



JUDICIAL COUNCIL OF CALIFORNIA

TECHNOLOGY COMMITTEE

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JUDICIAL COUNCIL TECHNOLOGY COMMITTEE

MINUTES OF OPEN MEETING

August 31, 2022

12:00 to 1:00 PM

Videoconference

Advisory Body Members Present: Hon. Kyle S. Brodie, Chair; Hon. C. Todd Bottke, Vice-Chair; Hon. Jonathan B. Conklin; Mr. David Fu; Ms. Rachel W. Hill; Mr. Shawn Landry; and Hon. Glenn Mondo

Advisory Body Members Absent: Hon. Kevin C. Brazile; Hon. Carol Corrigan

Liaison Member Present: Hon. Sheila F. Hanson

Others Present: Ms. Heather Pettit

OPEN MEETING

Call to Order and Roll Call

The chair called the meeting to order and took roll call.

Approval of Minutes

The advisory body reviewed and approved the minutes of the July 11, 2022, Judicial Council Technology Committee meeting. Two abstentions from members unable to attend the meeting.

There was no public comment for this meeting.

DISCUSSION AND ACTION ITEMS (ITEMS 1-3)

Item 1

Chair Report

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

Update: Judge Brodie reported that he, Judge Hanson, and Ms. Pettit presented at the Court Executive Advisory Committee on the Court Technology Modernization Funding project and the proposed Joint Information Security Subcommittee. The public comment period is closed for the Strategic Plan for Technology; they received one comment. The

workstream has completed the updates and the new draft will be presented to the Judicial Council for consideration at its December meeting.

Item 2

Information Technology Advisory Committee (ITAC): Update and Report

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

Update: Judge Hanson reported that ITAC received an update at their July 27 meeting on the Computer-Aided Facilities Management (CAFM) System. It is migrating to the cloud with several improvements in the process, and it is scheduled to be complete by November. Also presented was the Judicial Council's Voice-to-Text Language Services program. The California Courts Translator program provides real-time transcription and translation outside the courtroom at counters, clerk's windows, and self-help centers. The Tactical Plan Workstream had their first meeting. This workstream will review the current tactical plan initiatives and update in accordance with the Strategic Plan for Technology and align with the California Courts Framework. ITAC will meet in-person on September 28 and welcome four new members.

Item 3

Court Technology Modernization Funding

Provide a status update on the Court Technology Modernization Funding program for Fiscal Year 2022-2023 and recommendations of the workstream.

Update: Ms. Pettit presented an update on court proposals and priorities, and how these align with the branch priorities and the California Courts Connected Framework. They looked at courts, branch, and potential funding from alternative funding sources for projects.

Action: The Technology Committee discussed proposals and funding options. The committee will have a follow up action by email to select the methodology, specific allocations, as well as approve the court projects for which the funding could be used.

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
SEPTEMBER 1, 2022

Email Proposal

The Judicial Council Technology Committee was asked to consider approving (1) the funding model Scenario D for distribution of Court Technology Modernization Funding for fiscal year (FY) 2022-23, (2) the FY 2022-23 Court Technology Modernization Funding project recommendations from the workstream, and (3) the FY 2022-23 Court Technology Modernization Funding allocation recommendations for courts per Scenario D for submission to the Judicial Council.

Due to the limited availability of Technology Committee members and the body's other priorities, the Technology Committee 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 September 1, 2022, a notice was posted advising that the Technology Committee 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 Technology Committee invited public comment on the proposed allocations under rule 10.75(o)(2). The public comment period began at 8 a.m. September 1, 2022 and ended at 8:00 a.m. September 2, 2022. No public comments were received.

Action Taken

After the public comment period ended, Technology Committee members were asked to submit their votes on the recommended Budget Change Concepts by 8:00 a.m. on September 6, 2022. Eight members voted to approve all three items. One member abstained from voting. The email recommendation was approved.



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JUDICIAL COUNCIL TECHNOLOGY COMMITTEE

MINUTES OF OPEN MEETING

September 12, 2022

12:00 – 1:00 PM

Videoconference

Advisory Body Hon. Kyle S. Brodie, Chair; Hon. C. Todd Bottke, Vice-Chair; Mr. David Fu;
Members Present: Ms. Rachel W. Hill; and Hon. Glenn Mondo

Advisory Body Hon. Kevin C. Brazile; Hon. Jonathan B. Conklin; Hon. Carol Corrigan; Mr.
Members Absent: Shawn Landry

Liaison Member
Present: Hon. Sheila F. Hanson

Others Present: Ms. Heather Pettit; Mr. Anand Kumar; and Judicial Council staff

OPEN MEETING

Call to Order and Roll Call

The chair called the meeting to order and took roll call.

Public Comment

There were no public comments for this meeting.

DISCUSSION AND ACTION ITEMS (ITEMS 1 – 3)

Item 1

Chair Report

Update: Hon. Kyle S. Brodie, chair, provided an update of activities since the last meeting. He thanked the two members, Ms. Rachel Hill and Mr. Shawn Landry, that are leaving the committee for their service. He welcomed Ms. Rebecca Fleming, who is joining the committee. Over the next year with a new Chief Justice starting, it will be important to see how her technology vision aligns with the current vision.

Item 2**Computer-Aided Facilities Management (CAFM) System 2.0 Update**

Presentation: Ms. Heather Pettit introduced the CAFM migration efforts currently underway. She explained the importance of moving with cloud solutions and outlined branch wide cost savings realized through the elimination of hardware replacement costs and reduction in the number and size of application environments. Mr. Anand Kumar, JCIT Supervisor shared the Judicial Council is replacing the legacy on-premises CAFM system with a modernized IBM Software as a Service (SaaS) system in the cloud. IBM SaaS includes new business modules with additional functionality and increased security based on the Federal Risk and Authorization Management Program (FedRAMP). The go-live date is targeted for November 2022 during Thanksgiving weekend. Courts will not be impacted during the go-live.

Item 3**Joint Security Governance Subcommittee: Amend 2022 Information Technology Advisory Committee (ITAC) Annual Agenda (Action Requested)**

Update: Hon. Shelia F. Hanson, chair of ITAC and Ms. Heather Pettit, CIO, Judicial Council presented an amendment to the 2022 Annual Agenda for ITAC. In 2019, the Information Security workstream recommended to have a Joint Security Governance Subcommittee. This subcommittee will look at policies around education, monitoring systems branchwide, and cyber incident reporting and responding all leading to branchwide policies and rules. The subcommittee would be a partnership between ITAC and the Court Executive Advisory Committee (CEAC) with a total of ten members. ITAC members will include two each from the court of appeal, trial court judges, and CIOs; while CEAC, whose members participate in a broader range of advisory committees, would contribute four members, judicial council staffing would be provided as well. CEAC will present the amendment to their annual agenda at an October meeting with their oversight committee.

Action: Members approved the proposed amendment to the 2022 ITAC Annual Agenda and ITAC's collaboration with CEAC to form a standing joint subcommittee addressing information security governance topics, if and when all other required approvals are received.

A D J O U R N M E N T

There being no further business, the meeting was adjourned.



JUDICIAL COUNCIL OF CALIFORNIA

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REPORT TO THE JUDICIAL COUNCIL

Item No. 22-039

For business meeting on: December 1–2, 2022

Title

Language Access Plan: Signage and
Technology Grant Program, Fiscal Year
2022–23: Requests and Proposed Allocations

Rules, Forms, Standards, or Statutes Affected

None

Recommended by

Advisory Committee on Providing Access
and Fairness

Hon. Kevin C. Brazile, Cochair

Hon. Luis A. Lavin, Cochair

Language Access Subcommittee

Hon. Victor A. Rodriguez, Chair

Information Technology Advisory
Committee

Hon. Sheila F. Hanson, Chair

Hon. Louis R. Mauro, Vice-Chair

Agenda Item Type

Action Required

Effective Date

December 2, 2022

Date of Report

September 19, 2022

Contact

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Executive Summary

The Budget Act of 2018 (Stats. 2018, ch. 29) included \$2.55 million in ongoing funding for language access signage and technology infrastructure support and equipment needs for the trial courts and the Judicial Council. The council approved a grant program to disburse this funding to the trial courts on an annual basis. For Cycle 4 (fiscal year 2022–23), nineteen courts applied for signage and technology needs. All requested court projects can be funded, and remaining funding will also support seven additional courts that applied for grants under different but related grant opportunities. The Advisory Committee on Providing Access and

Fairness and the Information Technology Advisory Committee recommend approving the proposed grant award recommendations to expand language access for court users.

Recommendation

The Advisory Committee on Providing Access and Fairness and the Information Technology Advisory Committee recommend that the Judicial Council, effective December 2, 2022:

1. Approve the proposed allocations for the Language Access Signage and Technology Grant Program for fiscal year 2022–23;
2. Direct Language Access Services staff to work with Branch Accounting and Procurement to draft and execute intra-branch agreements with each awarded court; and
3. Approve the remaining \$393,134.57 in signage funding to go towards two court technology projects that requested funding under the Court Technology Modernization Fund grant program that will support language access through the use of technology.

The proposed allocations and summary of the requests for funding are included as Attachment A.

Relevant Previous Council Action

In January 2015, the Judicial Council adopted the *Strategic Plan for Language Access in the California Courts*. The plan provides recommendations, guidance, and a consistent statewide approach to ensure language access for all of California’s approximately 7 million limited-English-proficient (LEP) residents and potential court users.

On September 24, 2019, the Judicial Council adopted a process for Language Access Signage and Technology Grants and directed Language Access Services staff to solicit and review grant applications and develop recommendations for review and approval by the Advisory Committee on Providing Access and Fairness (PAF), the Information Technology Advisory Committee (ITAC), and the Judicial Council.¹ Grants are also approved by the Technology Committee.

This is the fourth year of the Language Access Signage and Technology Grant (Cycle 4). Most recently, in November 2021, for Cycle 3 (FY 2021-22), the council approved grants to all 22 trial courts that applied and set aside remaining funding as contingency funding to be used in case of

¹ See Judicial Council of Cal., Advisory Com. Rep., *Language Access Plan: Signage and Technology Grants* (Sept. 9, 2019), <https://jcc.legistar.com/View.ashx?M=F&ID=7675626&GUID=F2CCA714-356A-41B7-82B5-05C058CE0D6E>.

need by the awarded courts.² All funding from Cycle 3 under the \$2.35 million annual allocation, including contingency funding, was distributed to courts.

Analysis/Rationale

To support judicial branch language access expansion efforts, the Budget Act of 2018 included ongoing funding of \$1 million per year for language access signage and \$1.55 million per year for language access technology infrastructure support and equipment needs. Of the \$1.55 million for technology, \$200,000 is dedicated to the Judicial Council for upgrades to the online Language Access Toolkit and other council language access infrastructure support (such as translation costs for statewide forms, web content, and other multilingual resources for LEP court users). The amount available to trial courts for technology is, therefore, \$1.35 million each year. Trial courts may apply for the \$2.35 million available for grants each year.

Under the Language Access Signage and Technology Grant, courts can apply for up to \$200,000 for signage projects and up to \$270,000 for technology projects, unless total requests are under the annual allocation for each category (in which case, larger amounts may be recommended and approved by the council for grants to expend funding).

The goals of the Language Access Signage and Technology Grant follow:

- Support courts with the development of multilingual signage to help LEP court users to navigate the courthouse.
- Assist courts that may need equipment or software that will facilitate communication with LEP court users and the courts.
- Allocate funds to as many trial courts as possible within the given budget to support language access signage and technology initiatives.
- Fund enhancements that provide LEP court users with greater access to the courts and to information in their language.
- Encourage courts to establish for grant funding an ongoing plan that coordinates with other facilities planning and/or with planned or ongoing technology initiatives that support language access as a core service of the court.

On June 16, 2022, a memorandum was released by Judicial Council Information Technology to courts on how to request funding for various technology grant opportunities on a single platform. The deadline for courts to apply was July 15, 2022. On July 27, 2022, Language Access Services program staff extended the grant application for signage projects under the Language Access Signage and Technology Grant to August 5, 2022, because the total allowable requests for signage projects were under the \$1,000,000 allocation.

² See Judicial Council of Cal., Advisory Com. Rep., *Language Access Plan: Signage and Technology Grant Program, FY 2021–22: Requests and Proposed Allocations* (Sep. 30, 2021), <https://jcc.legistar.com/View.ashx?M=F&ID=9942092&GUID=5220FB28-A269-47DA-BAAD-4D8A89638903>

A total of nineteen (19) trial courts requested funding and submitted project request for a Language Access Signage and Technology Grant (see Attachment A, Signage and Technology Grant Program, FY 2022–23: Proposed Allocations). Of the 19 courts that applied for grant funding, five applied for Signage only, nine for Technology only, and five for both Signage and Technology (10 Signage projects total and 14 Technology projects total). There was representation from the northern, southern, and central regions of the state.

Judicial Council staff coordinated the review of Cycle 4 Language Access Signage and Technology (S&T) Grant requests with the other technology funding requests (Court Technology Modernization Funding Program [CTMF], Jury Management Grant [JMG], and Model Self-Help [MSH]) to ensure that no court would receive duplicate funding for the same project. For related projects, staff also confirmed with the courts that their projects would benefit LEP court users.

Signage requests. Ten (10) courts applied for S&T signage grants (see Attachment A). After extension of the deadline, grant requests for signage totaled \$274,311.89 and were under the \$1 million annual allocation. Fortunately, available S&T signage funding can support five related signage projects that requested CTMF or MSH funding and will benefit LEP court users:

- Two related CTMF projects from the Superior Court of San Benito (for digital signage, \$45,500) and the Superior Court of San Diego (for a digital calendar board, \$54,600) could be fully funded by S&T signage funding.
- Three related MSH projects from the Superior Court of Kings (for family court queue management system, \$6,953.54), Superior Court of Orange (for wayfinding court kiosks, \$186,000), and Superior Court of Yolo (for self-help queue management system, \$39,500) could also be fully funded by the signage funding.
- However, \$393,134.57 of signage remained unallocated. As discussed below, staff recommends that this funding be directed towards two related technology projects that were requested under the CTMF program that will support language access in the courts. These two projects fall under the S&T grant priorities for technology.

Technology requests. Fourteen (14) courts applied for S&T technology grants (see Attachment A). The Superior Courts of Lassen and Santa Cruz Counties requested \$288,500 and \$327,652.29, respectively, for technology projects which were over the maximum application amount for technology (\$270,000). The proposed awards for these courts were preliminarily reduced to \$270,000. With these preliminary reductions, there was an unallocated \$105,068.87 under S&T technology. The available S&T technology funding can support five related technology projects that requested CTMF or MSH funding and will benefit LEP court users:

- Four related CTMF projects could be fully funded by S&T technology funding: the Superior Court of Humboldt (for remote interpreting, \$18,420.02), Superior Court of Modoc (for courtroom upgrade for remote appearances, \$20,500), Superior Court of

Placer (for replacing public kiosk and monitors, \$25,000) and Superior Court of Yuba (for their courtroom Zoom audio project, \$7,469.25).

- One related MSH project from the Superior Court of Madera (for self-help kiosks, instructional videos, and upgraded public and staff communication equipment, \$15,823.92) could also be funded by the S&T technology grant.
- In addition, remaining technology funding of \$17,855.68 allowed the Superior Courts of Lassen and Santa Cruz (which had requested S&T technology amounts for projects over \$270,000) to each receive awards of \$278,927.84.
- Under this allocation, there is no remaining balance under S&T technology for contingency as all the 1.35 million funding will be allocated.

Remaining funding. Staff recommends that the remaining S&T signage funding of \$393,134.57 be used to fund two court technology projects that requested funding under the CTMF program and will support language access. The CTMF Workstream referred this proposal to the S&T program to ensure that related projects can be funded. The Superior Court of San Luis Obispo for its integrated courtroom audiovisual systems project (for \$232,827.65) and the Superior Court of Tehama for its court audiovisual remote appearance upgrade project (for \$160,306.92). These projects fall under the S&T grant priorities for technology, including improved audio and visual capabilities that will allow LEP court users to more effectively and efficiently participate in and understand court proceedings. Under this allocation, there is no remaining balance under S&T signage for contingency as all funding will be allocated.

The proposed allocation will provide grant funding to all 19 courts that applied for S&T grants in program's fourth year, as well as support seven additional courts with additional needed funding for related projects. For the table showing the detail by court, see Attachment A.

Policy implications

Under the grant program, courts are able to apply for funding for audio or video remote solutions, including video remote interpreting (VRI), if permitted by their memorandums of understanding and any other agreements between court administration and court employees or independent contractors. All courts, including courts that participate in the grant program and request funding for VRI equipment, will be asked to follow the council's updated VRI guidelines for spoken language–interpreted events.³

Comments

The proposed allocations are to be reviewed and approved by PAF by email the week of September 19, ITAC on September 28, and the Technology Committee on October 3, 2022.

³ See Judicial Council of Cal., *Recommended Guidelines and Minimum Specifications for Video Remote Interpreting (VRI) for Spoken Language–Interpreted Events* (May 21, 2021), www.courts.ca.gov/documents/vri-guidelines.pdf.

Alternatives considered

In prior cycles, remaining S&T funding was set aside as contingency funding for the awarded courts in each category. For Cycle 4, however, there was a significant amount of remaining funding for signage (\$393,134.57), even after available S&T signage funding was dedicated to support other signage grant requests submitted to other technology grant programs. Staff recommended and the advisory committees agreed (TBD) that remaining S&T signage funding for this cycle go to support two related technology projects that applied for CTMF grant funding and will support language access. Staff also confirmed with the courts that their projects would benefit LEP court users. A goal of the S&T grants is to allocate funds to as many trial courts as possible within the given budget to support language access signage and technology initiatives.

Fiscal and Operational Impacts

Funding assists courts with language access signage and technology initiatives. Attached to this report as Attachment B (Language Access Signage and Technology Grants: Summary of Cycles 1 and 2 (FY 2019–20, FY 2020–21)) is a summary of the grant program's first two years, including photographs of successful court projects. The grants have increased language access in the courts and achieved a number of successful outcomes, including uninterrupted and safe interpreting services to LEP court users during the COVID-19 pandemic, assistance in navigating the courthouse, and access to live chat services in other languages on court websites.

Because funding is ongoing for the trial courts, individual courts are encouraged to establish an ongoing plan for grant funding that coordinates with other facilities or technology initiatives planned or underway in their court to support language access.

Judicial Council staff has clarified with Branch Accounting and Procurement and Facilities staff that courts may use grant funding for facilities modification costs that directly relate to the purpose of the grant, for signage or technology, as long as the anticipated facility modification costs are built into the total grant amount.

All courts that submitted S&T requests for FY 2022–23 will be notified as to whether they will receive funding. Intra-branch agreements for the signage and technology grant requests that are funded are expected to be delivered to the court executive officers for signatory approval and returned to the Judicial Council in December 2022. If the reimbursement request and invoices to support the requested reimbursement amount are not received by June 28, 2024, grant funding for the cost of the project will be unavailable for reimbursement to the court.

Attachments and Links

1. Attachment A: Signage and Technology Grant Program, FY 2022–23: Proposed Allocations
2. Attachment B: Language Access Signage and Technology Grants: Summary of Cycles 1 and 2 (FY 2019–20, FY 2020–21)

**Attachment A: Signage and Technology Grant Program, FY 2022–23: Proposed Allocations
(Signage)**

#	Trial Court Name	SIGNAGE Project Description(s):	TOTAL SIGNAGE Requested	TOTAL SIGNAGE Request Amount	Proposed SIGNAGE Awards
1	Alameda	Website Translation to Tagalog - Signage Priority 2: Court Websites Wayfinding Translations	21,676.37	21,676.37	21,676.37
2	Madera	Language Access - Document Translation Services - Signage Priority 5: Multilingual Non-electronic Signage	2,187.52	2,187.52	2,187.52
3	Orange	Multilingual Electronic Wayfinding Displays - Signage Priority 3: Multilingual Wayfinding Strategies	13,000.00	13,000.00	13,000.00
4	Sacramento	Sacramento - Project 14 - Self Help Signage - Signage Priority 1: Translation of Signage	3,950.00	3,950.00	3,950.00
5	San Diego	Digital Signage and Wayfinding - Signage Priority 3: Multilingual Wayfinding Strategies	50,000.00	50,000.00	50,000.00
6	San Luis Obispo	Signage & Technology to assist LEP's navigate the court - Signage Priority 3: Multilingual Wayfinding Strategies	100,000.00	100,000.00	100,000.00
7	San Mateo	Multilingual Online Wayfinding - Signage Priority 2: Court Websites Wayfinding Translations	5,000.00	5,000.00	5,000.00
8	Santa Barbara	Digital Signage: Court Rebrand and Design Upgrade - Signage Priority 1: Translation of Signage	30,000.00	30,000.00	30,000.00
9	Solano	Digital Signage - Signage Priority 3: Multilingual Wayfinding Strategies	23,498.00	23,498.00	23,498.00
10	Ventura	Multilingual Wayfinding/Signage Study - Signage Priority 3: Multilingual Wayfinding Strategies	25,000.00	25,000.00	25,000.00
			\$ 274,311.89	\$ 274,311.89	\$ 274,311.89
Remaining Funding from the Original Request			\$ 725,688.11		

Courts that applied for CTMF or MHS that can be funded by S&T Grants

#	Trial Court Name	SIGNAGE Project Description(s):	TOTAL SIGNAGE Requested	TOTAL SIGNAGE Request Amount	Proposed SIGNAGE Awards
1	Kings**	Self Help and Family Court Services Qmatic Queuing - Signage Priority 4: Automated Queue-Management System	6,953.54	6,953.54	6,953.54

**Attachment A: Signage and Technology Grant Program, FY 2022–23: Proposed Allocations
(Signage)**

2	Orange**	Court Kiosks - Signage Priority 3: Multilingual Wayfinding Strategies	186,000.00	186,000.00	186,000.00
3	San Benito*	San Benito Digital Signage - Signage Priority 3: Multilingual Wayfinding Strategies	45,500.00	45,500.00	45,500.00
4	San Diego*	Digital Calendar Board for Courthouse Lobby - Signage Priority 3: Multilingual Wayfinding Strategies	54,600.00	54,600.00	54,600.00
5	Yolo**	Self Help Queue Management System - Signage Priority 4: Automated Queue-Management System	39,500.00	39,500.00	39,500.00
Total CTMF and MSH projects that can be funded by S&T grants			\$ 332,553.54	\$ 332,553.54	\$ 332,553.54

Remained unallocated (see 3rd tab)

\$ 393,134.57

* Court applied for CTMF grant but S&T can fund

** Court applied for MSH grant but S&T can fund

Signage and Technology Grant Program, FY 2022–23: Proposed Allocations (Technology)

#	Trial Court Name	TECHNOLOGY Project Description(s):	TECHNOLOGY Project Amount(s)	TOTAL TECHNOLOGY Request Amount	Proposed TECHNOLOGY Awards
1	Amador	Language Access Signage and Technology Grant - Technology Priority 2: Interpreter Equipment	8,790.87	8,790.87	8,790.87
2	Butte	Video Remote Interpreting - Technology Priority 1: Telephonic/Video Remote Solutions	27,039.36	27,039.36	27,039.36
3	Lassen	Remote Appearance Technology Upgrade - Technology Priority 1: Telephonic/Video Remote Solutions	288,500.00	288,500.00	278,927.84
4	Mendocino	Additional Interpreter Equipment - Technology Priority 2: Interpreter Equipment	2,148.05	2,148.05	2,148.05
5	Monterey	Civil Courtroom Remote Appearance A/V - Technology Priority 5: Audiovisual Systems Upgrades	174,669.36	176,169.36	176,169.36
		Check-In Kiosk Deployment - Technology Priority 6: Multilingual Kiosks	1,500.00		
6	Orange	Multilingual Videos - Technology Priority 4: Multilingual Videos	39,000.00	39,000.00	39,000.00
7	Sacramento	Portable Computers - Technology Priority 2: Interpreter Equipment	52,991.00	65,184.00	65,184.00
		Receivers, Transmitters, and Headphones - Technology Priority 2: Interpreter Equipment	12,193.00		
8	San Diego	Interpreter Equipment - Technology Priority 2: Interpreter Equipment	73,000.00	73,000.00	73,000.00
9	San Francisco	Strategic planning consultant - Technology Priority 4: Multilingual Videos	150,000.00	150,000.00	150,000.00
10	San Mateo	Multilingual Divorce Instructional/Orientation Videos - Technology Priority 4: Multilingual Videos	30,558.00	30,558.00	30,558.00
11	Santa Cruz	Remote Appearance - Courthouse A/V - Technology Priority 5: Audiovisual Systems Upgrades	327,652.29	327,652.29	278,927.84
12	Sutter	Family Law Classroom Language Access - Technology Priority 5: Audiovisual Systems Upgrades	8,385.09	88,385.09	88,385.09
		Outdoor Multifunction Kiosk - Technology Priority 6: Multilingual Kiosks	80,000.00		
13	Ventura	Remote Solutions for Hybrid Courtrooms - Technology Priority 1: Telephonic/Video Remote Solutions	12,424.83	33,156.40	33,156.40
		Language Access in the Courtroom for Everyone! - Technology Priority 2: Interpreter Equipment	19,696.57		

Signage and Technology Grant Program, FY 2022–23: Proposed Allocations (Technology)

		Terminology Management for Interpreters - Technology Priority 3: Scheduling or Other Software	1,035.00		
14	Yolo	Courthouse Digital PSA Update - Technology Priority 5: Audiovisual Systems Upgrades	11,500.00	11,500.00	11,500.00
Remaining Funding from the Original Request			\$ 1,321,083.42	\$ 1,321,083.42	\$ 1,262,786.81

Courts that applied for CTMF or MSH that can be funded by S&T Grants

#	Trial Court Name	TECHNOLOGY Project Description(s):	TECHNOLOGY Project Amount(s)	TOTAL TECHNOLOGY Request Amount	Proposed TECHNOLOGY Awards
1	Humboldt*	Virtual Remote Interpreting - Technology Priority 1: Telephonic/Video Remote Solutions	18,420.02	18,420.02	18,420.02
2	Madera**	Self Help - Kiosks & Instructional Videos and Upgraded Public & Staff Devices - Technology Priority 6: Multilingual Kiosks	15,823.92	15,823.92	15,823.92
3	Modoc*	Courtroom Upgrade for Remote Appearances - Technology Priority 1: Telephonic/Video Remote Solutions	20,500.00	20,500.00	20,500.00
4	Placer*	Replace Public Kiosk and Monitors - Technology Priority 6: Multilingual Kiosks	25,000.00	25,000.00	25,000.00
5	Yuba*	Courtroom Zoom UPS Project - Technology Priority 5: Audiovisual Systems Upgrades	7,469.25	7,469.25	7,469.25
			\$ 87,213.19	\$ 87,213.19	\$ 87,213.19

* Court applied for CTMF grant but S&T can fund

** Court applied for MSH grant but S&T can fund

All Tech Funding Allocated **\$ 1,350,000.00**

**Signage and Technology Grant Program, FY 2022–23: Proposed Allocations
(Additional Projects to Fund)**

#	Trial Court Name	TECHNOLOGY Project Description(s):	TECHNOLOGY Project Amount(s)	TOTAL TECHNOLOGY Request Amount	Proposed Additional Awards
1	San Luis Obispo*	Court Technology Modernization, Integrated Courtroom Audiovisual Systems - Technology Priority 1: Telephonic/Video Remote Solutions	300,000.00	\$300,000.00	\$232,827.65
2	Tehama*	Court Audiovisual Remote Appearance Upgrade - Technology Priority 5: Audiovisual Systems Upgrades	160,306.92	160,306.92	160,306.92
			\$ 460,306.92	\$ 460,306.92	\$ 393,134.57

* Court applied for CTMF grant, but S&T can fund

Signage and Technology Grant Program, FY 2022–23: Proposed Allocations (Summary)

#	Trial Court Name	Funded in FY 2019- 2020	Funded in FY 2020- 2021	Funded in FY 2021- 2022	Funded in FY 2022- 2023	TOTAL SIGNAGE REQUEST	TOTAL TECHNOLOGY REQUEST	PROPOSED ADDITIONAL AWARDS
1	Alameda	Yes	Yes	Yes	Yes	21,676.37		
2	Amador	Yes	No	No	Yes		8,790.87	
3	Butte	Yes	No	No	Yes		27,039.36	
4	Kings	Yes	Yes	No	Yes	6,953.54		
5	Lassen	Yes	No	Yes	Yes		278,927.84	
6	Humboldt	No	No	No	Yes		18,420.02	
7	Madera	Yes	Yes	Yes	Yes	2,187.52	15,823.92	
8	Mendocino	No	Yes	Yes	Yes		2,148.05	
9	Modoc	No	No	Yes	Yes		20,500.00	
10	Monterey	No	No	Yes	Yes		176,169.36	
11	Orange	Yes	No	Yes	Yes	199,000.00	39,000.00	
12	Placer	No	No	Yes	Yes		25,000.00	
13	Sacramento	Yes	Yes	Yes	Yes	3,950.00	65,184.00	
14	San Benito	No	No	No	Yes	45,500.00		
15	San Diego	No	Yes	No	Yes	104,600.00	73,000.00	
16	San Francisco	Yes	No	No	Yes		150,000.00	
17	San Luis Obispo	No	No	No	Yes	100,000.00		232,827.65
18	San Mateo	No	Yes	Yes	Yes	5,000.00	30,558.00	
19	Santa Barbara	Yes	Yes	No	Yes	30,000.00		
20	Santa Cruz	Yes	Yes	Yes	Yes		278,927.84	
21	Solano	Yes	Yes	No	Yes	23,498.00		
22	Sutter	No	Yes	Yes	Yes		88,385.09	
23	Tehama	No	No	No	Yes			160,306.92
24	Ventura	No	Yes	No	Yes	25,000.00	33,156.40	
25	Yolo	No	Yes	Yes	Yes	39,500.00	11,500.00	
26	Yuba	Yes	No	No	Yes		7,469.25	
						\$ 606,865.43	\$ 1,350,000.00	\$ 393,134.57
						Remaining Funding \$ 393,134.57		
All S&T Grant Funding Allocated						\$ 1,000,000.00	\$ 1,350,000.00	

Attachment B

Language Access Signage and Technology Grants: Summary of Cycles 1 and 2 (FY 2019–20, FY 2020–21)

Overview

The Language Access Signage and Technology (S&T) Grants launched in September 2019. The first two years of the grants, covering Cycles 1 and 2 (FY 2019–20, FY 2020–21), have been a success, despite the challenges faced by some awarded courts as a result of the COVID-19 pandemic (which began in March 2020). Over \$4.5 million was allocated to courts as grants and the majority of the awarded courts were able to utilize most, if not all, of their awarded grant funding. Priority projects were successfully completed that improved access and service delivery for California’s limited English proficient (LEP) court users.

Language Access Plan

In January 2015, the Judicial Council adopted the [*Strategic Plan for Language Access in the California Courts*](#) (Language Access Plan) that provides recommendations, guidance, and a consistent statewide approach to ensure language access for all of California’s approximately seven million LEP residents and potential court users.

Grants Overview

To support judicial branch language access expansion efforts, the 2018 Budget Act included \$2.55 million in ongoing funding each year for language access signage and technology infrastructure support and equipment needs for the trial courts and the Judicial Council. In September 2019, the Judicial Council approved a grant program to disburse this funding to the 58 trial courts on an annual basis (up to \$1 million per year for language access signage and up to \$1.35 million per year for language access technology) and directed Language Access Services staff to review grant applications and develop recommendations for review and approval by the Advisory Committee on Providing Access and Fairness (PAF), Information Technology Advisory Committee (ITAC), Technology Committee (TC), and the Judicial Council.¹ Because funding is ongoing, courts are encouraged to apply for this grant on an annual basis.

Objectives of the S&T Grants

- Support courts with the development of multilingual signage to help LEP court users to navigate the courthouse.
- Assist courts that may need equipment or software that will facilitate communication with LEP court users and the courts.
- Allocate funds to as many trial courts as possible within the given budget to support language access signage and technology initiatives.

¹ Of the \$2.55 million per year, \$200,000 is allocated for the translation of Judicial Council forms and web content including updates to the Language Access Toolkit.

- Fund enhancements that provide LEP court users with greater access to the courts and to information in their language.
- Encourage courts to establish for grant funding an ongoing plan that coordinates with other facilities planning and/or with planned or ongoing technology initiatives that support language access as a core service of the court.

Funding Methodology

In Cycles 1 and 2, all available funding for signage (\$1 million) and technology (\$1.35 million) was awarded, including contingency funding. For Cycles 1 and 2, no more than \$100,000 was allocated to any one court for signage, and no more than \$135,000 was allocated to any one court for technology, unless total requests were lower than the total annual allocation. See Attachment A, Cycles 1 and 2 Grant Summary. For both cycles, all regions of the state were represented from the northern, southern, and central regions. In addition, courts of all sizes applied and received grant funding (see Attachment B, Map of Awarded Courts).

Court Size*	Courts Applied		Courts Applied for Signage only		Courts Applied for Technology only		Courts Applied for both Signage and Technology	
	Cycle 1	Cycle 2	Cycle 1	Cycle 2	Cycle 1	Cycle 2	Cycle 1	Cycle 2
Small	6	2	3	0	1	2	2	0
Small / Medium	9	7	0	3	3	2	6	2
Medium	8	8	2	0	2	4	4	4
Large	6	6	0	0	0	2	6	4
Total	29	23	5	3	6	10	18	10

*Court size based on small (2–5 judges), small/medium (6–15 judges), medium (16–47 judges), large (48 judges or more).

Grant Priority Projects

The tables below summarize the number of project requests by grant prioritization category (courts are able to apply for as many projects as needed).

Table 1 – Signage Category

Grant Priority Projects	Cycle 1	Cycle 2
#1 Translation of Signage	9	4
#2 Multilingual Wayfinding Strategies	14	11
#3 Non-electronic Signage	6	2
#4 Automated Queue-Management System	1	1
Total	30	18

Table 2 – Technology Category

Grant Priority Projects	Cycle 1	Cycle 2
#1 Interpreter Equipment	18	11

#2 Telephonic/Video Remote Solution	8	22
#3 Scheduling Software	6	3
#4 Multilingual Videos	1	5
#5 Infrastructure Enhancements	1	4
#6 Multilingual Kiosks	4	0
Total	38	45

Signage Projects

In both Cycle 1 and 2, the development of multilingual wayfinding strategies including electronic signage (Grant Priority 2) was the top priority among the awarded courts. Twenty-five (25) courts in total completed multilingual wayfinding strategies projects. Pictures of court projects funded by the grants are included in Attachment C, Signage Court Highlights.

As a result of the signage grant, the following goals have been achieved:

- The installation of multilingual wayfinding signs (static and electronic) and kiosks helped LEP users as they navigate the court system and identify areas of assistance provided in their language.
- The hiring of consultants to determine signage needs and wayfinding strategies helped courts to develop and implement plans to provide multilingual tools for LEP court users to navigate the courthouse and locate court resources.
- The translation of notices, live chat scripts, flyers, and an online court visitor satisfaction survey in several languages provided LEP court users with important information in multiple text-based formats and allowed them to participate in court surveys.
- Translation of court signage, web materials, and text for electronic displays or kiosks.

Technology Projects

In Cycle 1, acquiring new interpreter equipment (Grant Priority 1) was the top priority among the awarded courts. Eighteen (18) courts purchased interpreter equipment. In Cycle 2, acquiring telephonic/video remote solutions equipment for LEP assistance (Grant Priority 2) was the top priority. Twenty-two (22) courts purchased telephonic/video remote solution equipment in Cycle 2. Pictures of court projects funded by the grants are included in Attachment C, Technology Court Highlights.

As a result of the technology grant, the following goals have been achieved:

- Purchase of video remote solutions equipment (including speakerphones, tablets, computer equipment, monitors and other communication devices) allowed interpreters to provide interpreting services remotely, increase availability and reduce delays.
- Integration of cloud-based interpreter scheduling software improved the ability of the court to efficiently assign interpreter resources.
- Purchase of interpreter equipment (including headsets, listening devices, charging stations, and wireless communication equipment) improved accessibility, ensured the

safety of interpreters and court customers, and allowed interpreters to serve more LEP court users.

- Upgrades to interpreters' workstations and cabling upgrades have improved the interpreters' working conditions, allowing them to be more efficient and comfortable.
- Development of a multilingual video on how to file documents, in several languages, was made available on the court's website and provided both English-speaking and LEP litigants with easy-to-follow instructions on how to file documents in court.
- Use of computer-assisted translation and glossary management software helped speed up the translation of important administrative orders for jury trials, mask mandates, and courthouse access, enhancing access and increasing court efficiency.
- LEP customers are now able to access live chat services in other languages on court websites, including intelligent chat and live communication to facilitate access and public understanding of court processes.

Lessons Learned

- To mitigate the request for extensions, the contract term for Cycle 3 and future cycles was extended from 12 to 18 months to give courts more time to finish their projects, submit invoices for reimbursements, and submit one report for each completed project.
- To encourage courts to apply for higher amounts and mitigate the future need for allocating contingency funding, the maximum application amount for Cycle 3 and future cycles was increased to no more than \$200,000 for signage and \$270,000 for technology.
- Grant priorities were updated for Cycle 3 and future cycles to expand eligible projects for courts, including upgrades to their websites.
- The Language Access Services (LAS) program staff plans to develop a database to store all Signage and Technology grant applications and year-end reports in one central location for easy access.
- LAS staff will also continue to work with courts to share vendor and project information, so that successful projects can be replicated.

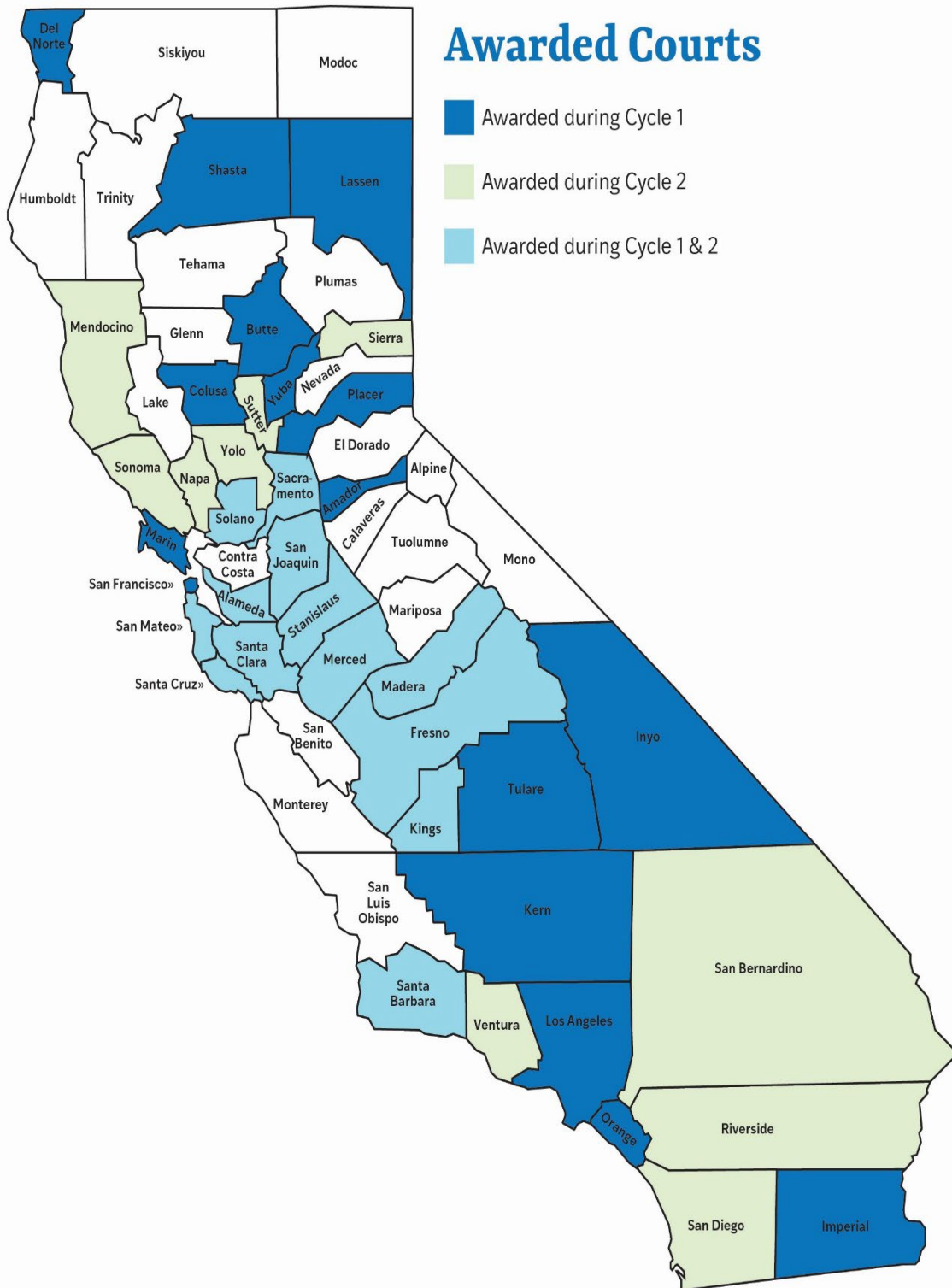
Attachment A – Cycles 1 and 2 Grant Summary

Court	Cycle 1* 29 awarded courts		Cycle 2** 23 awarded courts		Cycles 1 and 2 Total Amount Awarded
	Signage	Technology	Signage	Technology	
Alameda	90,000.00	80,548.00	181,058.68	40,000.00	391,606.68
Amador	20,000.00	29,094.00			49,094.00
Butte	57,023.47	10,000.00			67,023.47
Colusa		2,300.00			2,300.00
Del Norte	2,000.00				2,000.00
Fresno	44,622.44		3,250.00	55,898.63	103,771.07
Imperial	4,100.00	5,500.00			9,600.00
Inyo	10,000.00				10,000.00
Kern	1,973.09	30,704.24			32,677.33
Kings	52,863.00	14,837.42	48,471.00		116,171.42
Lassen	1,000.00	6,000.00			7,000.00
Los Angeles	85,000.00	135,000.00		141,042.27	361,042.27
Madera	43,833.49	18,044.07	29,919.67		91,797.23
Marin		23,080.00			23,080.00
Mendocino			10,500.00	5,700.00	16,200.00
Merced	75,000.00	135,000.00		79,189.07	289,189.07
Napa			41,605.00	6,800.00	48,405.00
Orange	89,430.00	135,000.00			224,430.00
Placer		36,340.00			36,340.00
Riverside				50,800.00	50,800.00
Sacramento	13,700.00	78,492.68	85,520.00	132,342.00	310,054.68
San Bernardino				118,435.81	118,435.81
San Diego			28,247.00	123,769.70	152,016.70
San Francisco	85,000.00	120,000.00			205,000.00
San Joaquin	57,357.00			44,947.17	102,304.17
San Mateo		81,250.00	21,718.00	127,532.32	230,500.32
Santa Barbara	90,000.00	135,000.00	181,058.68	21,020.68	427,079.36
Santa Clara	90,000.00	117,776.98	181,058.68	134,989.22	523,824.88
Santa Cruz	57,023.47	45,746.00	107,414.28		210,183.75
Shasta		34,256.61			34,256.61
Sierra				2,491.00	2,491.00
Solano	19,817.93	15,000.00		89,052.17	123,870.10
Sonoma			80,179.00	54,821.00	135,000.00
Stanislaus	6,184.00	7,395.00		43,030.26	56,609.26
Sutter				22,080.00	22,080.00
Tulare		53,635.00			53,635.00
Ventura				48,711.77	48,711.77
Yolo				7,346.93	7,346.93
Yuba	4,072.11				4,072.11
	1,000,000	1,350,000	1,000,000	1,350,000	4,700,000

*In May 2020, Los Angeles Superior Court notified council staff that it would not be able to use its FY 2019-20 grant award due to the COVID-19 emergency.

**In March 2021, because there was remaining funding for Cycle 2, the council approved the remaining \$141,042.27 in the Cycle 2 technology contingency funding to be distributed to courts including Los Angeles with the court technology modernization funding as part of the Branchwide Remote Appearance Technology Program, including for video remote interpretation.

Attachment B – Map of Awarded Courts



Signage and Technology Court Highlights

Attachment C

Signage

County of Alameda



County of Butte



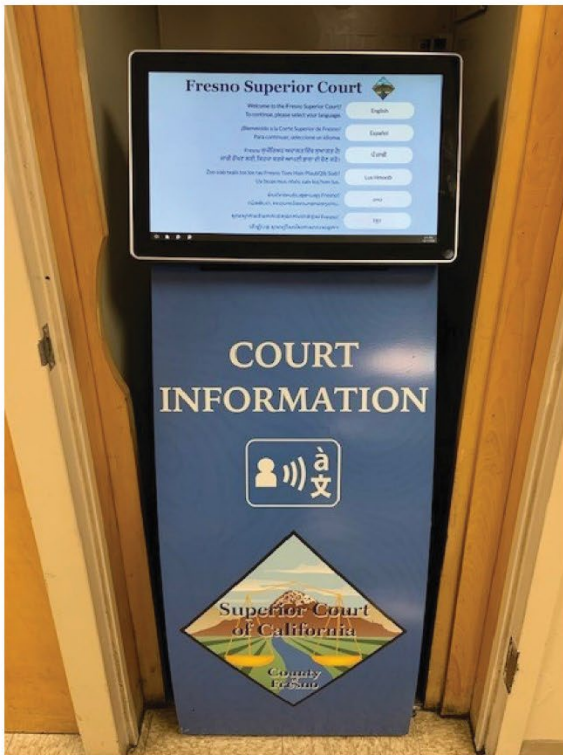
County of Del Norte



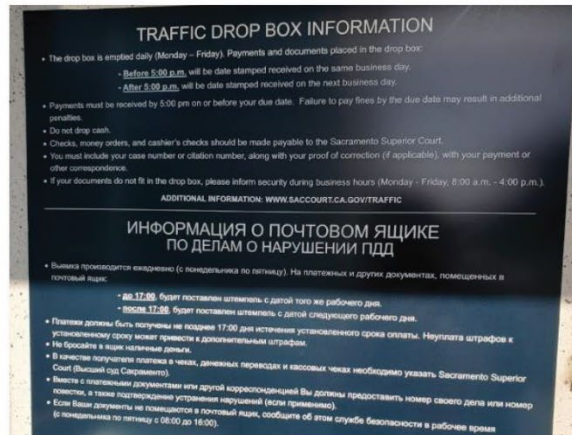
County of Merced



County of Fresno

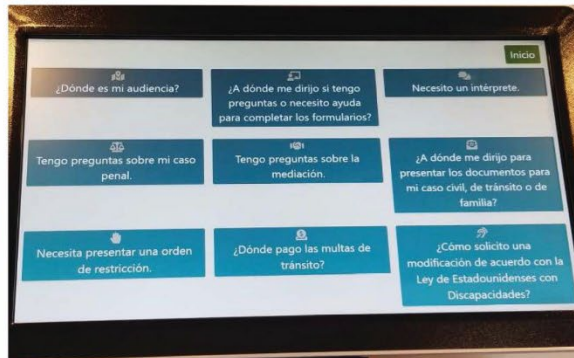


County of Sacramento



Technology

County of Butte



County of King, Digi Wave Interpreter Translation System



Side-by-Side, Pre-Covid



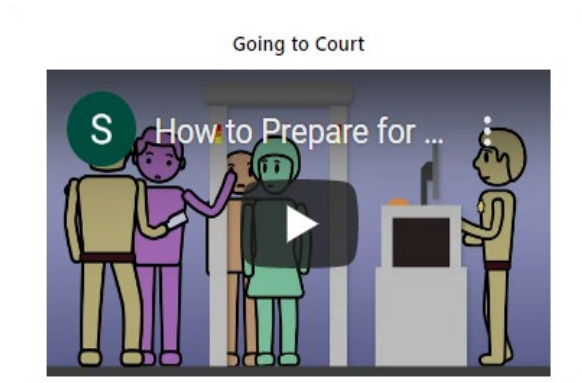
Socially Distanced

County of San Francisco

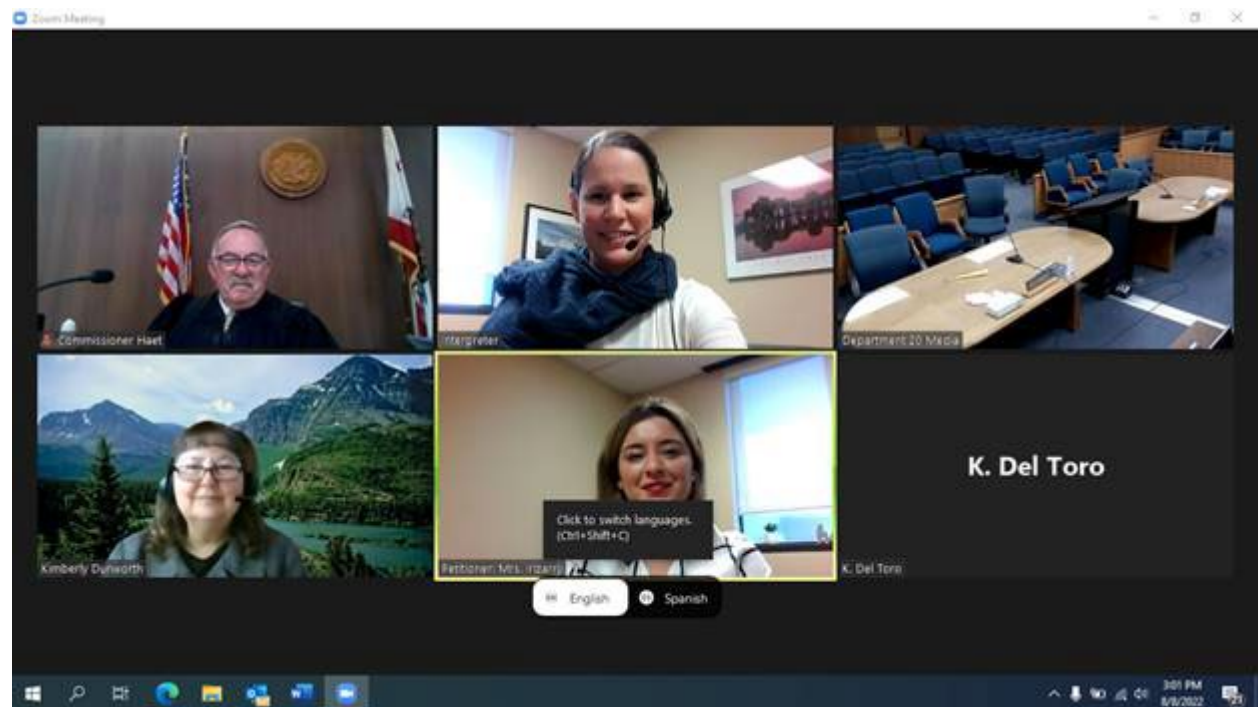


Equipment and designated area with locking cabinets.

San Mateo Superior Court – Translated web content and explainer video in plain language so court users can easily navigate information they need and understand
(https://www.sanmateocourt.org/self_help/)



Solano Superior Court – Video Remote Interpreting screen shot for a Department of Child Support Services (DCSS) calendar





JUDICIAL COUNCIL OF CALIFORNIA

455 Golden Gate Avenue • San Francisco, California 94102-3688

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REPORT TO THE JUDICIAL COUNCIL

Item No.:

For business meeting on December 1–2, 2022

Title

Judicial Branch Technology: Strategic Plan
for Technology 2023–2026

Agenda Item Type

Action Required

Effective Date

December 1, 2022

Rules, Forms, Standards, or Statutes Affected

N/A

Date of Report

September 22, 2022

Recommended by

Judicial Council Technology Committee
Hon. Kyle S. Brodie, Chair
Hon. C. Todd Bottke, Vice-Chair

Contact

Jessica Craven Goldstein, 415-865-4929
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Executive Summary

The Technology Committee and the Strategic Plan Update Workstream appointed by the committee recommend that the Judicial Council adopt the *Strategic Plan for Technology 2023–2026*. The updated plan supersedes the 2019–2022 plan and was developed by analyzing the previous judicial branch technology goals, business drivers, and objectives, as well as by evaluating the benefits and outcomes, and was subsequently refined following circulation for branch and public comment. This plan provides a comprehensive and cohesive technology strategy, with clear, measurable goals and objectives at the branch level.

Recommendation

The Technology Committee recommends that the Judicial Council, effective December 1, 2022, adopt the *Strategic Plan for Technology 2023–2026*. The plan is attached at pages 4–31.

Relevant Previous Council Action

In August 2014, the Judicial Council adopted the *Court Technology Governance and Strategic Plan*, which included

- the *Technology Governance and Funding Model*;
- the four-year *Strategic Plan for Technology*; and
- the two-year *Tactical Plan for Technology*.

The council then adopted the updated *Court Technology Governance and Strategic Plan* effective October 2014.

The first update to the technology tactical plan (for calendar years 2017–2018) was adopted by the council in March 2017. The second update (for 2019–2020) was adopted in March 2019 and its third update (for 2021–2022) was adopted in March 2021. The first update to the four-year technology strategic plan (for calendar years 2019–2022) was adopted by the council in November 2018.

Analysis/Rationale

The *Technology Governance and Funding Model*¹ directs the Judicial Council to adopt, every four years, a *Strategic Plan for Technology* that will guide branch technology decisions. It assigns the Technology Committee the responsibility of developing, seeking input on, and producing the technology strategic plan. This document represents the second update to the technology strategic plan since the governance model was adopted. The Technology Committee tasked the Strategic Plan Update Workstream with the responsibility of updating the plan. The workstream included representatives from the appellate and trial courts, the Technology Committee, the Information Technology Advisory Committee (ITAC), and Judicial Council staff.

As a starting point to drafting this updated plan, the workstream members reviewed and refined the judicial branch business drivers, the technology vision, the technology principles, and strategic technology goals to ensure they fit the current business climate. The objectives, benefits, and outcomes were then evaluated and refined accordingly. The workstream determined that the measures of success would best be addressed at the tactical level, so these were referred to ITAC to consider for inclusion in the *Tactical Plan for Technology*. The preliminary results were presented to the Trial Court Presiding Judges Advisory Committee, the Court Executives Advisory Committee, appellate court clerk/executive officers, and the Court Information Technology Management Forum for feedback. Finally, the overall structure of the plan was also reviewed, the plan refined, and public comment sought.

Summary of key updates

The focus of the update was to refine the goals and content, and this updated plan continues to be future focused. The workstream considered new tools including the California Courts Connected framework and the Court Technology Inventory. After reviewing the branch business drivers, research by members, and presentations by industry leaders, the sub-teams analyzed the goals for updates and additions. In the analysis, the workstream determined that a new goal—Promote

¹ Available at www.courts.ca.gov/documents/jctc-Court-Technology-Governance-Funding-Model.pdf.

Equal Access to Digital Services—should be added to reflect the current business environment. Additionally, the measures for success were referred to ITAC to consider for inclusion in the *Tactical Plan for Technology*.

Policy implications

Gaining operational efficiencies, providing consistent and reliable digital services, and promoting equal access to digital services align with the core values of the judicial branch, with the branch’s technology vision, and with Access 3D—Chief Justice Tani G. Cantil-Sakauye’s vision for access to the courts. The updated technology strategic plan will also continue to support existing efforts related to the criminal justice realignment and data analytics.

Comments

The plan was circulated to the public for comment between July 1 and August 1, 2022. During the formal comment period, one commenter agreed with the proposal and provided comments to make the document clearer and more succinct. The Strategic Plan Update Workstream met to discuss and respond to comments, and revisions were incorporated where the workstream members agreed it was appropriate. A chart summarizing the comments received and the workstream members’ responses is attached at pages 32–36.

Alternatives considered

During the discovery phase that included research and presentations by industry professionals, specifically from Gartner, Inc., the workstream determined that as the technology strategic plan is meant to establish the direction for technology initiatives, specific measures of success do not belong in the strategic plan. The Technology Committee requested that ITAC consider whether specific measures should be included in the *Tactical Plan for Technology*.

Fiscal and Operational Impacts

The technology strategic plan’s goals are high level, support increasing access to justice, and set the technology direction for the judicial branch. Maintaining and adhering to strategic and tactical plans has resulted in successfully securing additional funding for judicial branch technology, such as expanded funding for court technology modernization. The projected implementation requirements and costs will need to be determined from the specific initiatives adopted in the *Tactical Plan for Technology*, the complementary initiative that is being updated and will come before the council to consider for adoption in early 2023.

Attachments and Links

1. Attachment A: *Strategic Plan for Technology 2023–2026*, at pages 4–31
2. Chart of comments, at pages 32–36

STRATEGIC PLAN FOR TECHNOLOGY

2023–2026



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STRATEGIC PLAN FOR TECHNOLOGY

2023–2026

September 2022



Strategic Plan Update Workstream

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Judge of the Superior Court of California,
County of San Bernardino

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Supervising Judge of the Superior Court of
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With special thanks to our stakeholders who have provided reviews and valuable feedback for the update to this strategic plan, including members of the Information Technology Advisory Committee, the Court Information Technology Management Forum, the Trial Court Presiding Judges Advisory Committee, the Court Executives Advisory Committee, and the California Appellate Court Clerks Association.

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Message From the Chair

Dear Friends of the Courts:

Four years ago, the Judicial Council Technology Committee issued its second *Strategic Plan for Technology*. In her letter introducing that strategic plan, Justice Marsha Slough wrote, “Over the past four years we have witnessed the true evolution of an information technology (IT) community.” She looked forward to seeing “what can be accomplished over the next four as we continue to work together to implement the strategic plan for the benefit of all Californians.”



The last four years have presented challenges none of us imagined when Justice Slough wrote those words. During that time, California experienced some of its largest and most destructive wildfires in its entire history. In March 2020, a global pandemic forced courts to find new ways to serve the public. We rose to those challenges. Our years of careful, thoughtful planning gave us the tools we needed to maintain access to justice when traditional means of access were impossible.

The successes of the last four years are too numerous to list here, but they include every California court moving to a modern case management system, expanding remote proceedings and electronic records access, and using technology to assist self-represented litigants. We have used technology not merely as a tool to solve old problems, but as a way to restructure our operations for the better.

Our work has been guided by the input of our judicial branch IT community, gathered in a rigorous governance model that keeps projects on track and within their appropriate scope and budget. We succeed because we listen to each other and collaborate with diverse groups of stakeholders to ensure that our technology reflects our values and our commitment to the public we serve. The work is not done, and never will be. New needs will emerge. New challenges will arise. But there will also be new visions and opportunities from new community members.

Justice Slough closed her introduction by expressing her gratitude and amazement for the collaborative work of her colleagues. Four years later, I am proud to express that same gratitude and amazement. And, as she did four years ago, I look forward to the next four years of accomplishments. I hope you will join us as we continue our journey to modernize our courts to serve all Californians.

A handwritten signature in black ink that reads "Kyle Brodie". The signature is fluid and cursive.

Kyle S. Brodie

*Judge of the Superior Court of California, County of San Bernardino
Chair, Judicial Council Technology Committee and Executive Sponsor,
Strategic Plan Update Workstream*

Introduction

This judicial branch *Strategic Plan for Technology* sets forth the goals driving our implementation of court technology. It reflects our commitment to use technology not just to solve old problems, but to create new opportunities to serve every Californian.

California’s judicial branch draws strength from its size and diversity. Our 58 superior courts serve anywhere from a population of just over a thousand to almost 10 million. Some courts serve mostly rural communities, while others are entirely urban. Many courts serve large numbers of people with limited English proficiency, unstable housing, or limited economic means. That diversity is woven into the very fabric of California, and although it makes some of our work more challenging, technology helps us meet those challenges. And we determine the most effective technologies to pursue by being innovative, flexible, and collaborative.

Our work is guided by three documents—the judicial branch’s

- *Technology Governance and Funding Model*;
- *Strategic Plan for Technology*; and
- *Tactical Plan for Technology*.

This four-year technology strategic plan is the third iteration of the technology governance model¹ adopted by the Judicial Council of California in 2014. It aligns with the strategic plan goals and policy directions of the California judicial system.² The technology strategic plan guides the two-year tactical plan,³ which determines the individual initiatives that will be pursued to support the judicial branch’s higher-level technology goals. It also aligns with California’s statewide strategic plan for technology.⁴

Four of the goals in the current strategic plan are largely carried over from the 2019–2022 plan, as they reflect our unceasing work to improve every Californian’s access to justice. But our current plan adds a new goal: promoting equal access to digital court services.

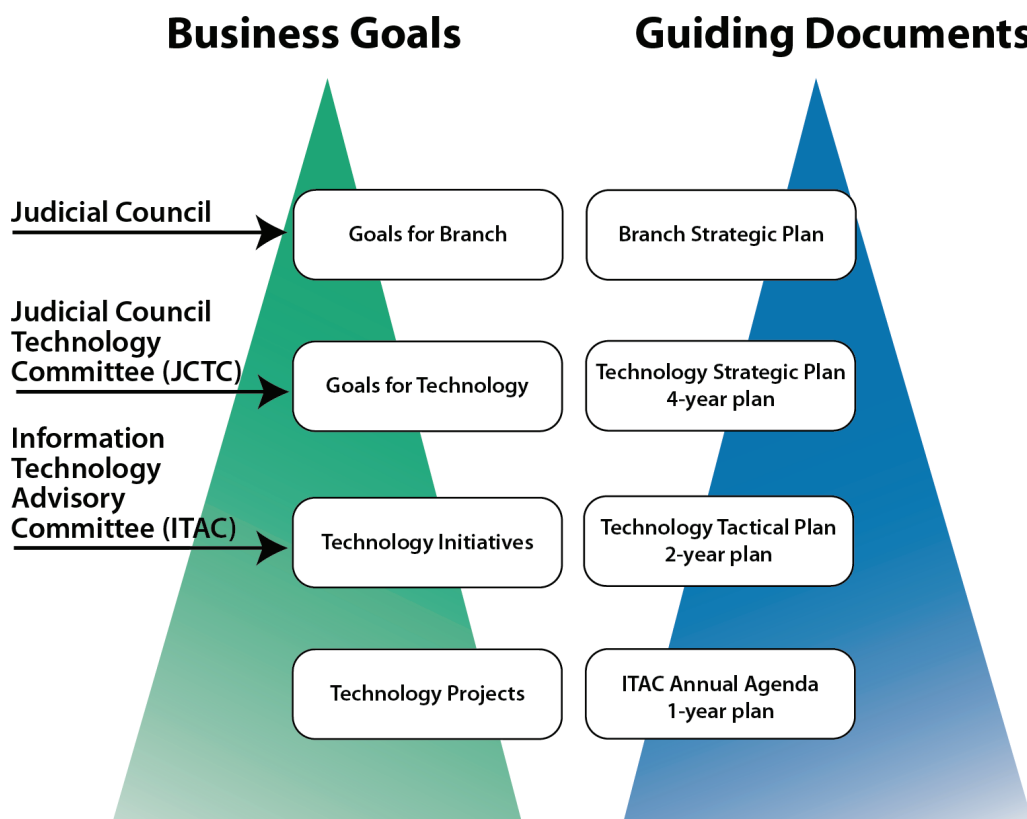
¹ See Judicial Council of Cal., *Technology Governance and Funding Model* (Oct. 2, 2014), www.courts.ca.gov/documents/jctc-Court-Technology-Governance-Funding-Model.pdf.

² See California Courts, “The Strategic Plan for California’s Judicial Branch” (undated), www.courts.ca.gov/3045.htm.


³ See Judicial Council of Cal., *Tactical Plan for Technology 2021–2022* (Dec. 2020), www.courts.ca.gov/documents/jctc-Court-Technology-Tactical-Plan.pdf.

⁴ See California Department of Technology, *Vision 2023: California Technology Strategic Plan* (Jan. 15, 2021), <https://vision2023.cdt.ca.gov/>.

To be sure, equal access has long motivated everything we do. And yet, the pandemic that descended upon us in 2020 made plain what we already intuitively knew: an individual's ability to effectively use court technology is often deeply influenced by geography, socioeconomic status, language, physical ability, and technology access or experience. In light of that lived experience, we have expressly included a new goal to reaffirm our dedication to use technology to provide truly equal access.



The judicial branch has accomplished much in the last four years. It has risen to the challenges of the pandemic and maintained access to justice in the face of our greatest public health crisis in a century. But none of that success would be possible without the animating spirit of collaboration. The judicial branch information technology community is made up of extraordinary public servants, each bringing different perspectives based on their own experiences, needs, and resources. It includes judicial, administrative, operational, and technical expertise at all levels of the courts, and foundational expertise and support provided by Judicial Council staff. Like any family, we sometimes disagree on the best path forward; but that is as it should be. By capturing the community's input in a well-structured, rigorous governance model, we use our resources efficiently to achieve shared goals and objectives.



The people of California expect their courts to continue modernizing. As this technology strategic plan was being written, Governor Newsom and the California Legislature invested significant funds in the judicial branch, specifically including court technology—an investment reflecting their confidence that we can meet that expectation. Although the last four years have seen remarkable transformations in the role of court technology, the next four years promise to be equally remarkable. We are ready to meet the challenges ahead, large or small, whatever they might be. And we are ready to meet them together.

Executive Summary

Vision

Through collaboration, innovation, and initiative at a branchwide and local level, the judicial branch adopts and uses technology to improve access to justice and provide a broader range and higher quality of services to litigants, attorneys, justice partners, and the public.

Principles

ACCESS

Provided accessible and easy-to-use systems for all persons seeking services from the courts.

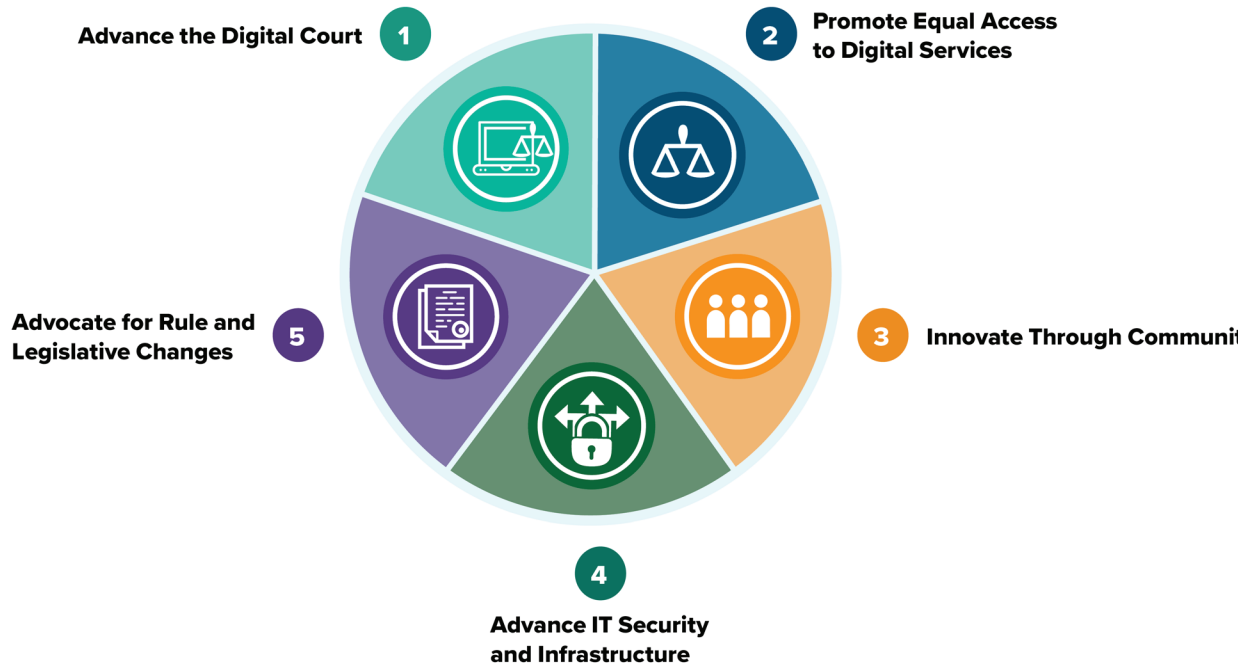
RELIABILITY

Maintain a well-architected, secure, and reliable technical infrastructure.

INNOVATION

Foster a culture of innovation through planning, collaboration, and education to enhance court services and operations.

Goals



- 1 Advance the Digital Court**
Gain operational efficiencies and provide consistent and reliable digital services to all.
- 2 Promote Equal Access to Digital Services**
Promote digital services that are accessible to all, regardless of location, socioeconomic status, language, physical ability, or technological access or experience.
- 3 Innovate Through Community**
Maximize the ability to innovate through collaboration, education, and investing in the talent needed to propel technological advancement.
- 4 Advance IT Security and Infrastructure**
Invest in a high-performing technology infrastructure that secures and protects data, privacy, and confidentiality.
- 5 Advocate for Rule and Legislative Changes**
Identify, promote, and support legislation, rules, and procedures that improve court operations and the delivery of services using technology.

Technology Principles

The guiding principles—access, reliability, and innovation—anchor a set of considerations for technology project decision makers that articulate fundamental values and provide overall direction to technology programs within courts and throughout the justice community.

ACCESS

Provided accessible and easy-to-use systems for all persons seeking services from the courts.

- **Ensure access and fairness.** Use technologies that allow all court users to have equal and effective access to justice.
- **Include self-represented litigants.** Provide services to those representing themselves as well as those represented by attorneys.
- **Preserve traditional access.** Promote innovative approaches for public access to the courts while accommodating persons needing access through conventional means.
- **Design for ease of use.** Build services that are user-friendly and use technology that is widely available.
- **Promote equal access.** Pursue public-facing remote and online services that can be used by anyone irrespective of geography, socioeconomic status, language, physical ability, or technology access or experience.

RELIABILITY

Maintain a well-architected, secure, and reliable technical infrastructure.

- **Secure private information.** Design services to comply with privacy laws and to assure users that personal information is properly protected.
- **Provide reliable information.** Ensure the accuracy and timeliness of information provided to judges, parties, and others.
- **Protect from technology failure.** Define contingencies and remedies to guarantee that users do not forfeit legal rights when technologies fail and users are unable to operate systems successfully.
- **Plan ahead.** Create technology solutions that are forward thinking and that enable courts to favorably adapt to expanding expectations of the public and court users.
- **Improve branchwide compatibility through technology standards.** Provide branchwide technology standards or guidelines related to access to information or submission of documents that support the branch's goal of greater compatibility for the public and state justice partners.

INNOVATION

Foster a culture of innovation through planning, collaboration, and education to enhance court services and operations.

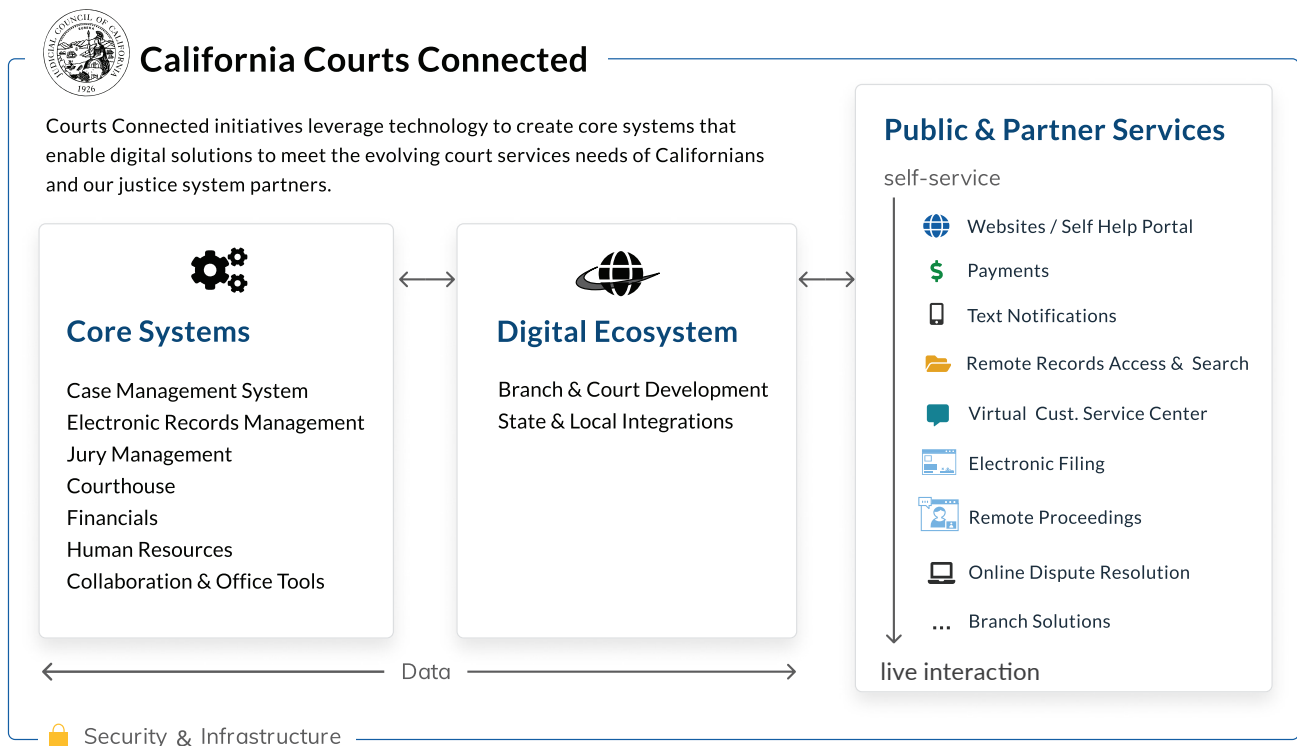
- **Improve court operations.** Advance court operational practices to make full use of technology and, in turn, provide better service to court users.
- **Provide education and support.** Develop and provide training and support for all technology solutions, particularly those intended for use by the public.
- **Consider branchwide collaboration and economies of scale.** Identify opportunities to collaborate on technologies to reduce costs, leverage expertise and training, and improve consistency.
- **Foster local decision-making.** Develop, fund, and implement technologies to improve local business processes that may provide a model for wider implementation.
- **Encourage local innovation.** When developing branchwide technologies, allow for adaptation to address local needs, foster innovation, and provide, where appropriate, a model for wider implementation.

Planning Tools

The California Courts Connected framework and the Court Technology Inventory serve as the road map for how the judicial branch achieves its goals. These tools provide valuable information that is shared with the Judicial Council, the Legislature, and other partners to track the branch's success toward achieving its technology strategic goals.

California Courts Connected

The California Courts Connected framework below illustrates the initiatives of the digital court that support the Chief Justice's vision for "Access 3D"—physical, remote, and equal access by the public to court services.⁵ Advancing the digital court is a key goal for the judicial branch.



⁵ California Courts Newsroom, "Chief Justice Introduces 'Access 3D,'" news release, August 17, 2013, www.courts.ca.gov/25417.htm.



Court Technology Inventory

The Court Technology Inventory is a tool that provides courts with the ability to assess their local technology capabilities within the individual categories that make up the California Courts Connected framework. Using the inventory, courts and the judicial branch are able to better assess gaps, identify opportunities, and assist with local and branchwide investment decisions and planning efforts.

Strategic Plan for Technology

Technology Goals 2023–2026



Goal 1: Advance the Digital Court

Statement of Goal

The judicial branch will gain operational efficiencies and provide consistent and reliable digital services to all.

Business Driver/Need

Over time, the judicial branch has developed a foundational set of technologies intended to serve the public effectively. These include modern case and document management systems that facilitate the electronic filing and accessing of court documents by the public, fiscal and human resources systems that improve budget tracking and employee utilization, and analytical tools and technologies that assist judicial and administrative decision makers in administering justice.

Although each new technological implementation has brought significant improvement in court administration and access, the branch recognizes that technologies continue to change, as do the expectations of those who use them or who work within the courts.

The emergency protocols of the COVID-19 pandemic drove courts and court users to rely on various remote technologies to interact with each other. Although the courts cobbled together effective responses to meet the immediate need for remote services, they recognize that continued improvements are essential to sustain and advance the delivery of court services. Courts need to be effective, efficient, and responsive to meet users' expectations; users want an accessible, user-focused experience that is intuitive and nonintrusive.

But there is a gap between individual courts and between the superior and appellate courts in the availability of resources, technology, remote and online services, and offerings. This can be inconvenient and confusing for the public and for court partners.

To improve services, courts must continue to explore new digital models, methods, and collaborations; look to new opportunities to partner at the state and local levels; and use available technology effectively to provide a consistent level of services throughout the branch. Employing innovative digital solutions will enable the branch to continue to meet the demands of internal and external stakeholders and serve the public.

Objectives (Prioritized)

- Objective 1.1.** Assess the current state of the digital court to identify what technology resources courts have, need, and want.
- Objective 1.2** Improve and implement modern and supportable digital services branchwide to promote access and the efficient and effective delivery of court services, irrespective of digital device or platform.
- Objective 1.3** Improve the shared technology infrastructure for courts that wish to expand collaborative efforts or leverage technological opportunities.
- Objective 1.4** Provide consistent, convenient, and secure digital access to court information and services throughout the branch regardless of geographic or jurisdictional limitations or local resource constraints.
- Objective 1.5** Implement analytical tools to advance data-driven decision-making regardless of court size or resources.
- Objective 1.6** Develop and improve standardized, automated, timely, and secure data exchanges with court partners to facilitate their digital access to authorized court information and promote the effectiveness and efficiency of the California justice system.

Benefits and Outcomes

- Full-time, consistent remote access to court information and services is provided throughout the branch to facilitate effective and efficient access to justice.
- Accurate and timely information is shared.
- Data-driven decision-making is facilitated through improved data analytic solutions.
- Flexible and remote work alternatives consistent with legislative and legal authority are enabled.
- Cost savings, operational efficiencies, and enhanced case processing are achieved with modern, standards-based document/content management systems.



Goal 2: Promote Equal Access to Digital Services

Statement of Goal

The judicial branch will promote digital services that are accessible to all, regardless of location, socioeconomic status, language, physical ability, or technological access or experience.

Business Driver/Need

Californians expect to use technology to access a wide range of court services, and courts continue to work to meet those expectations. The judicial branch has significantly expanded its use of technology and will continue to do so in innovative, collaborative, and creative ways. However, that expansion should be guided by court users' varying degrees of technology access, ability, and experience.

The transition from an exclusively in-person, paper-based process to one that includes remote, digital services holds great promise. But that promise will not be fully realized if some users cannot access those new processes. Everyone should be able to use the digital court. It is not enough to say a remote or online service is open to all—it should be usable by all to be truly accessible. As new technologies are implemented, they should be usable by those who may be indigent, non-English speaking, or differently abled. Courts should ensure that the “digital divide” does not become a barrier to access.

By focusing on the diversity of court users when implementing technology solutions, the judicial branch will increase confidence in the courts, respect the needs of all Californians, and honor the values of equity and inclusion.

Objectives (Prioritized)

- Objective 2.1** Pursue public-facing technologies that are accessible to court users regardless of geography, socioeconomic status, language, physical ability, or technology access or experience.
- Objective 2.2** Assist the public in using digital court technology.
- Objective 2.3** Assess the obstacles inhibiting public access to court technologies.
- Objective 2.4** Collaborate to reduce barriers to public access and promote a consistent user experience.

Benefits and Outcomes

- Court users attain increased access to the digital court regardless of means, language, or ability.
- Public confidence in court technology is increased.
- The provision of increased access to the courts affirms the judicial branch's commitment to equity and inclusion.



Goal 3: Innovate Through Community

Statement of Goal

The judicial branch will maximize its ability to innovate technology through inclusive collaboration, education, and investment in the skills and talents needed to propel technological advancement.

Business Driver/Need

Innovative solutions will help automate the courts' manual processes, provide tools for judicial officers and staff, and expand digital services to the public. Creative approaches are required to deliver these solutions in an efficient and cost-effective manner across 58 counties with varying degrees of technological maturity, staffing levels, and financial resources.

Working together as a technology community has proven to accomplish more than any one court can do alone. The extent to which the judicial branch can maximize the use of its existing technical and staff resources is dependent on a purposeful effort by court leaders and technology professionals to collaborate. This enables the sharing of information, skills, experience, and resources across the branch. Having an inclusive community allows courts to further leverage technological innovations and educational opportunities throughout the branch and develop effective strategies and solutions.

The judicial branch leverages a diverse community of external stakeholders such as justice partners, government agencies, vendors, and experts from private industry. Developing partnerships as well as opportunities for collaboration will enable the branch to strengthen its technology community while increasing access to justice through the use of innovative solutions.

Objectives (Prioritized)

- Objective 3.1** Promote continuous improvement, innovative solutions, and best practices for use of technology throughout the California courts.
- Objective 3.2** Convene groups and consortia with broad participation to support knowledge sharing to improve results and reduce overall costs and effort.
- Objective 3.3** Continue to expand online access to information and resources for key technology initiatives to be utilized and shared throughout the branch.
- Objective 3.4** Recruit, develop, and maintain a workforce with the knowledge, skills, and abilities to deliver the full potential of information technology.
- Objective 3.5** Promote technology adoption and effectiveness by providing educational resources and professional development programs.

Benefits and Outcomes

- The judicial branch promotes a culture of innovation in which judicial officers and executive leaders champion the cause for technology adoption.
- Judicial officers, executive leaders, and staff are empowered in technology and create an environment in which innovation is encouraged and rewarded.
- Court leaders skillfully manage technology programs and staff while contributing their perspectives and talents to foster new ideas within the larger IT community.
- Overall branch maturity is enhanced when innovative ideas are aligned with the California Courts Connected framework and courts adopt common solutions that create operational efficiencies and meet the evolving needs of the public and justice partners.
- Information and resources are publicized and easily accessible so that IT best practices can be leveraged throughout the judicial branch.
- Enhanced working relationships with external stakeholders allow the judicial branch to share information regarding its technology solutions, solicit feedback, and improve decision-making.



Goal 4: Advance IT Security and Infrastructure

Statement of Goal

The judicial branch will invest in a high-performing technology infrastructure that secures and protects data, privacy, and confidentiality.

Business Driver/Need

The judicial branch is addressing court users' increased expectations for and reliance on digital access to court information by increasingly transitioning to digitally driven processes. These processes enable automated data and other information sharing among the courts, the public, and state and local justice partners. The judicial branch will focus on advancing technology security and infrastructure to establish a digital foundation that allows 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 and logs are provided. To ensure reliability and resiliency, the branch will strengthen disaster recovery measures for all business-critical systems, services, and data. A modern, well-maintained technology infrastructure will enable courts to improve access and reliably deliver data and services to the public and state and local justice partners.

Objectives (Prioritized)

- Objective 4.1** Ensure secure, reliable, and scalable network infrastructure and connectivity throughout the branch.
- Objective 4.2** Provide a consistent level of technology infrastructure across the branch to empower continuous innovation and growth, accommodate fluctuating demands, and mitigate the risk of data loss or service interruption.
- Objective 4.3** Ensure that critical systems, infrastructure hardware, and data can be recovered and utilized in a timely manner after a disaster.
- Objective 4.4** Allow for appropriate and validated access to court information through improved identity management protocols.
- Objective 4.5** Enhance cybersecurity through ongoing access control improvements and ongoing training and awareness.
- Objective 4.6** Provide training resources and mentoring opportunities to the courts to ensure an appropriate and actionable level of knowledge and competency in the areas noted in objectives 3.1 through 3.5.



Benefits and Outcomes

- The continued availability of technology infrastructure systems and services that are essential for the support and delivery of public services provided by courts today is ensured throughout the judicial branch.
- The judicial branch is equipped with a modern, scalable, efficient, reliable, and secure technology infrastructure that enables new operational efficiencies, supports the development of new services and capabilities, and improves access to justice.
- The judicial branch has effective, highly trained staff who are always focused on ensuring and maintaining the integrity of IT systems.



Goal 5: Advocate for Rule and Legislative Changes

Statement of Goal

The judicial branch will identify, promote, and support legislation, rules, and procedures that improve court operations and the delivery of services using technology.

Business Driver/Need

Many statutes, rules, and procedures governing court operations were written to address a physical, in-person, paper-driven environment. However, advances in technology have allowed the branch to improve service and increase access to justice through virtual, remote, digital, and electronic solutions. These changes create an ongoing need to review existing laws and, when necessary, revise them to support and facilitate technological advances. The judicial branch must continue to actively pursue and implement rule and legislative changes to promote technology solutions and provide guidance for their use by the courts, justice partners, and members of the public.

Because amending and adopting rules and proposing legislation involves following established procedures and scheduling requirements, the judicial branch must proactively consider the need for such changes when potential technology solutions are first investigated in order to allow adequate time for the review, development, public circulation, and enactment of proposed legal changes.

Finally, when proposing to add new rules and legislation or to modify existing laws to address technology issues, the judicial branch must always be mindful of preserving equal access to justice. Although there are many benefits to incorporating technology solutions into the justice process, court users and members of the public who do not have access to those solutions should not be placed at a disadvantage.

Objectives (Prioritized)

- Objective 5.1** Proactively determine whether future technology solutions will require the addition or modification of rules or legislation.
- Objective 5.2** Ensure current rules and legislation do not inhibit the use of technology solutions.
- Objective 5.3** Ensure that rule and legislative changes supporting technology initiatives promote equal access to justice.
- Objective 5.4** Ensure that rules and legislation are consistent with, and support, the judicial branch's four-year strategic plan and two-year tactical plan.
- Objective 5.5** Adopt timely rule and legislative changes that contain technology components.



Benefits and Outcomes

- Rules, legislation, and procedures that support, encourage, and appropriately govern electronic information and services provide transparency, promote efficiencies, protect privacy, ensure data security, and foster innovation.
- Rules, legislation, and procedures that facilitate increased access to court services and improved service levels assist litigants, justice partners, and the public who interact with the courts.
- Timely implementation of rules and legislation that incorporate technology initiatives increases access to court services in a more consistent manner.

Alignment of Technology Goals

The judicial branch's technology goals are strongly aligned with the branch's strategic goals as well as the goals of the California Department of Technology. The chart below illustrates the alignment of these three sets of initiatives and the cascading objectives that support common desired outcomes.

Goals		Judicial Branch Technology Goals				
		Advance the Digital Court	Promote Equal Access to Digital Services	Innovate Through Community	Advance IT Security and Infrastructure	Advocate for Rule and Legislative Changes
Judicial Branch Strategic Goals	Access, Fairness, and Diversity	●	●	●	●	●
	Independence and Accountability	●	●	●		●
	Modernization of Management and Administration	●	●	●	●	●
	Quality of Justice and Service to the Public	●	●	●	●	●
	Education for Branchwide Professional Excellence			●		
	Branchwide Infrastructure for Service Excellence	●	●		●	
	Adequate, Stable, and Predictable Funding for a Fully Functioning Branch					●
California Department of Technology Strategic Plan Goals	Deliver easy-to-use, fast, dependable and secure public services	●	●	●	●	●
	Ensure public services are equitable and inclusive	●	●	●		●
	Make common technology easy to access, use, share and reuse across government	●	●	●	●	
	Build digital government more quickly and more effectively	●	●		●	
	Build confident, empowered multi-disciplinary teams			●		



SP22-07**Strategic Plan for Technology 2022 – 2026**

All comments are verbatim unless indicated by an asterisk (*).

	Commenter	Position	Comment	Committee Response
1.	Jeannette Vannoy Chief Information Officer Superior Court of California, County of Napa	NI	<p>(1) Consider more succinct goal definitions. (page 5)</p> <p>A. Ideally stakeholders would be able to "easily connect" with what each goals represent. Sample text:</p> <ol style="list-style-type: none"> 1. <i>Advance the Digital Court</i> - Gain operational efficiencies and provide consistent and reliable digital services to all. 2. <i>Innovate Through Community*</i> - Maximize the ability to innovate through collaboration, education, and investing in the talent needed to propel technological advancement. 3. <i>Advance IT Security and Infrastructure</i> - Invest in a high performing technology infrastructure that secures and protects data, privacy, and confidentiality. 4. <i>Advocate for Rule and Legislative Changes</i> - Advocate for rule, statute, and procedural changes that provide for modernized delivery of services using technology. 5. <i>Promote Equal Access to Digital Services**</i> - Promote digital services that are accessible to all, regardless of 	(1, 2, and 3) The workstream agrees with the comments with some additional modifications.

Update on 8/3/2022

Positions: A = Agree; AM = Agree if modified; N = Do not agree; NI = Not indicated

SP22-07

Strategic Plan for Technology 2022 – 2026

All comments are verbatim unless indicated by an asterisk (*).

			<p><i>location, socioeconomics, language, physical ability, or technological access or experience.</i></p> <p>B. Consider adding the goal titles back in the graphic.</p> <p>C. Consider moving goal 5 to goal 2 to align it with the "Advance the Digital Court" and change the title to **Promote Equal Access to Digital Services to emphasis the focus on outward facing services, whereas the “Digital Court” in goal 1 is all encompassing of court operational efficiencies, partnerships, AND the public.</p> <p>(2) Highlight the value of the Court Technology Inventory for local courts (page 8) Consider adding more context about the inventory being a tool for both local courts as well as the branch, by moving the last sentence and expanding the description to provide more information. Sample Text: <i>The Court Technology Inventory is a tool that provides courts with the ability to assess their local technology capabilities within the individual categories that make up the California Courts Connected framework. Using the inventory, courts and the judicial branch are able to better assess gaps, identify opportunities, and assist with local and branch wide investment decisions and planning efforts.</i></p>	
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Update on 8/3/2022

Positions: A = Agree; AM = Agree if modified; N = Do not agree; NI = Not indicated

SP22-07

Strategic Plan for Technology 2022 – 2026

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			<p>(3) Consider Removing "IT" from Goal 2 (pages 5 and 11)</p> <p>A. The branch has had many years of collaboration across ALL of the primary stakeholders that make up the court governance structure, including judicial officers, court executive officers and other operational and administrative leaders, as well as chief information officers and other technical leaders. As technology systems evolve, other stakeholder groups have fulfilled a greater role and become partners in ensuring the effective implementation, use, and evolution of technology in the courts. Furthermore, the move to cloud based systems, may provide even greater partnership opportunities for expanded collaboration during this upcoming strategic plan cycle.</p> <p>Therefore, a more inclusive goal description might be to drop "IT" to be inclusive of all - Sample Text:</p> <p><i>Statement of Goal: The judicial branch will maximize its ability to innovate through inclusive collaboration, education, and investment in the skills and talents needed to propel technological advancement.</i></p>	
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Strategic Plan for Technology 2022 – 2026

All comments are verbatim unless indicated by an asterisk (*).

			<p>If the workstream considers this approach, then slight adjustments could be made to the remaining sections of the goal to align it accordingly. For example:</p> <ul style="list-style-type: none">○ Objectives (Prioritized) Objective 2.1 (pg 11) could be modified to say: <i>Promote continuous improvement, innovative solutions, and best practices for use of technology throughout the California Courts.</i>○ Benefits and Outcomes (pg 12) bullet 3 change IT to "Court" - <i>Court leaders skillfully manage technology systems and staff while contributing their perspectives and talents to foster new ideas within the larger court community.</i> <p>(4) Goal 2 Objective 2.3 (page 11) Although the branch has made significant progress on providing access to on-line information and resources for recent initiatives, it seems to be more organic than an approach of a central "knowledge bank". Consider rewording objective 2.3 to be consistent with the approach that is currently evolving, sample text: <i>Continue to expand online access to information and resources for key technology initiatives to be utilized and shared throughout the branch</i></p>	<p>(4) Agree</p>
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SP22-07

Strategic Plan for Technology 2022 – 2026

All comments are verbatim unless indicated by an asterisk (*).

			<p>(5) Goal 2 Benefits and Outcomes (page 12) Do bullets 4 and 5 overlap? If so, possibly combine, Sample text:</p> <p><i>Overall branch maturity is enhanced when innovative ideas are aligned with the California Courts Connected framework and courts adopt common solutions that create operational efficiencies and meet the evolving needs of the public and justice partners.</i></p> <p>(6) Goal 3 Advance IT Security and Infrastructure (page 13) In the business driver/need paragraph, in addition to strengthening information security by verifying user identities, is it also a desire to "<i>improve the experience for court staff and those that use court services to provide consistent means of access to branch technology systems</i>"? Although, identity management is included in Objective 3.4., is it a desire of the branch to improve the experience too?</p> <p>(7) Goal 4 Advocate for Rule and Legislative Changes (page 15) As technology becomes more pervasive, more of the rules and legislative changes contain technology components. In addition to promoting legislative and rule changes, consider including not only the modernization of rules, legislation, and procedures related to technology, but also include improving the branch efforts to adopt</p>	<p>(5) Agree</p> <p>(6) Considered but determined not to incorporate.</p> <p>(7) Considered but determined not to incorporate.</p>
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Update on 8/3/2022


Positions: A = Agree; AM = Agree if modified; N = Do not agree; NI = Not indicated

SP22-07

Strategic Plan for Technology 2022 – 2026

All comments are verbatim unless indicated by an asterisk (*).

			<p>them as well. If the workstream supports this change:</p> <ul style="list-style-type: none">a. Consider changing the title and updating the goal description, with something along the lines of: <i>Modernize and Adopt Governing Rules</i> <i>- Advocate for the modernization and efficient adoption of legislation, rules, and procedures that improve delivery of services using technology.</i>b. Add an objective to support efficient adoption, sample text: <i>Objective 4.5 Ensure that courts can efficiently adopt rule and legislative changes that contain technology components.</i> <i>Benefits and Outcomes</i><ul style="list-style-type: none">o Efficient implementation of rules and legislation that include technology, will increase access to court services in a more consistent and timely manner.	
2.				



Strategic Plan for Technology 2023 - 2026

Technology Committee Meeting – October 3, 2022

Agenda

- Workstream members
- Governance
- Review of tools
- Key Updates
- Action Requested
- Questions and Answers



JUDICIAL COUNCIL
OF CALIFORNIA

Workstream Members

Hon. Kyle S. Brodie,
Executive Sponsor
San Bernardino

Hon. Carlos M. Cabrera
Judicial Officer, San Bernardino

Hon. Tara Desautels
Judicial Officer, Alameda

Hon. Audra Ibarra
Judicial Officer, Santa Clara

Mr. Bob Fleshman
CEO, Napa

Mr. Jason Galkin
CEO, Nevada

Ms. Andrea K. Wallin-Rohmann
Clerk/CEO, 3 DCA

Mr. Pat Patterson
Deputy CEO, Ventura

Ms. Michelle Duarte
CIO, Santa Cruz

Mr. Micah May
CIO, San Bernardino

Mr. Tyrone Tasker
Research Attorney, Los Angeles



JUDICIAL COUNCIL
OF CALIFORNIA

Governance

Business Goals

Guiding Documents

Judicial Council

**Technology
Committee**

**Information Technology
Advisory Committee**

Goals for Branch

Goals for Technology

Technology Initiatives

Technology Projects

Branch Strategic Plan

Technology Strategic Plan
4-year plan

Technology Tactical Plan
2-year plan

ITAC Annual Agenda



JUDICIAL COUNCIL
OF CALIFORNIA



California Courts Connected

Courts Connected initiatives leverage technology to create core systems that enable digital solutions to meet the evolving court services needs of Californians and our justice system partners.



Core Systems

Case Management System
Electronic Records Management
Jury Management
Courthouse
Financials
Human Resources
Collaboration & Office Tools











Digital Ecosystem

Branch & Court Development
State & Local Integrations



Public & Partner Services

self-service

-  Websites / Self Help Portal
-  Payments
-  Text Notifications
-  Remote Records Access & Search
-  Virtual Cust. Service Center
-  Electronic Filing
-  Remote Proceedings
-  Online Dispute Resolution
- ... Branch Solutions

live-interaction

← Data →



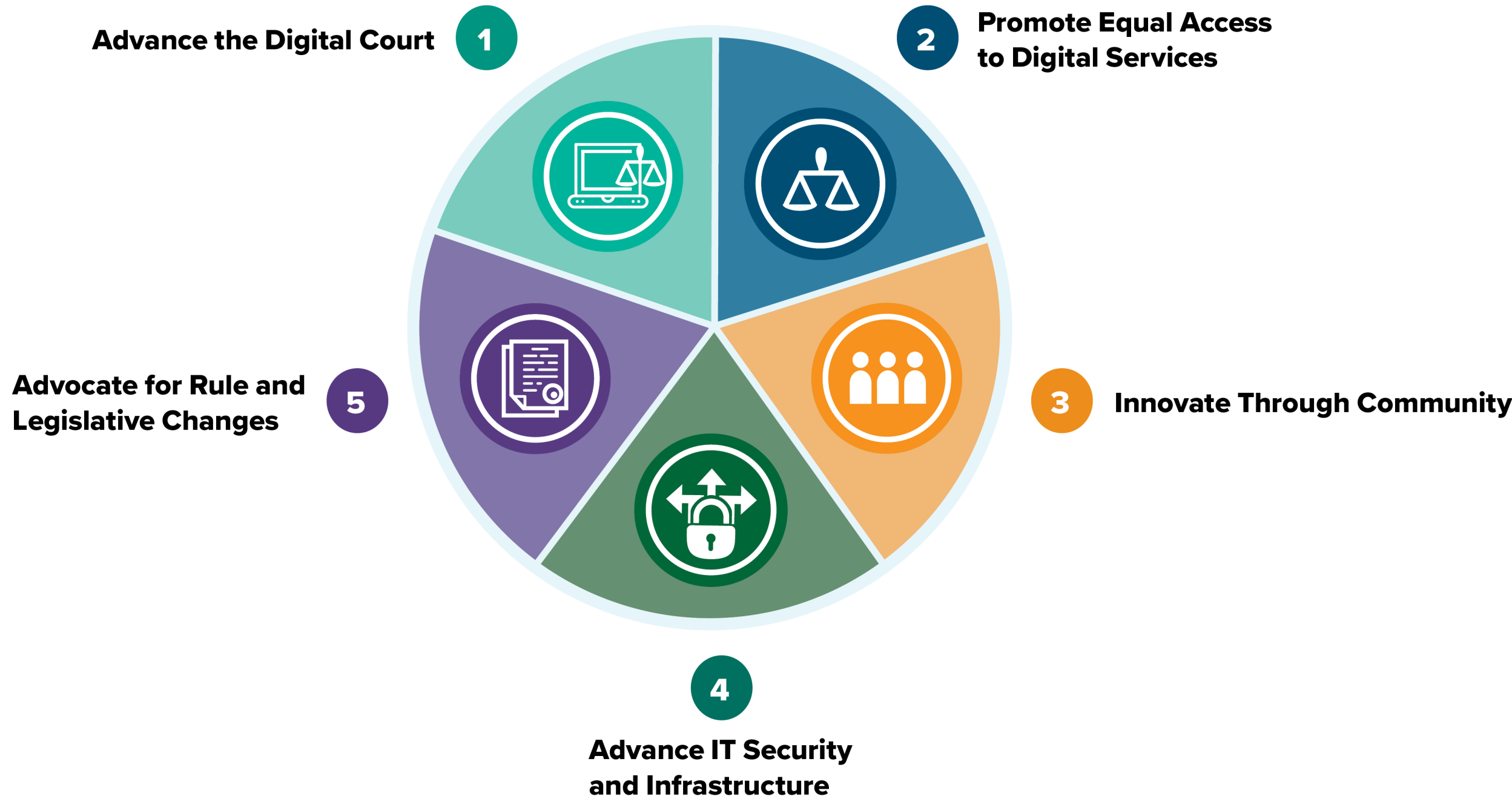
Security & Infrastructure

Key Updates

- Updated not recreated: Refined goals and content
- Introduced new goal: Promote equal access to digital services
- Measures of success: Referred to ITAC for consideration (tactical level)



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Goal 1: Advance the Digital Court

The judicial branch will gain operational efficiencies and provide consistent and reliable digital services to all.

Key change:

- Moved concept of promoting equal access to a new goal 2 for further emphasis



Goal 2: Promote Equal Access to Digital Services

The judicial branch will promote digital services that are accessible to all, regardless of location, socioeconomic status, language, physical ability, or technological access or experience.

Key change:

- New goal
- Added to stress importance for equal digital access



Goal 3: Innovate through Community

The judicial branch will maximize its ability to innovate technology through inclusive collaboration, education, and investment in the skills and talents needed to propel technological advancement

Key change:

- Expanded “community” to be more inclusive
- Formerly Goal 2



Goal 4: Advance IT Security and Infrastructure

The judicial branch will invest in a high-performing technology infrastructure that secures and protects data, privacy, and confidentiality.

Key change:

- Updated to show progression and critical need for security due to bad actors
- Formerly Goal 3



Goal 5: Advocate for Rule and Legislative Changes

The judicial branch will identify, promote and support legislation, rules, and procedures that improve court operations and the delivery of services using technology.

Key change:

- Strengthened to show importance of advocacy
- Formerly Goal 4



Action

The Strategic Plan Workstream requests the Technology Committee approve providing the updated Strategic Plan for Technology 2023–2026 to the Judicial Council for consideration.



JUDICIAL COUNCIL
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Discussion / Questions & Answer

Thank you!



JUDICIAL COUNCIL OF CALIFORNIA

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MEMORANDUM

Date

September 20, 2022

Action Requested

Review and approval

To

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

Deadline

N/A

From

Heather Pettit, Chief Information Officer/
Director of Information Technology

Contact

Deborah Silcox, Principal Manager
Information Technology
916-532-5216
Deborah.Silcox@jud.ca.gov

Subject

Jury Management System Grant Requests and
Proposed Grant Allocations FY 22-23

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Background

The Judicial Council has funded Jury Management System (JMS) grant since FY 00-01. Initially, the fund allocations were designed to help courts migrate from DOS based systems to Windows based systems. With the advent of the one day one trial program, these grants evolved into helping courts become more efficient in jury management with Interactive Voice Response (IVR)/Interactive Web Response (IWR) systems, imaging, self check-in kiosks, check writing and a variety of other modules that reduce court costs and improve the juror experience.

The budget for the JMS Grant Program is funded by royalties generated by published Judicial Council developed jury instructions. Because of this, the amount available for grant funding can vary from year to year. For the FY 22-23, the Judicial Council approved **\$665,000** in funding for the Jury Management System Grant Program. The grant application period opened on June 15,

2022 and requests were due by July 15, 2022. After the Technology Committee approves the proposed grant allocations, Intra-branch Agreements will be executed with the trial courts receiving funds.

For the FY 22-23, the Judicial Council received jury grant requests from 11 trial courts for 12 projects. After an initial review, all 12 of the projects were considered for possible funding as part of the FY 22-23 JMS grant, although one was later withdrawn. To assist with developing a proposed allocation of grant funding, a prioritization framework was developed using the jury program objectives and other considerations. These objectives and other considerations are discussed in more detail below.

Program Objectives

There are several objectives which serve as the underlying foundation when reviewing the jury management system grant requests. These objectives include:

- Assisting those courts with upgrading their jury management system software/infrastructure to keep the systems on supported platforms.
- Funding as many different courts as possible.
- Funding enhancements and modules that reduce the court's costs, and
- Minimizing the court resources needed to provide information to jurors and provide jurors with greater access to information as well as improve the juror experience.

Prioritization Categories

Listed below are the jury project prioritization categories used to form proposed funding recommendations.

1. Jury Management System Version Replacement/Upgrade: Replace/upgrade the jury management software/infrastructure being used by the court to help keep the systems on supported platforms.
2. IVR/ IWR Enhancements/Other Jury Management System Modules: Enhancements that offer cost savings to the court by reducing the court resources needed to provide information to potential jurors while also providing potential jurors with a convenient way to obtain jury information.
3. Self-Check-In: This module offers different levels of functionality depending upon the specific jury grant proposal but in general allows jurors to perform some level of self-check in when reporting to the court.
4. Imaging: Automates court staff responses to paper documents and other correspondence, phone calls for postponement, permanent excuses, and qualification/disqualification.

5. Peripheral Hardware: Includes items such as scanners, printers, folder/sealer machines used to assist with mailing jury summons. This category also includes audio/video equipment in the courtroom or jury room to assist jurors.
6. Juror Experience/Technical Equipment: Includes items such as charging tables and display monitors that enhance the juror experience.

Other Considerations

In addition to the prioritization framework identified above, there are other factors considered in determining which projects to fund. They include the following:

1. Ongoing items such as software subscription fees, support and maintenance cost were removed (if included) from the funding requests as ongoing costs are not funded as part of the jury grant program;
2. Limit the amount of allocation for each court to no more than 10 percent of the total funding available unless there is sufficient funding after allocating funds to all qualifying projects.

Proposed Jury Grant Funding Metrics

Using the framework described above, the recommendation is to allocate a total of **\$268,692** in jury grant awards which will provide funding to 10 courts for 11 projects. A summary of court funding requests, proposed allocations, and project descriptions are in the table below in the Recommendation section of this memo.

Recommendation

It is staff's recommendation to distribute the funds as indicated in the table on the following page.

Jury Grant Requests and Proposed Grant Allocations FY 2022-2023

September 20, 2022

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#	Court	Description	Requested Allocation	Proposed Allocation - JMS	JMS Program Priority Category
1	Calaveras	Jury Clerk Services Station Set-up	\$1,987.29	\$1,988.00	Hardware Replacement
			\$1,987.29	\$1,988.00	
2	Kern	Imaging-JSM	\$11,875.00	\$11,875.00	Jury Management System Upgrade, Imaging
			\$11,875.00	\$11,875.00	
3	Mendocino	Jury Systems Hosting	\$23,990.00	\$23,990.00	Hardware Replacement
			\$23,990.00	\$23,990.00	
4	Modoc	Withdrawn - Jury Management Replacement with check-in Kiosk	\$0.00	\$0.00	Jury Management System Replacement
			\$0.00	\$0.00	
5	Monterey	Jury Management System Upgrade	\$47,136.00	\$47,136.00	Jury Management System Upgrade
		Jury System Automated Testing	\$30,000.00	\$30,000.00	Jury Case Management System Module
			\$77,136.00	\$77,136.00	
6	Nevada	Jury IVR Improvements	\$30,000.00	\$30,000.00	IVR/IWR Enhancement
			\$30,000.00	\$30,000.00	
7	San Benito	Jury Express check in and charging stations	\$19,371.00	\$19,371.00	Juror Experience Technical Equipment
			\$19,371.00	\$19,371.00	
8	Solano	Internet Connectivity/Redundancy + Public Wi-Fi Improvements	\$16,949.40	\$16,950.00	Juror Experience/Technical Equipment
			\$16,949.40	\$16,950.00	
9	Sutter	Jury Modernization Upgrades - Phase 2	\$31,040.00	\$31,040.00	IVR/IWR Enhancement
			\$31,040.00	\$31,040.00	
10	Tuolumne	Jury software upgrade	\$46,051.08	\$46,052.00	Jury Management System Upgrade
			\$46,051.08	\$46,052.00	
11	Yuba	Jury Mail Processing	\$10,289.30	\$10,290.00	Hardware Replacement
			\$10,289.30	\$10,290.00	
Total:			\$268,689.07	\$268,692.00	

Next Steps

- Present the proposed allocations to the Judicial Council Technology Committee for review and approval.
- Notify each court of the approved allocation.
- Prepare an Intra-branch Agreement (IBA) with each court.

Request: Sonoma Superior Court

- Request remaining \$49,568.81 of original FY21-22 \$85,000 modernization fund allocation for an Audio-Visual (AV) Unit Upgrade project to be reallocated to a new Digitization project.
- A new courthouse will be completed in approximately 1.5 years with full AV systems, making an upgrade to remaining courtroom unnecessary.
- Applying funds to digitization advances the Strategic Plan goal of Advancing Digital Court.