter scheduling, including for cross-assignments, and will help ensure the most efficient use of our limited interpreter and staff resources.

J.   Analysis of All Feasible Alternatives

1	Approve $8.18 to $30.38 million General Fund in 2021-22 and ongoing to support the ongoing efforts of the *Strategic Plan for Language Access in the California Courts*, by reimbursing trial courts for language access services and supporting improvements to the Court Interpreters Data Collection System. Pros: • Courts will have the ability to continue providing interpreter services in mandated proceedings. • Courts will be able to continue to expand interpreter services in civil proceedings. • Opportunity to address the challenge of emerging languages spoken by newly arrived immigrants who have not fully established themselves in significant numbers. • New IT staff positions will be dedicated to making CIDCS improvements, leading to improved data collection and greater efficiencies for the branch. Cons: • Additional General Fund resources will be required.
2	Approve $4 to $15 million ongoing for the Court Interpreters Program and CIDCS. Pros: • Courts will be able to provide for interpreter services in most court proceedings but there will still be a projected funding deficit in the Court Interpreters Program due to increased costs of mandated cases, which could limit provision of interpreter services. • Courts will have limited support for CIDCS improvements. Cons: • Additional General Fund resources will be required. • Courts and the Judicial Council will be unable to maintain current service levels and complete civil expansion. • Improvements to CIDCS will take longer to design and implement.

3	Do not approve additional funding for interpreter services or CIDCS. Pros: • No impact to the General Fund. Cons: • Courts may have to cut back interpreter services in civil matters, which significantly impacts rights of LEP court users and their ability to address remedies. • There may also be insufficient funds to fully provide for interpreter services in those proceedings where it is mandated. • No improvements to CIDCS.

K. Timeline for Implementation

The Court Interpreter Program is an ongoing appropriation to fund the trial courts for court interpreter services. Based on current projections, expenditures will exceed the program appropriation by $7.8 to $30 million in 2021-22 (the low range assumes that 2020-21 funding is sufficient to cover projected 2020-21 need, including the additional $7.976 million in the Governor's 2020 Proposed Budget plus an additional $10.02 million to be requested by the council from the Department of Finance, while the high range assumes that 2020-21 funding is insufficient to fully fund projected need). due to increased costs in interpreter services for civil matters and mandated cases. It is anticipated that as courts continue to expand interpreter services to include all civil proceedings, and with ongoing collective bargaining agreements resulting in higher salaries and the increased use of contract interpreters, the program will continue to experience increases in expenditures for the use of California court interpreters. New funds would address the anticipated deficit for 2021-22 and would become available for funding in July 2021. Efforts to make major improvements to CIDCS would also begin in 2021-22 with the addition of two dedicated staff positions for Information Technology that are dedicated to CIDCS improvements, including enhanced functionality.

Court Interpreter Program (CIP)
2021-22 BCP Concept

Projected Court Interpreters Expenditures				
Expenditure Categories	**2019-20 Estimated**	**2020-21 Estimated**	**2021-22 Estimated**	**2021-22 Estimated**
Mandated	123,045,757	130,375,708	138,303,082	138,303,082
Domestic Violence	1,305,795	1,271,695	1,255,768	1,255,768
Civil	4,923,559	5,011,920	5,102,338	5,102,338
Estimated Wage & Benefit Increases	707,580	3,069,248	3,735,358	3,735,358
Court Interpreter Data Collection System	87,000	87,000	87,000	87,000
Total Expenditures	**130,069,691**	**139,815,571**	**148,483,546**	**148,483,546**

Projected Court Interpreters Program Funding				
Description	**2019-20 Estimated**	**2020-21 Estimated**	**2021-22 Estimated (Low Range)[1]**	**2021-22 Estimated (High Range)[2]**
Beginning Funding Balance *(PY carry over)*	(6,178,738)	(2,062,429)	-	(12,084,999)
Total Appropriation	120,686,000	129,793,000	140,689,571	130,667,000
Adjustment	13,500,000	-	-	-
Projected/Actual Expenditures	(130,069,691)	(139,815,571)	(148,483,546)	(148,483,546)
CY Surplus / (Deficit)	(9,383,691)	(10,022,571)	(7,793,975)	(17,816,546)
Ending CIP Program Balance*	**(2,062,429)**	**(12,084,999)**	**(7,793,975)**	**(29,901,545)**

1) 2021-22 Low Range assumes 2020-21 funding sufficient to cover projected 2020-21 need (2019-20 deficit carryover, CY Deficits). Assumes ongoing funding of $17.99 million ($7.976 in 2020 Governor's Budget; Proposed additional $10.02 million to be requested from the Department of Finance)

2) 2021-22 High Range assumes 2020-21 funding insufficient to fully fund projected need. Assumes ongoing funding of $7.976 in 2020 Governor's Budget without approval of proposed additional funding of $10.02 million to be requested from the Department of Finance.

ITAC
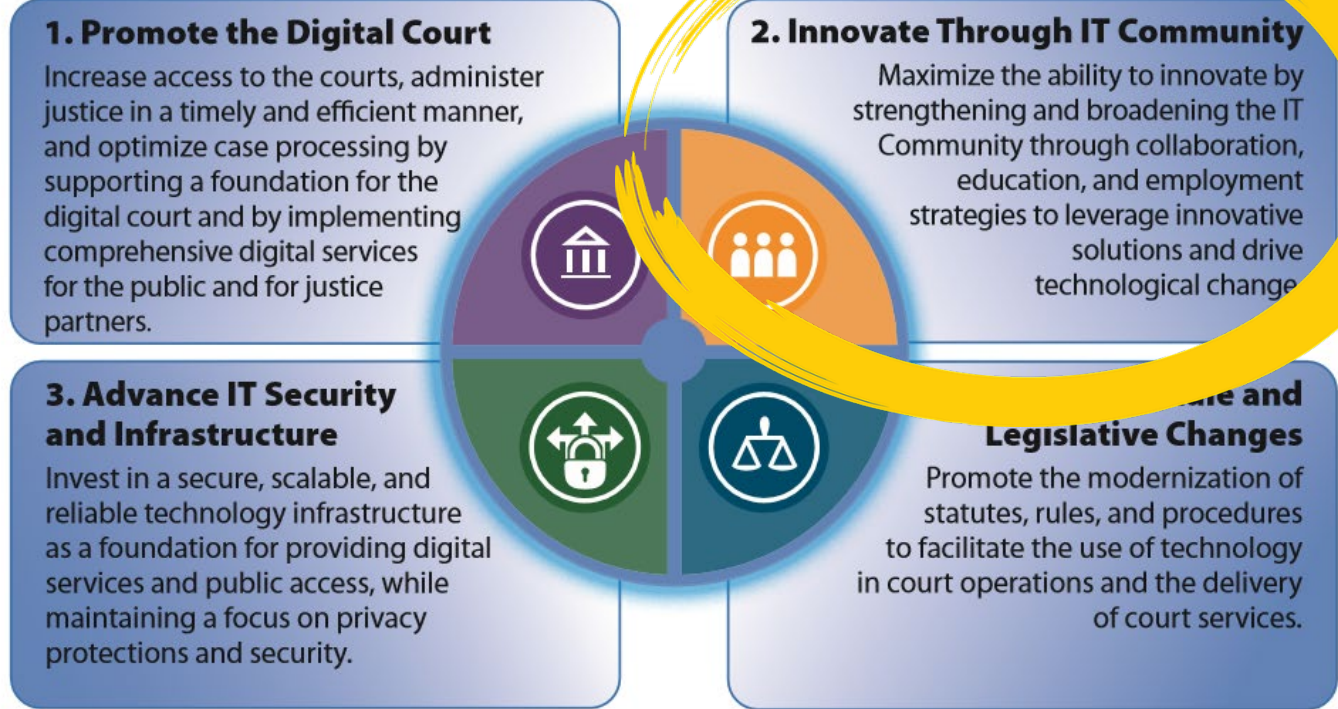# IT COMMUNITY WORKSTREAM
STATUS AND FINAL REPORT

Jeannette Vannoy, CIO

Superior Court of California, County of Napa

GOAL ALIGNMENT

## Judicial Branch Strategic Plan for Technology

Goals

1. Promote the Digital Court
Increase access to the courts, administer justice in a timely and efficient manner, and optimize case processing by supporting a foundation for the digital court and by implementing comprehensive digital services for the public and for justice partners.

2. Innovate Through IT Community
Maximize the ability to innovate by strengthening and broadening the IT Community through collaboration, education, and employment strategies to leverage innovative solutions and drive technological change.

3. Advance IT Security and Infrastructure
Invest in a secure, scalable, and reliable technology infrastructure as a foundation for providing digital services and public access, while maintaining a focus on privacy protections and security.

Legislative Changes
Promote the modernization of statutes, rules, and procedures to facilitate the use of technology in court operations and the delivery of court services.

Judicial Branch Tactical Plan for Technology

Strategic Plan for Technology Goal 2: Innovate Through IT Communi

Expand Collaboration Within the Branch IT Community

PRIMARY OBJECTIVE

Focus on the "people side" of technology advancement and adoption for the CA Judicial Branch
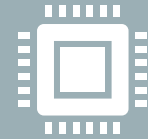
Opportunities to **_leverage technical staff resources_** to implement and support technology

What staff and judges **_need to know_** to use it

How **_collaboration tools_** can be used to share experiences and promote innovation

PARTICIPATION

Hon. Alan G. Perkins, Superior Court of Sacramento County

Ms. Jeannette Vannoy, CIO, Superior Court of Napa County

Workstream Participants

Hon. Brian M. McNamara, Superior Court of Kern County

Mr. Darrel E. Parker, CEO, Superior Court of Santa Barbara County

Mr. Jason B. Galkin, CEO, Superior Court of Nevada County

Mr. Paras Gupta, CIO, Superior Court of Monterey County

Mr. Brett Howard, CIO, Superior Court of Orange County

Project Management

Ms. Jessica Craven Goldstein, JCIT

Ms. Camilla Kieliger, JCIT

Subject Matter Experts, Judicial Council

Ms. Heather Pettit, Director/CIO

Mr. Mark Dusman, JCIT, Principal Manager

Ms. Jamel Jones **(PMO)**

Mr. John Yee **(Enterprise Architecture)**

Ms. Daphne Light **(Enterprise Systems)**

Ms. MaryAnn Koory **(Education/CJER)**

Mr. Mark Gelade **(Web Systems)**

Mr. Matt Nicholls **(Security)**

Mr. Haresh Thevathasan **(PMO)**

Additional input gathered from:

- California Association of Court Clerk Administrators
- Trial Court Presiding Judges and Executive Officer Advisory Committees (TCPJAC/CEAC)
- Court Information Technology Management Forum (CITMF)

Recommendations

Over Arching
1. Facilitate and track the enactment of these recommendations
2. Develop a BCP concept to support these recommendations

Resource Sharing
3. Propose specific resource-sharing opportunities

Education
4. Identify resources to enhance technology / innovation education for all
5. Promote increased in-person sharing of technology-related experiences
6. Provide expanded training opportunities for branch IT leaders

Collaboration Tools
7. Create a shared repository of technology-related project knowledge
8. Expand the branch-hosted IT Security resource site
9. Participate as an early adopter in the efforts to expand Granicus

NEXT STEPS

Submit findings and recommendations to the Judicial Council Technology Committee (JCTC) for acceptance

Formally sunset the workstream

Begin identifying resources, prioritizing, and enacting recommendations

IT Community
Development
Workstream

FINDINGS & RECOMMENDATIONS

JUDICIAL COUNCIL
OF CALIFORNIA

INFORMATION TECHNOLOGY
ADVISORY COMMITTEE

TABLE OF CONTENTS

1.0   EXECUTIVE SUMMARY

1.1   Overview

With scarce resources in a decentralized organization, the judicial branch recognizes the value of working together to drive technological change. In recent years, the branch has proven that working together as an information technology (IT) community allows courts and the branch to do more than what they are able to do independently. With this in mind, and in direct support of the branch *Strategic* and *Tactical Plan for Technology* goals, the Information Technology Advisory Committee (ITAC) convened the IT Community Development Workstream to make recommendations to optimize technical staff resources through resource sharing, promote professional development through education, and increase collaboration through technology tools usage.

The workstream used a variety of data-gathering methods, including focus groups and surveys, to collect input from a wide range of stakeholders, such as judicial officers, court executive officers (CEOs), and court information officers (CIOs). Courts of all sizes and geographic locations were engaged to provide information to help the workstream identify and prioritize areas of focus for its recommendations.

Findings from the outreach showed that courts generally agree that they could share resources and that models for an efficient approach to do so are vital to success. Additionally, the workstream uncovered specific needs for additional technology-related education for *all* branch personnel. And finally, courts are very interested in exploring options for the exchange of information via collaborative tools.

The workstream's recommendations reflect the information provided by the branch to the workstream during its multifaceted outreach. The proposed action items represent the main themes from the branch feedback and will, if approved and implemented, facilitate collaboration and the exchange of knowledge and best practices, and will enhance the ability of branch personnel to proactively and confidently engage in local technology-related activities to improve access to justice.

1.2   Recommendations

The IT Community Development Workstream's study resulted in nine recommendations that provide tactical next steps in support of the advancement and adoption of technology within the next two years. The first two recommendations are overarching and support overall implementation; they are followed by recommendations that are specific to the workstream's three areas of focus: resources, education, and tools. The scope of the recommendations may be scaled minimally or maximally depending on available resources. These recommendations are summarized below and are further detailed in the report.

The workstream recommends that ITAC, with the approval of the Judicial Council Technology Committee (JCTC):

1. Direct the workstream executive sponsor, with support of the Judicial Council Information Technology (JCIT) office, to *facilitate and track the enactment of these recommendations*.

2. Direct JCIT to *develop a budget change concept for funding to support these recommendations* to provide (a) technical resources for shared resource pooling, as defined; (b) planning for and delivery of expanded educational programming; and (c) technology collaboration tools.

Related to optimizing and sharing resources

3. Direct ITAC CIO members to *partner with stakeholders to propose specific resource-sharing models* (e.g., court-to-court, JCIT-to-court, consortium) for four IT focus areas: security, infrastructure, case management, and database administration, *and report back to branch CEOs for consideration.*

Related to education and professional development

4. Propose that the Center for Judicial Education & Research (CJER) and JCIT *create a plan to identify and obtain resources* to enhance technology and innovation-related education throughout the branch by:

    a. Reviewing trainings for opportunities to *incorporate technology and innovative thinking within the scope of the CJER education plan* priorities;

    b. Assessing the needs and determining an *approach and timeline for expanding judicial officer technology-related training* and resources; and

    c. Increasing the frequency and further promoting available *project management training opportunities for court operations management and staff*.

5. Request that ITAC judicial and CEO members promote *increased in-person sharing of technology-related information and challenges* through focused agenda items, workstream roadshows, and improved communications.

6. Direct JCIT to provide expanded training opportunities for branch IT leaders:

    a. Partner with court IT leadership to *deliver training on technology planning processes and budget considerations* to promote alignment throughout the branch.

    b. Offer expanded *opportunities for court IT leaders to participate in educational events* and forums.

Related to collaboration tools

7. Direct JCIT to research, create, and *host a shared, web-based repository for exchange of technology-related project knowledge* within the branch.

8. Direct JCIT to *expand the Judicial Council's branch-hosted IT Security resource site*, including branch contributions and broadening the audience.

9. *Participate as an early adopter of the Judicial Council's efforts to expand Granicus* technology to automate meeting management and increase access through video streaming.

The remaining report provides the workstream approach, objectives, activities, detailed recommendations, and rationale in full detail.

2.0   BACKGROUND

The Judicial Branch *Tactical Plan for Technology 2019–2020* identifies that, although there are experienced technological staff branchwide, technology resources are insufficient to meet the needs of all courts. Skilled technologists who understand the work of the courts and court systems are a unique and treasured resource. The branch is also competing with private industry for talent. These realities call for creative solutions to the technology resource challenges throughout the branch.

Many courts are pursuing digital court initiatives that are transforming courts from requiring physical access and using manual procedures to conducting court business electronically. To further support this transformation, judicial officers, court executives, staff, and IT leaders can benefit from continual access to education and training resources that incorporate technology and innovative thinking.

The branch has adopted an IT governance model that relies on collaboration. Many branch technology initiatives are explored through statewide workstreams or other collaborative models, where groups work together throughout the branch, representing diverse roles and locations. To further support this collaborative model, tools that streamline project work and provide access to information are needed. Access to information about the experiences of others and the adoption of a collaborative workspace can support the continual efforts to increase technological maturity throughout the branch.

The IT Community Development Workstream was initiated to support the advancement and adoption of technology in the California courts. This workstream's intent was to focus more on the "people" side of technology adoption by looking at the technical staff resources needed to implement and support technology in the courts, what staff and judges need to know to use it, and how collaboration tools can be used to share experiences and promote innovation.

3.0   GOAL ALIGNMENT

Branch IT initiatives are governed by the branch four-year *Strategic Plan for Technology*. To provide a road map for achieving the goals in the strategic plan, ITAC develops a two-year *Tactical Plan for Technology*. ITAC then develops its annual agenda to implement the tactical plan initiatives.

The *Strategic Plan for Technology: 2014–2018* identified the goal to "Optimize Branch Resources," which was updated to "Innovate Through IT Community" in the 2019–2022 plan. The corresponding initiative in the tactical plan is "Expand Collaboration Within the Branch IT Community," which ITAC included as a project in its 2018 annual agenda to be accomplished by the IT Community Development Workstream.

4.0   WORKSTREAM SCOPE & OBJECTIVES

The workstream's scope, per the ITAC annual agenda, was largely research and investigation. The workstream held its first meeting on July 20, 2018, with the following objectives grouped by focus area (see also Appendix A):

Resource-sharing focus

(a) Survey the courts to identify their interest in exploring opportunities to share key technical resources; report findings.

(b) Assess court CEO/CIO interest in an IT peer consulting program and develop recommendations.

Education focus

(c) Assess needs and make recommendations for expanded opportunities for technology-related education for judicial officers, CEOs, CIOs, and court staff. Consult with CJER for educational planning considerations.

(d) Survey the courts to identify IT leadership and resource development needs and priorities; report findings.

Tools focus

(e) Identify, prioritize, and report on collaboration needs and tools for use within the branch.

(f) Evaluate and prioritize possible technologies to improve advisory body and workstream meeting administration; pilot recommended solutions with the committee.

5.0 WORKSTREAM STRUCTURE

The workstream formed three tracks to complete its work: Resources, Education, and Tools. Additional branch participation was solicited to provide input within these focus areas and in the delivery of outcomes. The Education Track divided into three areas of focus: Court Administration and Operations, Judicial Officers, and CIO Development. For detailed workstream and track membership lists, please see Appendix B.

6.0 OVERARCHING RECOMMENDATIONS

As the workstream completed its work, two overarching recommendations were identified that, if adopted, would support the enactment of the remaining individual track recommendations.

Recommendation	Details
1. **Direct the workstream executive sponsor, with support of JCIT, to facilitate and track the enactment of these recommendations.**	The IT Community Workstream covered a broad range of topics, resulting in a considerable number of recommendations. To ensure that the approved recommendations are prioritized and launched successfully, a focused effort is necessary. The executive sponsor is intimately familiar with the details of these recommendations and, with the support of JCIT, can help track and facilitate the next steps toward enactment.
2. **Direct JCIT to develop a budget change concept for funding to support these recommendations.**	A budget change concept will need to be developed by JCIT to provide: (a) technical resources for shared resource pooling, as defined; (b) planning for and delivery of expanded educational programming; and (c) technology collaboration tools. *Specific activities to be funded could include:* IT consultation and support to review existing and new curriculum for opportunities to strengthen or insert technology; Potential expansion of education specifically for judicial officers; Expanded project management course availability; and Tools and staff resources to expand the branch collaboration capabilities with Microsoft SharePoint or a similar platform.

The remaining recommendations are described below within the context of each individual sub-track.

7.0 RESOURCES TRACK

Providing secure and remote digital access to the courts requires court professionals with an understanding of the complex work of the courts and their associated technological systems. Having

knowledgeable technical and operational staff is essential to designing, implementing, and supporting the breadth of technologies required for courts to run effectively. Courts of all sizes face the challenge of obtaining adequate resources to meet these needs. The challenge is acutely keen in small and medium-sized courts, which strive to close resource gaps in areas of technology requiring specialization. Continued branchwide development of strategies to further leverage key available resources and services wherever possible is critical to meet these increasing demands.

7.1 Objectives

To achieve the desired outcome to identify strategies to leverage available resources and services, the Resources Track had two objectives:

- Survey courts to explore opportunities for sharing key technical resources.

- Solicit interest in an IT peer consulting program.

7.2 Activities

To gain insight into opportunities and interest, the Resources Track solicited input through discussions and surveys from the two major stakeholder groups: CEOs and court IT leadership.

- *Identified possible resource-sharing methods.*

Method	Details
Court-to-Court	Two courts share resources (e.g., Butte and Glenn sharing IT support services, including costs).
Court Consortiums	Collaboration between multiple (more than two) courts, guided by branch standards (e.g., Placer court serving as a case management system host for six peer courts; and joint and shared development efforts for case management system extensions between Monterey, Santa Clara, Orange, and Los Angeles).
JCIT-Court Partnership	The Judicial Council working directly with a court on a specific solution (e.g., Next-Generation Hosting consultation, applying an approved framework to courts in need of the service and assisting with refining business process)
JCIT Services	The Judicial Council providing opt-in resources or programs available branchwide, in which courts in need may

participate (e.g., providing court IT security assessments, remediation assistance, and road-mapping)

- ***Discussions and survey with court executives.*** A session was facilitated with the Court Executives Advisory Committee (CEAC) to preliminarily determine whether trial court CEOs thought that efforts to determine possibilities for sharing court technical resources would be worth pursuing. Following the discussion, in early 2019 the workstream surveyed trial court CEOs for additional input and to evaluate whether there was interest in exploring opportunities to share IT resources across the state in a court-to-court, court collaboration, or centralized manner.

- ***Discussions with court IT leaders.*** Court Information Technology Management Forum (CITMF) participants provided feedback on potential areas of focus for resource sharing from a technical perspective. The goal was to seek input from the practitioners on what resources might be the most practical to pursue sharing.

7.3   Key Observations

The following key observations were identified through the trial court CEO survey results and are incorporated in the recommendation below:

- Twenty-six (26) respondents completed the survey (representing nearly 50% of courts).
- Of those, 90% indicated that they had internal IT staff (three courts did not).
- Twenty-three (23) respondents indicated that IT staff resources could successfully be shared among courts.

The following list identifies the order in which the focus areas were ranked as having the greatest potential for successful sharing:

1. Information security
2. Network infrastructure
3. Case management systems
4. Database administration
5. General IT consulting
6. Application development and website expertise (related/complementary)
7. Cloud computing
8. Document management
9. Collaborative tools
10. Business intelligence
11. Digital evidence

The survey also identified the following preferences for resource-sharing methods:

- Information security—Facilitate through JCIT or in a JCIT-court partnership.

- Network infrastructure—Facilitate through a JCIT-court partnership.

- Case management systems resources—Facilitate through a consortium of courts (50 percent of respondents thought that, of the options provided, a consortium would offer the best opportunity for success).

At the conclusion of the survey, approximately 75 percent of respondents indicated an interest in exploring this subject further. The recommendation below also supports further exploration.

7.4   Recommendation

This recommendation is for the further exploration of interest and opportunities for sharing key technical resources within the branch.

Recommendation	Details
3. **Direct ITAC CIO members to partner with stakeholders to propose specific resource-sharing models (e.g., court-to-court, JCIT-to-court, consortium) for four IT focus areas— security, infrastructure, case management, and database administration—and report back to branch CEOs for consideration.**	ITAC CIO members, in partnership with trial court CIOs and JCIT, shall recommend opportunities and methods for resource sharing in the four areas of greatest potential: • Information security • Network infrastructure • Case management systems • Database administration For each area, identify a model for resource-sharing (court-to-court, JCIT-to-court, consortium, etc.), a recommended priority, and any associated costs. The resulting efforts should be provided to the ITAC CEOs to communicate to CEAC for consideration of next steps, because CEOs are the key stakeholders needed to endorse any resource-sharing strategies.

8.0   EDUCATION TRACK

8.1   Objectives

For courts to achieve their strategic technology goals and more quickly adapt to change, it is essential that leaders throughout the branch understand the role and use of technology and that judicial officers and staff are well trained in its implementation and use. To accelerate the adoption of technology, the branch should strive to continually evolve as a learning organization that actively pursues and embraces professional development and technology-related education for its judicial officers, leaders, and staff. ITAC is charged with making "proposals for technology education and training in the judicial branch" (Cal. Rules of

Court, rule 10.53(b)(5)) and is the entity best suited to identify and prioritize technology-related education gaps and needs.

To achieve these desired outcomes, the Education Track had two objectives:

- Assess needs and make recommendations for expanded opportunities for technology-related education for judicial officers, CEOs, CIOs, and court staff. Consult with CJER for educational planning considerations.

- Assess IT leadership development needs and priorities.

8.2 Activities

To address the broad needs of the branch, the Education Track took a multifaceted approach to identifying, researching, and making recommendations for the following sub-tracks:

Sub-Track	Area of Focus in Support of Technology and Innovation
1. **Court Administration and Operations**	Education for CEOs, other court leaders, and staff
2. **Judicial Officers**	Education specific to judges, justices, and commissioners
3. **CIO Development**	Ongoing efforts to develop and refine skills needed for technology leaders

Throughout the Education Track, each of the sub-tracks obtained broad input to support their work. Sub-track members—including judicial officers, CJER and JCIT management and staff, and trial court CIOs and CEOs—were people with a variety of roles, as well as multidisciplinary participants. In addition, the methodologies used by the sub-tracks to assess needs and arrive at recommendations included the following:

- **Determined methodology to obtain input from stakeholders and information to be gathered.** Because the sub-track members desired responses that included personal thoughts and feedback on the topic of education, they thought that the organic discussions of focus groups would be more effective than surveys in soliciting positive, negative, and neutral feedback. This approach also allowed for better provision of context and rephrasing of questions, as needed. Each track identified applicable questions to be used to conduct the stakeholder focus groups, as well as volunteer

facilitators for each respective group (i.e., CEOs, judges, CIOs), because sub-track members felt that it would be important to have a peer gather feedback.

- **Conducted focus groups.** Five (5) focus groups helped identify the technology-related training needs throughout the branch for judicial officers, court administration, and operations. The tracks selected a handful of volunteers who have an interest in the topic, met with them before the focus group to explain objectives, and asked them to help identify potential focus group members. Selected participants represented both reviewing courts and trial courts of varied sizes and locations. The focus groups were conducted via web conferencing (WebEx).

- **Prioritized and delivered initial training.** For the CIO Development sub-track, the lead CIOs developed an approach to gather input, determine priorities, and conduct training with court CIOs and IT leaders throughout the branch.

- **Consulted with CJER staff.** Although all track participants were valuable contributors, having CJER staff participate to provide the educational perspective and insight into aligning additional technology-related training needs with current CJER planning efforts was extremely beneficial.

For detailed workstream and track membership lists, please see Appendix B.

8.2.1 Court Administration and Operations Sub-track

The needs assessment and recommendations were developed for this sub-track from the perspective of trial court executive officers and appellate court administrators.

8.2.1.1 Activities

Three focus groups were held to gather input on the current state of technology-related education for court administration and operations in California. The groups were geographically diverse and came from small, medium, and large courts. The members were identified by participating CEOs. The participants answered the following questions:

1. Do you feel you have enough training to develop a technical strategy plan in support of your court's operational needs?

2. Do you need education/training to help develop a technology road map to support that strategic plan?

3. What are the top concerns and fears about using and adopting technology?

4. Do you hear feedback from court users or staff that points to issues technology might address/opportunities for technology implementation?

5. Are there training opportunities (offered either locally or by the Judicial Council) that you feel are needed?

6. Other court areas where technology systems could be implemented?

7. Staffing and financial resources aside, do you feel adequately informed and knowledgeable moving to electronic case files within your court?

8. Is there interest in learning about trends and advancements in technology?

9. What digital services would you like to see the court offer to the public that currently are not offered?

10. How can the branch's resources and educational offerings effectively (or more effectively) complement the court's goals as it relates to technological advancement?

8.2.1.2   Key Observations

The following key observations related to operations and administration were identified through the information-gathering process and are incorporated in the recommendations below:

- ***There is an increased need for project management expertise,*** because of the continual expansion of technology within the courts. This need exists for both operational and technical staff.

- ***There is value in sharing technology-related information and challenges.*** Court leaders have learned to navigate the challenges in technology adoption through their own experiences and lessons learned. Although a lot of ad hoc sharing and consultation is occurring, currently no centralized means is in place for information sharing and/or training new leaders on proven strategies for technology adoption (e.g., determining the business case and return on investment, developing or leveraging requests for information or proposals, and developing vendor contracts or project plans). In the absence of recommended training, new and future leaders risk "reinventing the wheel" and being unable to leverage the experience, knowledge, and lessons learned "the hard way" by predecessors.

8.2.2   Judicial Officers Sub-track

The needs assessment and recommendations were developed by the sub-track's participating judicial officers.

8.2.2.1   Activities

Two focus groups were held to gather input on the current state of technology education for judges in California. Although small, the groups included both trial judges and appellate justices. They were geographically diverse and came from

small, medium, and large courts. The members were nominated by court CEOs in response to a request by the sub-track. The participants answered the following questions:

1. On a typical day, what computer services do you use?

2. What computer services might help in your daily operations?

    - In chambers?
    - On the bench?
    - At home?

3. In your role as a judicial officer, in a perfect world what would computer services be able to do?

4. What is the biggest frustration regarding the use of technology in daily operations?

5. Are you comfortable using electronic/digital case files?

6. Do you hear feedback from court users/staff that points to an issue that technology issue that might address?

7. Are there training opportunities (either offered locally or by the Judicial Council) that you feel are needed?

8. Are you interested in learning about trends and advancements in technology?

9. What digital services would you like to see the court offer to the public?

10. What role, if any, do you think the judicial officers have in the adoption of technology within the courts?

See Appendix C for focus group results.

8.2.2.2   Key Observations

The following key observations related to judicial officer education were identified through the information-gathering process and are incorporated in the recommendations below:

- ***More training is needed.*** It was apparent from the focus groups that the judges surveyed were generally unhappy with the extent of judicial training regarding IT skills and that they wanted more.

- ***Offerings should be tailored to the bench.*** It was also apparent that they generally felt that the nature of the training they had been given was well meaning but ineffectively tailored to the needs of the judicial officers.

- ***More study is needed to serve judicial officer needs.*** Given these observations, the workstream sub-track believes that further exploration of this topic should be undertaken with a goal of significantly improving the extent and nature of the training of judicial officers regarding the use of IT resources.

8.2.3   CIO Development Sub-track

The work of the CIO Development sub-track was done by its participating CIOs.

8.2.3.1   Activities

The following activities were conducted in support of the CIO Development sub-track:

Date	Activity	Details
Fall 2017	**Classroom observation**	Key sub-track team members observed the Gartner Public Sector CIO Corporate Executive Board IT Leadership Academy that was hosted by the Superior Court of Los Angeles County to gain exposure to modern teaching concepts and current IT leadership topics.
Spring 2018	**Court IT leader brainstorm**	A brainstorming session was conducted at the quarterly CITMF meeting to identify potential education topics and priorities for court IT leaders.
Spring 2018	**Course framework development**	Leveraged materials were created independently on a national scale and customized for the audience.
Summer 2018	**Self-assessment and program framework**	The first education session was conducted at CITMF to introduce the framework of a CIO development program, including a leadership self-assessment and information on leadership types and levels.
Fall 2018	**Survey to identify priorities**	After the education session, a follow-up survey was distributed to court IT leaders to determine the highest training priorities for the group. The survey contained the potential education topics previously identified by the group. Participants were asked if they thought that a CIO development program would benefit them or a fellow colleague. The following priorities were identified: • Create a strategic view. • Create a strategic plan. • Be the change agent. • Pick the right leadership style for the situation.

- Understand and navigate the culture: use agility as a tool.
- Embrace emotional intelligence.

As of July 2019   **Courses delivered**
- Strategic Thinking and Planning (two sessions)
- Art of Communication
- Enterprise Contributors

8.2.3.2   Key Observations

The following key observations related to CIO Development were identified through the information-gathering process and are incorporated within the recommendations below:

- ***Good source material but requires adaptation or licensure.*** The Los Angeles–sponsored Gartner IT Leadership training was a helpful starting point to identify potential education topics that were relevant to the California courts' IT leaders.

- ***Overwhelming support for a CIO development program.*** The results of the CITMF brainstorming and survey showed that 100 percent of survey participants (17) either strongly agreed (53%) or agreed (47%) that they would benefit from participating in a CIO development program.

- ***Dedicated time allocated by target audience, demonstrating interest and commitment.*** Because of the widespread interest within the group for educational opportunities, the desire was for the training to start as soon as possible. For the past year, the group has allocated either a half a day or a full day to training sessions that are adjunct to existing meetings or gatherings in pursuit of professional development.

8.3   Recommendations

The following recommendations are aimed at increasing technology-related educational opportunities for judicial officers and court administration and operations, including leadership and staff, throughout the branch:

Recommendation	Details
4. Propose that CJER and JCIT create a plan to identify and obtain resources to enhance technology and innovation-related education throughout the branch.	The Center for Judicial Education and Research covers a broad scope of education for the branch. This recommendation is broken down into three areas of focus addressing operations, administration, and judicial officers. To address each of these areas, it is recommended that the ITAC liaison assigned to CJER, with support from JCIT, be directed to work with the CJER Advisory Committee to develop an approach to enact these recommendations. a. **Review trainings for opportunities to incorporate technology and innovative thinking within the scope of the CJER education plan priorities.** Existing trainings can be modified and new trainings created, as appropriate, with a focus on, for example, familiarizing operations staff with the types of opportunities and efficiencies that technology can provide. In addition to planned CJER training initiatives, this could also include discussion topics such as "counter to courtroom" trainings or forums to create opportunities to share experiences about leveraging technology in daily or regular duties. ITAC CEO members could then work with CEAC to identify and pursue potential innovation and technology-related training opportunities. b. **Assess the needs and determine an approach and timeline for expanded judicial officer technology-related training and resources.** • *Determine resources to champion this effort.* Resources will be required to support this effort of research, assessment, curriculum identification, delivery methods, and timeline development. • *Conduct a judicial officer education survey.* Survey judicial officers throughout the state to identify training needs, skill levels, and preferred delivery methods. See Appendix D for sample questions. • *Evaluate results to identify gaps.* The Superior Court of Los Angeles County has an extensive training program for judges that could serve as a baseline to compare commonality for the types of training desired by judicial officers statewide. Although courts may have different case management systems, bench tools, and the like, there may be a common framework or topics that apply to all courts that could increase the adoption of technology throughout the branch. Ideally, the survey results will also indicate priority based on common needs throughout the state. • *Determine training approach and timeline.* Explore how best to deliver some or all the desired training, and incorporate results within appropriate training plans. This analysis should examine how best to deliver the identified training, including whether classes should be delivered locally or statewide; who would develop the training materials; and who should provide the training. It has been identified that for certain topics, judicial officers prefer one-on-one training from

		other judges. Depending on the topic, however, options could include classes by CJER or another designated entity, regional classes sponsored by one or more county courts, classes by outside providers such as private entities or other governmental agencies that provide IT training, and online training videos from contract providers on discrete topics that could be referenced as needed.
	c.	**Increase the frequency and further promote available project management training opportunities for court operations management and staff.**
		Consider funding additional offerings of the Institute for Court Management's "Project Management for Courts," as well as potential updates, promotion, or creation of additional training or workshops that would give hands-on, end-to-end skills in project work, for example. Training should familiarize attendees with the tools, resources, processes, and procedures available to facilitate the development and execution of projects (such as waterfall, agile, and similar project management frameworks and practices).
5.	**Request that ITAC judicial and CEO members promote increased in-person sharing of technology-related information and challenges through focused agenda items, workstream roadshows, and improved communications.**	Request that ITAC judicial and CEO members communicate, through their respective peer forums and meetings, the interest in sharing success stories, lessons learned, and technology strategy throughout the courts. *Meetings and forums:* • Trial Court Presiding Judges Advisory Committee (TCPJAC) • Court Executives Advisory Committee • California Appellate Court Clerk Administrators *Options for consideration:* • Include technology or innovation or both as a standing or periodic item on agendas. • Submit requests from members on items of interest, and follow up. • Feature innovative initiatives in quarterly newsletters. • Prepare "roadshow" or toolkit packages, including job aids and tools, at end of a workstream for subsequent distribution and delivery. • Periodically survey courts to ask what's new; feature or spotlight topics at meetings or through other means.
6.	**Direct JCIT to provide expanded training opportunities for branch IT leaders.**	An incredible opportunity exists for JCIT, in partnership with court IT leadership, to pursue expanded training opportunities for IT leaders throughout the branch, such as:
	a.	**Partnering with court IT leadership to deliver training on technology planning processes and budget considerations to promote alignment throughout the branch.**
		During the work of the Education Track, a specifically requested topic was related to long-term technical roadmap training. This recommendation was derived from the Court Administration and Operations sub-track. Courts are interested in having JCIT provide

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a web conference or other training outlining the technology planning process, timelines, and budget considerations, including:

- Judicial Council Technology Committee's (JCTC's) creation and maintenance of the branch *Strategic Plan for Technology* (every four years); and

- ITAC's creation and maintenance of the *Tactical Plan for Technology* (every two years).

- The updating of JCIT and court technology roadmaps for their defined priorities.

b. Offer expanded opportunities for court IT leaders to participate in educational events and forums.

In recent years, JCIT has offered the following opportunities for courts:

- *Membership to the Court Information Technology Officers Consortium*—court CIOs nationwide supporting efforts to implement appropriate technology to improve the management and administration of courts

- *Access to Gartner subscriptions*—including CIO Leadership, Technical Professionals, and Risk Management—which provide content-rich websites on relevant technology leadership topics as well as access to live analysts

- *Registration for the annual Gartner Catalyst Conference*—providing an in-depth review of technical trends and topics affecting technical professionals, and offering live content where attendees ask questions, vet ideas, and proactively problem-solve

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9.0   TOOLS TRACK

9.1   Objectives

The third track of the workstream, the Tools Track, focused on the use of collaboration tools to maximize opportunities to share innovative solutions and technical best practices within the Judicial Branch. The purpose of a collaboration platform is to provide a means for disparate teams throughout the court IT community to work together more cohesively.

The research for this track included a brief look at ways to improve meeting facilitation, and the possibility of creating a repeatable model to support public committee meetings using technology.

The Tools Track's specific objectives were the following:

- Identify, prioritize, and report on collaboration needs and tools for use within the branch, including coordination and planning with JCIT for operational support.

- Evaluate and prioritize possible technologies to improve advisory body and workstream meeting administration; pilot recommendations with ITAC.

9.2   Activities

The track membership comprised several trial court CIOs, as well as participants from various areas of JCIT representing a broad set of perspectives including:

- Enterprise Architecture
- Program/Project Management Office
- Security
- Web Services

The team gathered input from various stakeholders, participated in education sessions, and obtained insight into how another state court has approached collaboration.

In addition to learning about collaboration tools from an industry and state court perspective, the track also surveyed trial court CEOs and CIOs for input into opportunities and potential priorities for sharing. To develop the recommendations, the information was gathered and analyzed to determine which of the ideas received might provide the broadest impact.

- An IT leadership focus group was conducted at a CITMF meeting to identify items of interest for sharing.

- Track participants inventoried and categorized the list of needs identified to evaluate the current method of sharing, the types of collaboration needed, and the intended audience. This information was used to determine the recommendations and priorities. (See Appendix E.)

- The track held two consultative calls with Gartner Inc. analysts on trends and adoption of collaboration tools and enterprise content management. The team heard from industry analysts about how others are approaching collaboration and how that type of collaboration could apply to the distributed nature of the California court environment.

- Two web conferences were also conducted with staff of the Indiana state courts, who demonstrated how they have leveraged tools to support collaboration throughout their courts for the past decade.

For the task of evaluating possible technologies to improve advisory body meeting information, the sub-track consulted the Judicial Council Web Services team to understand

what is currently being used by the council for broadcasting meetings, captioning, posting agendas and materials, and serving as a repository of recordings and minutes, and the like.

9.3   Key Observations

Throughout the track activities, the following key observations were made about the adoption and use of collaboration tools:

- ***Start small to drive adoption.*** The most significant observation is that *adoption* of any collaboration tool or platform *is invariably the hardest part*. According to Gartner, the key is to pursue incremental improvement because the "big bang" approach typically fails; it can petrify stakeholders, and even the most motivated people return to old habits when they are overwhelmed by a new solution. For this reason, the workstream recommends starting with a proof of concept and expanding existing efforts rather than attempting to implement a solution that tries to meet all needs identified up front.

  Experiments with workstreams bear this out: four workstreams, including the Education Track of this workstream, created SharePoint sites but found it very difficult to motivate team members to use the tool to its fullest extent. At best, the sites have become document repositories, maintained exclusively by IT staff. One new workstream is experimenting with having a SharePoint site in place from the beginning, emphasizing the expectation that members will use the site for collaboration and driving traffic to the site for organizational tasks.

- ***Efficiencies can be gained.*** This workstream's Education Track met exclusively by remote means, using WebEx to conduct meetings. Doing so was both efficient and cost effective, allowing remote participants to discuss and view real-time editing of materials.

- ***Centralized place for knowledge sharing is needed.*** Both the Education Track and the Tools Track identified a desire for a centralized information repository, where courts can, for example, contribute to and access past, current, and future project information to increase peer-to-peer sharing and learning while reducing duplicative research. This is different from current static websites that do not include the option to exchange information and upload documents in real time.

- ***Many tools exist, with Microsoft common among courts.*** Many collaboration technology options exist, including those that are embedded within existing applications. Some courts in California and nationally have moved to Microsoft SharePoint or Microsoft Teams as a collaboration platform—the latter a more dynamic workspace, including messaging, discussion threads, and real-time sharing. They each have their purpose, and one does not preclude the other.

- ***Skilled resources are key.*** Along with established ownership, dedicated skilled resources are needed to build collaboration sites and support the organization by understanding and

promoting the available functionality, including opportunities for interoperability and ongoing content management and information life cycles.

- *Content management is required.* One of the challenges of any information repository is determining how to manage redundant, outdated, or trivial data. The workstream recommends a facilitated proof of concept so that standards can be set for what is shared centrally and for how the lifecycle of the information is managed.

- *Meetings tool is in place at Judicial Council and may expand usage.* The Granicus platform is currently being used by the Judicial Council and some Courts of Appeal. Granicus is an open government platform and toolset used to manage meetings and agendas. Functionality includes web posting of agendas and materials, workflow processes to manage content, and streaming of video and bookmarked recordings. Judicial Council Support has indicated that there have been conversations about the possibility of deploying Granicus to other internal committees and/or advisory bodies.

9.4   Recommendations

The following recommendations are intended to promote sharing of innovative solutions and technical best practices while using accessible technology solutions to do so.

Recommendation	Rationale
7. **Direct JCIT to research, create, and host a shared, web-based repository for exchange of technology-related project knowledge within the branch.**	To accomplish this directive, JCIT would research and evaluate opportunities to increase sharing of project experiences and artifacts. The vision for this repository would be to enable council staff and courts to contribute to and access past, current, and future project information to increase peer-to-peer sharing and learning, while reducing duplicative research.
	This effort should be approached in phases, beginning with a shared site in support of the next workstream launched (as a pilot). The JCIT would facilitate the use of the workstream site and administer access accordingly, including orientation and ongoing support for workstream participants and committee chairs, as needed. Once a workstream concludes, final materials would be made accessible in a consistent way in the project information repository for access throughout the branch.
	Following this pilot and including other research, a design template would be developed.
	Design requirements and principles for the repository should include:
	- It would serve as a centralized repository resource, including folding in, consolidating, or updating existing Innovation Knowledge Center to avoid duplication
	- It would be easy to access with easy-to-find information
	- It contains content for past, current, and future projects

	• It includes documents, project artifacts, and possibly calendars
	• JCIT would host and manage, with the courts contributing content
	• It is scalable to include non-workstream efforts
	Suggested startup activities for JCIT:
	• Select new workstream(s) as proof of concept candidates.
	• Acquire advanced skill set for platform; establish service team to help the project team use it successfully.
	• Design proposed templates for workstream usage; establish key principles for design (e.g., usability, simplicity, level-one design, and replicability).
	• Conduct proof of concept.
	• Create repeatable onboarding tools and process for administering new sites.
	• Present proven design and workflow to ITAC, CITMF, and stakeholders for feedback.
	Future phases would include:
	• Deployment to all new workstreams
	• Incorporation of historical workstream content
	• Incorporation of innovation center content
8. **Direct JCIT to expand the Judicial Council's branch-hosted IT Security resource site, including branch contributions and broadening the audience.**	The workstream recommends that the online IT Security Resource Library (currently hosted by JCIT in SharePoint) be expanded to provide additional court IT security program information, policies, templates, and samples and models created for use. Courts would be encouraged to contribute local policies as well, so that information currently shared via listservs and informal one-off requests would become easy to find and access.
	The workstream recommends that the site remain branch facing and for court use; users would include CEOs, CIOs, and IT security professionals at the court and Judicial Council. User access would be managed by a JCIT Network & Security program lead or designee. The audience could expand based on the content provided and the evolving needs of the audience.
	Furthermore, the workstream recommends that the following steps be included in the expansion of the library:
	• Identify a content owner.
	• Define the site's intended scope of content and user access policy; publish this information to the site.
	• Preview contents with a focus group to gather input on usefulness and design; incorporate feedback into delivery strategy.

		• Launch and communicate the site's availability, and provide access to the site for the full CIO community. It is recommended that this effort be addressed within the Branchwide Information Security Roadmap Workstream and that the ITAC annual agenda be modified as needed.
9.	**Participate as an early adopter of the Judicial Council's efforts to expand Granicus technology to automate meeting management and increase access through video streaming.**	The workstream recommends that JCIT follow up with Judicial Council Support about any further discussions regarding the deployment of Granicus to include advisory bodies and, if any, to volunteer ITAC as an early adopter as the use of the technology expands. As an early adopter, the committee would potentially: • Post agendas and materials; • Broadcast meetings and store recordings; • Introduce automated workflow; • Provide feedback to improve usability; • Study whether the technology assists the group in being more efficient and improving access; and • Assess the cost to effectively expand the service.

10.0 CONCLUSION

This concludes the recommendations of the IT Community Development Workstream. The workstream members believe that endorsement to move forward with these recommendations will support the critical "people" side of the advancement and adoption of technology in the courts.

By determining how to share scarce resources, expand technology-related education, and adopt tools to work better together as an IT community, we will further support the stated technology goals of the branch to better meet the needs of the people of California.

APPENDIX A – 2020 Annual Agenda

7. IT Community Development	*Priority 1*
	Scope category(ies): **Possibilities**

Project Summary: Expand collaboration and professional development within the branch IT community.

Key Objectives:
(a) Coordinate and plan with JCIT regarding operational support, as appropriate.
(b) Provide recommendations for next steps based on findings.
(c) Seek approval from ITAC and the JCTC to conclude Phase 1.

Objectives Met or Resolved:
- *Survey the courts to identify (i) their interest in exploring opportunities to share key technical resources and (ii) IT leadership and resource development needs and priorities; report findings.*
- *Assess court CEO/CIO interest in an IT peer consulting program and develop recommendations.*
- *Assess needs and make recommendations for expanded opportunities for technology-related education for judicial officers, CEOs, CIOs, and court staff. Consult with CJER for educational planning considerations.*
- *Identify, prioritize, and report on collaboration needs and tools for use within the branch.*
- *Evaluate and prioritize possible technologies to improve advisory body and workstream meeting administration; pilot recommended solutions with the committee.*

Origin of Project: *Tactical Plan for Technology* 2017–2018 and 2019–2020.

Status/Timeline: April 2020

Resources:
- *ITAC: Workstream, Sponsor: Ms. Jeannette Vannoy*
- *Judicial Council Staffing: Information Technology*
- *Collaborations: CEAC, TCPJAC, and their Joint Technology Subcommittee*

APPENDIX B
Membership of the IT Community Development Workstream

Executive Sponsors

- Hon. Alan G. Perkins, Judge, Superior Court of Sacramento County
- Ms. Jeannette Vannoy, CIO, Superior Court of Napa County

Project Manager

- Ms. Jessica Craven Goldstein, Senior Business Systems Analyst, Judicial Council IT

Tracks (leads in italics)

1. Resources

- *Ms. Jeannette Vannoy*, CIO, Superior Court of Napa County
- *Mr. Darrel E. Parker*, CEO, Superior Court of Santa Barbara County

2. Education

- *Hon. Alan G. Perkins*, Judge, Superior Court of Sacramento County
- *Mr. Mark Dusman*, Principal Manager, Judicial Council IT

   Sub-tracks

   Court Administration and Operations—*Mr. Jason B. Galkin,* CEO, Superior Court of Nevada County

   CIO Development—*Ms. Heather Pettit,* Director/CIO, Judicial Council IT

   Judicial Education—*Hon. Alan G. Perkins*, Judge, Superior Court of Sacramento County

   - Ms. Jeannette Vannoy, CIO, Superior Court of Napa County
   - Hon. Brian M. McNamara, Judge, Superior Court of Kern County
   - Ms. Daphne Light, Manager, Judicial Council IT
   - Ms. Camilla Kieliger, Sr. Business Systems Analyst, Judicial Council IT
   - Ms. MaryAnn Koory, Sr. Education Developer, Judicial Council CJER

3. Tools

- *Ms. Jeannette Vannoy,* CIO, Superior Court of Napa County
- *Ms. Jamel Jones,* Information Systems Supervisor, Judicial Council IT
- Mr. Paras Gupta, CIO, Superior Court of Monterey County (CATUG, Workstreams)
- Mr. Brett Howard, CIO, Superior Court of Orange County (CITMF)
- Mr. Mark Gelade, Information Systems Supervisor, Judicial Council IT
- Mr. Matt Nicholls, Information Systems Supervisor, Judicial Council IT
- Mr. Haresh Thevathasan, Sr. Business Systems Analyst, Judicial Council IT
- Mr. John Yee, Enterprise Architect, Judicial Council IT

APPENDIX C
Findings From Judicial Officer Focus Groups

Currently Used Digital Services

All participants report frequent use of email/Outlook, word processing, and their court's case management system (CMS).

Additionally, some use a digital workflow to process and sign warrants, and others use Adobe for signatures and approval workflow.

Finally, a few report using local applications, such as a bench jury selection app.

Two judicial officers responded that their courts are generally paperless.

Identified Service Needs

All participants would like to be able to access bench and chambers views from home. To facilitate and support a better remote access working environment, participants suggested establishing a 24/7 helpline dedicated to that purpose.

Identified Training Needs

The focus group participants suggested the following areas for technology training:

- Going paperless
- Tech tips newsletter highlighting changes that affect workflow and technology tools
- Incorporation of training on technology into new assignment training, Judicial College, and NJO
- Reinforcement of statewide training at the local level

Suggested Training Delivery

Focus group participants agree that training should be *peer-delivered* where possible. Training should also be available in different modes, from in-person instruction to self-directed.

Practical training and support are critical to the adoption of technology by judicial officers. Instruction should focus on how the technology is used, how it applies to a judicial officer's work, and how it makes that work easier. On-demand follow-up training and support to reinforce the training should be available.

Role of Judicial Officers

CMS deployment has demonstrated the need to involve judicial officers in the process. It is an enormous transition for everyone in the court, and the judicial officer voice is necessary for a successful rollout and acceptance in the court. Involving judicial officers in the process also prepares them to train other judicial officers going forward.

The focus group agrees that a "training strike team" for and by judges would be of great value.

Digital Services for the Public

The focus group participants identified many technologies that they see as beneficial for increasing the public's access to justice and for streamlining court resources, such as the following:

- "Self-service" avatar/chat technology (traffic and other)
- Online payment of fines, and—in collaboration with law enforcement agencies—the addition of instructions on *Notice to Appear* forms
- Voice-to-text translation devices
- Jury service apps: Selection, remote initial voir dire, etc.
- Apps for courtroom lawyers: Scheduling reminders, log in, etc.
- Video appearance

The focus group participants suggested that having a technology governance group of judges could help push technology locally while exerting some budget control.

Other Observations

Courts are generally very far behind technologically. Like many organizations, judicial officers and court staff get comfortable with existing technology and find it challenging to adapt to and keep up with new versions or modern technology.

APPENDIX D
Sample Judicial Officer Education Survey

1. How familiar are you with the various systems (case and document management systems, digital jury instructions, legal research tools, bench guides, etc.) available to aide judicial officers in their day-to-day work?

   - Very familiar
   - Somewhat familiar
   - Not at all familiar

2. How satisfied are you with the training options available to judges on the use of court systems and technology?

   - Very satisfied
   - Somewhat satisfied
   - Not satisfied
   - Comments: _____

3. What systems would you like more training on?

   - Judicial use of case and document management systems
   - General office applications (i.e., word processing, email)
   - Legal research tools
   - Benchguides
   - Other: _____

4. What do you think is the best delivery method for you to participate in training *(select all that apply)*?

   - Professional IT trainer
   - Fellow judicial officer
   - Online training
   - Other: _____

5. Are you interested in participating in efforts to improve technology-related education available for judges?

APPENDIX E
Tools Track List of Needs

#	List of needs	Description	Intended Audience	Comments
1	Case Management System (CMS) User Group Materials	CATUG: Tyler-hosted SharePoint site; may be others.	Court operations and admin; court IT	Enables courts to share/leverage business process, configs, reports; strong potential for sharing of work products. Check in on appellate/ACCMS current practices. Current CATUG site is not used—still relying on email as the distribution—organized, but also distributed via email to recipients—promote going to website for information. Challenge: currently vendor hosted, integrate with court solutions—not vendor based. Ideally solution would use ID Mgmt. to simplify access. Ensure site has high value content to attract users to site.
2	JCIT Security Program Information/Policies and Templates	Ultimate goal to be branch facing and for court use; provides models/ samples. Template and internal/Judicial Council policy.	CEOs, CIOs, court IT security professionals	Audience could expand based on content provided. Potentially local courts can post Concept; lead provides direction, others to contribute Proof of concept of how courts can contribute. Possibly additional information as program rolls out.
3	MSAs, LPAs, and Procurement Materials	Easy access to master/statewide agreements that exist; including topics, actual contract (terms/ content). Standard template for domain areas (e.g., SaaS).	CEOs and CIOs; branch management, including Judicial Council	Should include contact person—possibly leverage that to share procurement document, security needs to be considered. Understand what the software will do to determine opportunities (JCIT).
4	Workstream Materials—in-progress work products	Interactive chat Workstream, incl. repository for materials, discussion site, research, etc. Examples in use: Intelligent Chat and IT Community workstreams, SRL for content (Orange SP), DR for content (Monterey SP), Data Exchange, Voice-to-text using MS Teams.	Workstream participants (courts, Judicial Council staff, external), and others with interest	Non-participants are commonly interested in what other groups have done/are doing; artifacts often help teams to get ahead; relates to/becomes model for other projects 15 active workstreams and drives development of branchwide strategy Concept to have everything in one location to support workstreams - a tool to help the workstream stay organized (i.e., SP or Teams site)
5	Workstream Results (published work products)	Not sure if everything has been published? ITAC deliverables are on *courts.ca.gov*—JRN both IT and ITAC, looking at current organization	Everyone in IT community and more	Determine appropriate location dependent on content/data classification (e.g., considering security). Important to have visible results of what workstreams

#	List of needs	Description	Intended Audience	Comments
		of JRN to make content more user accessible Privacy resource guide, Next-Gen.		producing and associated tools available. Two aspects: published and then by subject.
6	Court IT Management Forum (CITMF) Meeting Materials	Nice to have materials available "online"; possibly still send out (meeting invites, etc.), but repository to memorialize what was discussed.	CIOs and possibly other participants	Valuable for new CIOs.
7	Discussions	Centralized, categorized, collated in one spot, Available so people can look back and find info on that topic; put into context Need access to archive.	IT professionals- JCIT, CIOs, localized/court IT	Recommendation: utilize discussion functionality within collaboration tools for specific projects/subjects.
8	Registrations for Events and Meetings	CITMF, Meet-Ups, IT Symposium, CMS user groups, Other? CVENT used by CJER - Sm Court Tech Conference, registration via email, IT Summit - conference services use another tool (possibly Cvent) - CEAC/TCPJAC, Options of which to attend.	Everyone in IT community and more	Gain efficiencies, reduces LOE, provides consistent Team web forms?
9	Technology-Related Standards	Addressing compliance (e.g., NIEM, websites/accessibility, JCC standards for solutions for project requests, PCI statement, etc.)—not the tech itself. Have a landing page that points people to authority; maintain links.	JCIT and localized/court IT	Anticipated for JCC security area; don't want to depend on NIST site. When I think of standards I want to go directly to authority. Tied to policies; based on policy, what standards are we adopting? (industry or otherwise) Directs user to where they need to be Medium because it drives and informs of what is coming down the line; important awareness.
10	Technology-Related Policies	Branch and local central access point/library (e.g., local rules/policies for digital evidence, remote video, cell phone use)—excluding security NOT ideal due to difficulty searching, etc. Primary need: Info exchange between leadership/management in development policies. Future need: Have policies available for end-user/consumer. Includes model and	Presiding judges (PJs), CEOs, CIOs, HR/Ops, and secondary employees	Variation on how this is organized: by subject/topic or by type (policy, standard, rules). Process to determine what policies are applicable. Design comes next—e.g., separating out procedures, etc. Key is who will be the custodian. Use model policy/template as a starting point.

#	List of needs	Description	Intended Audience	Comments
		existing DR and IT Security Framework.		
11	Technology-Related Rules	Often asked on Listserv 'Does anyone know the rules on digital evidence/projection?' Discussion and reference information for branch and localized rules of court.	PJs, CEOs, CIOs	Maybe in the form of a knowledge-base or discussion forum; or referencing discussion thread.
12	Document Repository—General	Benefits, version control, CEO/PJ group meeting materials (15 HyperOffice folders active).	PJs, CEOs, CIOs, JC staff	Not sure what group within the JC currently supports this, not necessarily IT Community related, although CEOs would have access to IT Community-related materials.