TACTICAL PLAN FOR TECHNOLOGY

2025–2029



JUDICIAL COUNCIL of CALIFORNIA
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TACTICAL PLAN FOR TECHNOLOGY

2025–2029

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Tactical Plan for Technology 2025–2026 Workstream

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Introduction

The *Tactical Plan for Technology 2025–2026* represents the California judicial branch's commitment to its biennial cycle of advancing technology initiatives. This critical road map guides the branch in furthering its goal to leverage technology to improve access to justice and enhance court operations. Guided by the *Strategic Plan for Technology 2023–2026*, this updated plan reflects the branch's progress and outlines the next steps in modernizing the California judicial system to meet the evolving needs of all Californians.

Over the past two years, the judicial branch has navigated unprecedented challenges and opportunities, including adapting to a rapidly changing digital landscape. The branch has made significant strides in expanding remote court access, streamlining processes, and adopting new technologies that improve efficiency and security. The work is driven by a shared vision: to make justice accessible, equitable, and effective for everyone.

This tactical plan builds on successes with clear and actionable initiatives that address branchwide priorities. These include modernizing case management systems, enhancing remote proceedings, strengthening information security, and integrating emerging technologies. The new Emerging Technologies initiative aims to systematically explore, evaluate, and implement innovations, such as artificial intelligence (AI) and automation, that align with strategic objectives, driving innovation and ensuring the courts remain at the forefront of technological advancements. The focus remains on innovation, collaboration, and the intentional alignment of technology with judicial branch goals. All the initiatives reflect the branch's commitment to delivering public value through thoughtful planning and the use of cutting-edge solutions.

Collaboration remains central to the branch's success. Judicial officers, court executives, technologists, and justice partners continue to come together to share expertise, address common challenges, and co-develop solutions. Together, we are shaping the future of the courts and ensuring that technology continues serving as a bridge to justice.

The *Tactical Plan for Technology 2025–2026* reflects a branch united in its mission to embrace digital transformation. Each initiative builds on past lessons, addresses emerging challenges, and fosters agility in adapting to change. This plan is a commitment to meet the needs of the people of California and provide equitable access to justice.

We invite you to join the branch in continuing this journey with the goal of fostering innovation and collaboration, ensuring the courts are more accessible, effective, and resilient than ever before.



Sheila F. Hanson

Assistant Presiding Judge of the Superior Court of California,
County of Orange
Chair, Information Technology Advisory Committee and Executive Sponsor,
Tactical Plan for Technology Workstream

Technology Strategic Plan 2023–2026 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

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

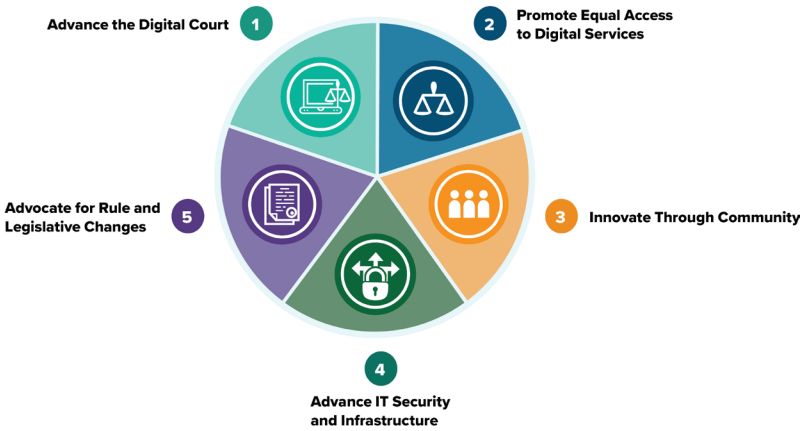
RELIABILITY

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.

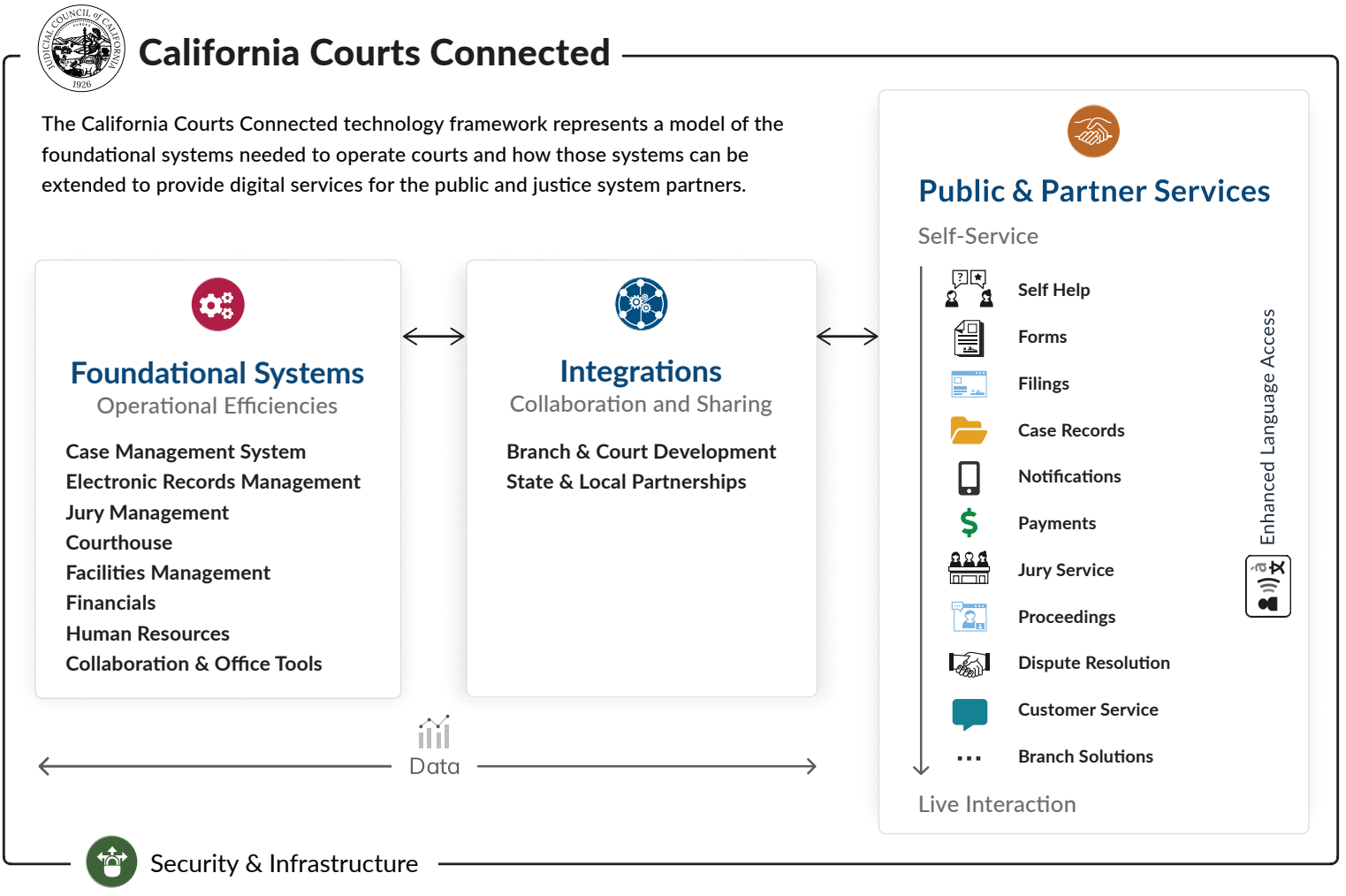
Goals



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 investment in the skills and talents 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.

California Courts Connected Framework

This framework represents the full scope of solutions for courts to effectively operate and provide digital services to the public and justice partners. The framework allows courts to identify focus areas and their alignment to strategic and tactical priorities.



Case Management System Modernization and Improvement

Description

Case management systems (CMSs) play a key role in maintaining court records, improving efficiency, and expanding access to public services. While many courts have already upgraded their systems, others are still transitioning. It is essential that outdated systems are replaced and regularly updated to keep pace with the needs of modern courts.

Collaboration within the branch is key to speeding up system improvements. Courts should share knowledge and experiences to help each other in modernizing their CMSs.

Benefits

- Helps courts save time and resources by automating tasks.
- Provides a solid foundation for expanding digital access and services.
- Enables easy access to records by courts, justice partners, and the public.
- Improves responsiveness to new laws and requirements.
- Encourages collaboration between courts for system improvements.
- Captures accurate data for better decision-making and reporting.

Goals and Objectives

- Continue to improve and update CMSs to enhance efficiency and public services.
- Develop efficient methods for testing and upgrading CMSs.
- Foster collaboration through user groups and knowledge sharing.
- Ensure systems adapt to new laws and allow for public access to case information and documents.

Metrics

- Number of court systems that are in need of replacement.
- Number of court systems that:
  - Are on a supported and maintained release of a CMS;
  - Are adaptable to new changes in law;
  - Allow for implementation of automated workflows;
  - Allow for electronic filing of documents by litigants;
  - Allow for public access to case information;
  - Allow for public access to case documents;

    - Allow for data exchange and/or interfaces with state and local justice partners; and
    - Allow for accurate and comprehensive data for reporting and analytics.
- Number of meetings attended by a cross-section of court administrators focused on collaboration for CMS improvements.

Considerations

- Availability of system updates and resources for implementation.
- Readiness of courts and partners to adopt new technologies and processes.
- Availability of funding for system upgrades and improvements.

Potential Funding Requirements

One-time costs

- Deployment of new case management systems.
- Upgrades to existing case management systems to add or improve functionality.

Ongoing costs

- Maintenance, licenses, system upgrades, and staffing.

Expanded Use of Electronic Records

Description

California courts are making progress in shifting from paper-based processes to electronic records. Although many courts now use digital records, more work is needed, particularly to secure funding for further digitization efforts. Electronic records not only improve operational efficiency but also support remote access for court staff and the public, aid disaster recovery, and reduce the need for physical storage.

A major component of this shift involves digitizing paper case files and integrating them into case management systems. Courts are also using electronic records to modernize administrative functions such as accounting, procurement, and human resources. With digital records, courts can streamline access and preservation while adapting to evolving public expectations and needs.

Benefits

- Ensures data integrity and supports recovery through redundancy.
- Enables simultaneous access to records by multiple users.
- Facilitates court operations independent of physical locations.
- Supports efficient recovery and continuity during emergencies.
- Provides opportunities to develop automated workflows and adopt modern strategies and methods for managing records.
- Increases options for self-service and improves public access.
- Improves security, restricting access to authorized users only.
- Reduces physical storage needs, freeing up space and staff resources.
- Reduces reliance on outdated microfilm/fiche viewing equipment.

Goals and Objectives

- Support ongoing digitization projects across courts.
- Leverage master service agreements for software and professional services.
- Set standards and guidelines for managing and destroying electronic records, in accordance with legislative requirements.
- Continue to foster collaboration by sharing best practices and creating records standards.
- Expand outreach efforts to develop comprehensive electronic records management strategies.
- Promote technologies such as intelligent forms and automated workflow for efficiency.

- Support Judicial Council committees in updating policies and procedures for managing electronic and administrative court records.
- Reduce costs by minimizing the need for leased space to store paper and microfilm/fiche.

Metrics

- Number of courts using electronic case files:
  - In all case types (e.g., civil, criminal, family, etc.); and
  - By case type (if not all case types).
- Number of courts using electronic records to support:
  - Financial recordkeeping and workflows; and
  - Human resources recordkeeping and workflows.
- Number of courts providing access to electronic records to the public and justice partners.

Considerations

- Secure funding and resources for ongoing digitization.
- Feasibility of adapting court processes to integrate digital records and meet public expectations for accessibility.
- Capacity planning for electronic records storage and management.
- Support for user adoption of electronic records.

Potential Funding Requirements

One-time costs

- Hardware, software, and professional services for implementing digital solutions.

Ongoing costs

- Hardware and software maintenance, upgrades, and expanded storage capacity.
- Resources for management of electronic records including backup and disaster recovery.
- User access management.

Enterprise Resource Management

Description

The judicial branch is committed to using modern systems to support daily operations and business functions. Enterprise resource systems connect all areas of management, including facilities, finance, human resources, and information technology. These systems, hosted by the Judicial Council, provide support to appellate courts, trial courts, and other branch entities. Examples include but are not limited to the following:

Facilities

Computer-Aided Facilities Management (CAFM): Manages real estate and facilities for the branch. Below is a subset of the critical modules deployed:

- Real Estate
- Capital Projects
- Fire Marshal
- Maintenance
- Lease
- Environmental Health and Safety
- Asset
- Utility
- Facilities Condition Assessment

Finance

Phoenix/SAP: A statewide financial system for trial courts, handling accounting, budget, and procurement.

Oracle/ADP Financials: Provides accounting support for state judicial entities and includes payment of claims processed by the State Controller's Office.

Human Resources

Phoenix/SAP: A statewide system that provides payroll and personnel management support for a significant number of trial courts. Further deployments are tied to the availability of funding.

Human Resources and Education Management System (HREMS): A human resources application for personnel management, compensation, and continuing education tracking for the Judicial Council, appellate courts, the Habeas Corpus Resource Center, and the Commission on Judicial Performance.

Information Technology

ServiceNow: A platform that provides broad-based, low-code solutions that facilitate the administration of several judicial branch functions, including:

- Help Desk Ticketing
- Technology Asset Management
- Program Budgeting
- Incident Tracking / Response
- Project Management
- Application / Infrastructure Change Controls

Benefits

- Ensures secure, reliable systems that support consistent practices across the branch.
- Reduces maintenance costs by consolidating and eliminating redundancies.
- Automates processes to reduce manual errors and improve service quality.
- Promotes innovation to meet the evolving needs of the judicial branch.
- Improves statewide data consistency for better reporting and analysis.

Goals and Objectives

- Continue to provide modern and secure systems in collaboration with the courts and managed by the Judicial Council.
- Expand data integration between court systems and between court and external partners.
- Introduce new tools that automate workflows, enhance reporting, and improve efficiency.
- Migrate to updated systems and cloud-based solutions where feasible.

Metrics

- Number of courts using the available systems.
- New solutions deployed across the branch (e.g., automation tools, data dashboards).
- System uptime and disaster recovery performance.
- Number of interfaces supporting data exchanges between courts and external partners.

Considerations

- Adjustment of branch processes to fully benefit from enterprise systems.
- Standardized processes across courts, which requires strong change management and readiness.
- Adequate resources and funding for ongoing improvements.

Potential Funding Requirements

One-time costs

- Implementation of new systems and modernization efforts, including the purchase or development of required systems, applications, software, and hardware.

Ongoing costs

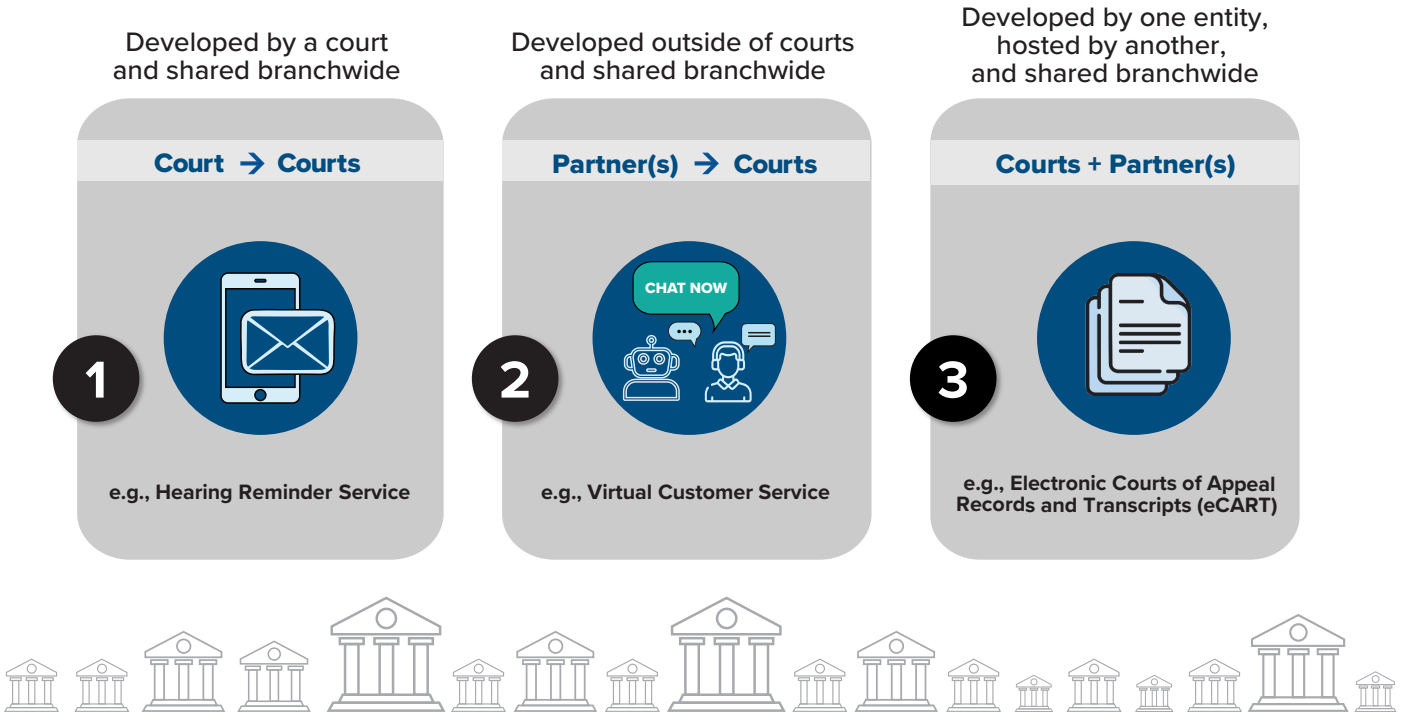
- Maintenance, cloud hosting, staffing, and training.

Shared Integrations

Description

The judicial branch is focused on providing consistent digital services to the public by pursuing common products and solutions. By using integration frameworks, courts can simplify the adoption of these solutions. Integration frameworks are tools that manage communication and data exchange between interconnected software systems. These tools allow a court or other partnering entity (such as the Judicial Council, a justice partner, or a vendor) to create a single solution that can be used by multiple courts, eliminating the need for duplicative efforts. With shared integration frameworks, courts can benefit from work developed and/or hosted by other partnering entities.

Several integration strategies are actively in use across the judicial branch, such as automated text or email hearing reminders and the MyCitations tool for online traffic adjudication. Continued efforts are needed to further develop and support these frameworks to ensure consistent digital services across all courts statewide.



Benefits

- Enables the adoption of consistent digital services across the branch.
- Supports the efficient implementation of branchwide programs, including those mandated by legislation.

- Promotes collaboration and sharing among courts through established frameworks or standard application programming interfaces.
- Reduces development and support costs by reusing existing solutions.

Goals and Objectives

- Expand the development of integration components.
- Create a support model for ongoing development and maintenance.
- Communicate the branch's priorities for leveraging common solutions.
- Foster information sharing among developers across the branch.

Metrics

- Number of shared applications developed.
- Number of shared applications implemented.
- Number of courts using shared applications.

Considerations

- Capacity and resources needed to develop and integrate new products.
- Long-term branch commitment to ongoing support for the digital ecosystem.
- Staffing of developers and subject matter experts for each shared application.

Potential Funding Requirements

One-time costs

- Investment in shared infrastructure.
- Implementation services.
- Acquisition of software and/or hardware.
- Development of standard interfaces to external systems.

Ongoing costs

- Hosted platforms, licenses, and subscriptions.
- Management, maintenance, support, staffing, and training.

Enhanced Self-Help Services

Description

California courts are dedicated to enhancing digital services for self-represented litigants resolving legal issues without an attorney. The primary areas of focus include simplifying information and instructions, assisting with document preparation, and streamlining electronic filing. The courts continue to seek opportunities to meet the diverse needs of self-represented litigants and to seamlessly connect them with local court solutions and resources statewide.

Benefits

- Expands access to digital services for self-represented litigants.
- Prepares self-represented litigants for visiting self-help centers and participating in court proceedings.
- Reduces errors on legal forms and documents filed with the court.
- Achieves economies of scale by leveraging statewide materials and resources.
- Streamlines and expands service delivery through easy-to-use digital services, including online chat support.
- Provides access to mobile-friendly self-help resources.
- Improves overall satisfaction with the court experience.

Goals and Objectives

- Complete the transition to the redesigned California Courts Self-Help Guide webpages featuring updated content.
- Strengthen collaboration between the Judicial Council and local courts to provide consistent, expanded digital self-help services, including information and resources.
- Expand guidance and options for online completion and submission of court forms.
- Identify opportunities to coordinate and share self-help resources through expansion of remote technology to underserved parts of state.
- Align digital self-help services with language access technology and virtual court resources to support limited-English-proficient users.
- Continue to develop content and increase local capacity to expand online chat services, offering tailored legal information and resources to self-represented litigants.
- Improve self-represented litigants' access to their case information, documents, and court dates.
- Facilitate electronic filing and electronic service options for self-represented litigants.

Metrics

- User engagement time (i.e., how long a user actively interacts with a website) on the California Courts Self-Help Guide.
- Number of litigants helped by chatbot, live chat, and remote support technologies.
- Chatbot usage on the California Courts Self-Help Guide, including the types of questions asked (e.g., questions about case types, guidance on court forms, and court information).

Considerations

- Coordination with related judicial technology initiatives (e.g., electronic filing, intelligent chat, intelligent forms, and language access).
- Integration of the California Courts Self-Help Guide with existing technologies adopted by the courts.
- Stabilization of funding for ongoing support of self-help technologies.
- Collaboration with self-help and technical resources at the branch and local court levels.

Potential Funding Requirements

One-time costs

- Initial design, testing, development, deployment, and integration of expanded digital services based on a phased rollout.

Ongoing costs

- Maintenance of digital and translation services.
- Updates of forms, information, resources, and instructional materials.

Remote Proceedings

Description

California courts utilize a combination of in-person, remote, and hybrid proceedings. There is significant potential to enhance the user experience by expanding and improving remote technology. The courts are dedicated to increasing remote access and upgrading remote technology to improve court services.

The judicial branch has significantly shifted toward the adoption of hybrid court technologies, propelled by the efforts of the Judicial Council and Legislature. The branch continues to advocate for the ability to conduct remote proceedings to expand safe and reliable access to justice. A focused program ensures clear functional requirements for court operations, facilitates accurate budgeting, promotes equitable funding, supports scalable solutions, and enables comprehensive legislative assessments.

Benefits

- Minimizes downtime for court proceedings.
- Aligns with current communication practices in the private sector and with the public's expectations.
- Enables faster case processing, efficient document handling, and streamlined scheduling.
- Increases participation from remote experts and support staff.
- Reduces travel barriers for court users, minimizes time off work, reduces the need to arrange for childcare, and accommodates those with mobility challenges.
- Lowers expenses for travel and childcare to attend hearings; may also reduce legal expenses due to increased efficiency.
- Contributes to a reduced carbon footprint and positive environmental impacts through decreased travel.
- Creates a more approachable environment for participants.
- Enhances safety by minimizing health risks and potential confrontations.

Goals and Objectives

- Create and annually update a technology playbook[1] based on standards promulgated by the Judicial Council as required by Senate Bill 133 (Stats. 2023, ch. 34).[2]
- Analyze gaps between established standards and current equipment.

[1] Information Technology Advisory Com., *Report of the Advancing the Hybrid Courtroom Workstream: Findings and Recommendations* (Oct. 20, 2023), *https://courts.ca.gov/documents/Advancing-the-Hybrid-Courtroom-Workstream.pdf.*

[2] Judicial Council of Cal., *Minimum Technology Standards for Remote Proceedings* (SB 133) (Feb. 1, 2024), *www.courts.ca.gov/documents/Minimum-Technology-Standards-20240401.pdf.*

- Create a branchwide five-year budget forecast for technology alignment, annual refresh costs, and an ongoing maintenance cycle of two or three years.
- Establish standards for managing remote technology life cycles and end-of-life impacts.
- Create a branchwide plan for audiovisual equipment maintenance and support.
- Implement an annual inventory process for audiovisual equipment.
- Assess changes to legislative mandates that impact remote proceedings.

Metrics

- Number of fully equipped courtrooms and those lacking necessary equipment.
- Number of courtrooms that successfully implemented remote proceedings standards.
- Estimates of costs and time required to meet remote proceedings standards.
- User satisfaction ratings for litigants, attorneys, judges, and court staff.
- Frequency of technical issues and time taken to resolve them.
- Percentage of proceedings conducted remotely versus in person.
- Time savings for remote proceeding participants (e.g., average travel time saved).
- Cost savings for the courts and remote proceeding participants.
- Attendance and default rates for remote proceedings compared to in-person proceedings.
- Case processing times for remote versus in-person proceedings.
- Number of remote interpreter sessions conducted.
- Accessibility compliance rates for remote platforms.

Considerations

- Maintain the gravity and formality of legal proceedings in hybrid and remote settings.
- Ensure advancements do not create barriers for those unfamiliar with remote technology.
- Implement comprehensive training programs and support systems for all users.
- Secure reliable funding for compliance and innovation.
- Identify stable funding sources for Senate Bill 133 compliance costs.
- Potential management of licensing, standards, and consultation services, as needed, via the Judicial Council's Remote Video Program, similar to the council's Judicial Branch Networking Solutions Technology Refresh Program.

Potential Funding Requirements

One-time costs

- Hardware, software, infrastructure, cabling, and implementation support services.

Ongoing costs

- Hardware and software maintenance, upgrades, and replacements.

Electronic Evidence Management

Description

Many courts receive electronic evidence through physical storage media, such as flash drives. As digital solutions become more prevalent, this practice is becoming inefficient. With the adoption of remote and hybrid court appearances, courts must adapt their processes for handling electronic evidence to avoid burdening both the court and litigants. Courts need to evaluate laws, rules, and business processes regarding the submission, management, presentation, storage, transfer, and destruction of electronic evidence. While some courts have developed local solutions, there is a need for broader collaboration to explore comprehensive approaches.

Benefits

- Provides the ability to securely receive and view electronic evidence.
- Allows for use of electronic evidence in remote and hybrid court appearances.
- Establishes effective practices for accepting, presenting, and storing electronic evidence.
- Reduces reliance on physical evidence storage.
- Simplifies access for all court users.
- Improves access to digital evidence from various locations, allowing authorized personnel to retrieve and review evidence without needing to be physically present.
- Provides better security such as encryption and access controls that protect evidence from unauthorized access, tampering, or loss.
- Provides an audit trail detailing who accessed or handled evidence, which is crucial for verifying the integrity of evidence.
- Enhances collaboration by allowing multiple users to review evidence simultaneously.
- Enables the ability to support case growth in volume.

Goals and Objectives

- Expand the adoption of electronic evidence management statewide.
- Streamline procurement activities (e.g., master service agreements and approved technological standards).
- Propose rule and statute changes to support the use of electronic evidence.
- Establish forums for courts to share best practices and evidence retention strategies.
- Reduce costs associated with physical storage and the management of evidence.
- Improve efficiency and speed by streamlining evidence management processes and reducing time spent on handling, retrieving, and processing evidence.
- Enhance evidence security to ensure that all evidence is protected from unauthorized access, tampering, or loss.

Metrics

- Number of courts accepting electronic evidence (per litigation type).
- Number of exhibits admitted electronically (per litigation type).
- Number of exhibits received by the court from self-represented litigants.
- Time spent handling evidence submission, retrieval, display, and destruction.

Considerations

- Inclusion of external stakeholders (e.g., law enforcement and justice partners) in solution development.
- Defined roles and responsibilities for ownership, custodianship, and storage of electronic evidence.
- Rules to specify when clerks are responsible for electronic evidence management.
- Appropriate equipment and/or support for evidence display, with variations depending on local court rules.
- Security measures for evidence management systems.
- Training for court personnel in receiving, displaying, retaining, transferring, and disposing of electronic evidence.
- Executed branchwide master service agreements.
- Implementation of new evidence policies and business practices.

Potential Funding Requirements

One-time costs

- Acquisition of technology solutions to support electronic evidence projects.
- Initial integration between case management and electronic evidence systems.
- Integration of justice partners and public customers with the electronic evidence solution.

Ongoing costs

- Expanded storage capacity for electronic evidence.
- Maintenance and support of technology solutions.
- Software hosting, licenses, and subscriptions.
- Staffing.

Language Access Technology

Description

In California, more than 200 languages are spoken and approximately 6.4 million individuals cannot access the courts without significant language assistance.[3] The judicial branch is committed to implementing technology solutions to ensure access to the courts for all Californians with limited English proficiency (LEP); that is, those who do not speak English as their primary language and have a limited ability to read, write, speak, or understand English. Language access technology solutions include remote interpreting, the California Court Translator voice-to-text app, multilingual websites, and self-help services. Courts will continue to employ technology in a consistent statewide approach to expand access to services to all court users in their preferred languages.

Benefits

- Provides increased and timely access to court services.
- Enhances courts' ability to communicate with LEP users.
- Promotes fairness to LEP users.
- Reduces limitations of human interpretation, translation and transcription.
- Increases public trust and confidence in the courts.

Goals and Objectives

- Expand the availability of language access technology in courtroom proceedings and other services provided by the courts.
- Standardize the use of technical translation options alongside in-person services.
- Continue to modernize courtrooms to support language services.
- Continue to enhance online services to support language access.
- Improve the quality of language services through user testing and evaluation of service effectiveness.
- Deliver accurate and useful interpretation, translation, and transcription between LEP users and court staff.

Metrics

- Number of courts using remote interpretation.
- Number of courts using voice-to-text or other transcription technology.

[3] Judicial Council of Cal., *Language Access Implementation* (fact sheet, Sept. 2023), *https://languageaccess.courts.ca.gov/sites/default/files/partners/default/2023-10/LAP-Fact-Sheet.pdf.*

- Number of interactions with multilingual online services, by language (if available).
- LEP user-reported efficiencies linked to remote interpretation or voice-to-text technology.

Considerations

- Complex or hybrid solutions for remote proceedings involving multiple remote participants, interpreters, and numerous telephonic appearances.
- Comprehensive planning of language access technology projects to ensure full accessibility for all LEP court users who need interpretation, nonverbal communication, or support for less common languages.
- Strategic allocation of resources to ensure language access technologies are sustainable and provide broad access.
- Availability of funding to support ongoing technology improvements.
- Capacity to accurately and consistently collect statewide data on remote access and from satisfaction surveys that include language access metrics.
- Collaboration among groups working on remote interpretation and language access programs to share use cases, best practices, and lessons learned.
- Sufficient internet bandwidth and reliability to ensure quality language access solutions.
- Ongoing evaluation of translation quality, accuracy, and improvements.
- Development of training resources and documentation on best practices, troubleshooting, and guidelines for improving accuracy to help LEP users effectively utilize language access technology.

Potential Funding Requirements

One-time costs

- Hardware, software, telecommunications infrastructure, and implementation services.

Ongoing costs

- Hardware and software maintenance, leasing, licenses, and services.
- Translation of court forms, documents, signage, and online services required to support language access.
- Training, education, and promotion of language access services for the courts and the public.
- Resources for the ongoing support and enhancement of language access services.

Network Infrastructure

Description

The judicial branch relies on modern networking solutions to operate efficiently and provide public access to court services. The underlying network infrastructure consists of hardware, software, connectivity, and management systems, allowing court staff and stakeholders to securely access applications and services.

As technology has evolved, the focus has expanded beyond traditional local area networks (LANs) and wide area networks (WANs) to include internet-based (cloud) systems. This complex network must be high performing, well managed, and secure to meet the needs of courts today.

Benefits

- Provides a secure, scalable network that supports digital services.
- Increases wireless access for users.
- Offers redundancy and resilience to minimize the impact of outages.
- Strengthens defenses against cybersecurity threats.
- Enables the use of cloud-based services.

Goals and Objectives

- Improve network performance by evaluating and/or developing new solutions.
- Achieve cost savings through standardized equipment and services.
- Ensure reliable, fast, and redundant internet access throughout the branch by upgrading connectivity and equipment as needed.
- Implement best practices to enhance security and resilience.
- Ensure well-managed network infrastructure through technical training.

Metrics

- Number of courts:
  - Participating in judicial branch networking solutions; and
  - Enabled with redundant internet connectivity.
- Number of network training classes offered and number of courts participating.

Considerations

- Funding should align with equipment replacement cycles.
- Rural courts may have limited connectivity options.
- Collaboration is required between the IT and facilities services teams within the court and at the Judicial Council for network upgrades.

Potential Funding Requirements

One-time costs

- Hardware replacement and installation.

Ongoing costs

- Hardware and software maintenance.
- Managed security services.
- Staffing and training.

Modern Hosting Solutions

Description

The past decade has seen a significant shift from local data centers to internet-based hosting solutions that offer more flexibility, cost savings, and scalability. Courts can benefit from various cloud services and advanced technologies such as "edge computing," which speeds up data processing, and multicloud strategies that enhance performance and reduce risk.

To adapt, the branch will continue to focus on consolidating resources, utilizing virtual systems, and implementing secure cloud networks to modernize court operations and public service delivery. It will also explore technologies that enable applications to run smoothly across platforms, simplifying management and automatically adjusting resources based on demand.

Benefits

- Optimizes efficient use of court resources.
- Enables seamless collaboration by court staff and stakeholders from any location.
- Provides courts the flexibility and adaptability to meet their current and future needs.
- Ensures strategic alignment across the judicial branch.
- Improves business continuity and disaster recovery.
- Reduces reliance on local hardware and facilities, and their associated maintenance and support requirements.
- Modernizes technology infrastructure.
- Accelerates reliable deployment of new services to meet the needs of court users.
- Supports rapid infrastructure scalability during emergency and nonemergency situations.
- Promotes sustainability by using cloud providers' energy-efficient technologies and renewable energy, reducing the need for local power, cooling, and hardware.

Goals and Objectives

- Identify opportunities to develop and deploy new hosting applications using secure cloud-optimized and cloud-native design principles.
- Leverage the *Next-Generation Hosting Framework* to evaluate use cases and determine where cloud computing can add the most value.
- Align modern hosting strategies with the *California Courts Connected framework* to ensure consistency across the branch.
- Ensure that the modern hosting strategy adheres to and supports the branch IT security road map.

Metrics

- Number of statewide applications transitioned to cloud-based or cloud-hosted platforms.
- Number of courts that have adopted modern hosting solutions.
- Uptime and performance metrics of applications on modern hosting platforms.
- Number of legacy systems decommissioned after migration to modern infrastructure.
- Deployment time for new services or applications using cloud or modern hosting platforms versus traditional data centers.
- Compliance with IT security protocols and adherence to the branch IT security road map after migration.
- Percentage of staff using remote access or mobility solutions enabled by modern hosting platforms.

Considerations

- Availability of Judicial Council and court staff resources to plan, develop, and transition to modern hosting solutions.
- Access to expertise to support judicial branch transitions to next-generation hosting.
- Training and upskilling of court IT staff to manage and optimize cloud-based or hybrid environments.
- Impact on legacy systems, with strategies for integration or phased retirement during the transition to modern hosting.
- Potential disruption to court operations during migration, including mitigation plans for service continuity and disaster recovery.
- Vendor reliability and commitment to long-term stability, support, and security.
- Risk of budget overruns due to lack of cloud management expertise.

Potential Funding Requirements

One-time costs

- Planning and migrating branch applications to the cloud.
- Transitioning on-premises licenses to cloud-compliant or new cloud-based agreements.

Ongoing costs

- Hosting services that are shared across the branch.
- Direct billing to the courts for court-specific services.

Disaster Recovery and Business Continuity

Description

Courts face unplanned disruptions from natural disasters, such as wildfires and earthquakes, to cybersecurity threats, such as ransomware and phishing attacks. To ensure services are restored quickly after such events, it is critical that the judicial branch continue to maintain an effective disaster recovery strategy. This strategy enables courts to recover technology systems, resume operations, and continue providing public services. The disaster recovery efforts of the branch and individual courts should align with the broader organizational continuity of operations plan to ensure both technological systems and business operations are restored efficiently.

The level of disaster recovery preparedness varies across courts. The branch will continue to explore modern technologies that support scalable disaster recovery solutions.

Benefits

- Reduces service disruption and ensures continued public access.
- Secures essential branch records and systems for timely recovery.
- Enhances recovery capabilities, reducing data loss and recovery time.
- Promotes collaboration and adoption of common solutions.
- Enables optimized and customized recovery solutions for both applications and infrastructure.
- Provides cost efficiency through geographically redundant systems.
- Minimizes damage by controlling the extent of data loss or system downtime.

Goals and Objectives

- Simplify disaster recovery implementation.
- Identify critical court services, applications, and recovery requirements.
- Implement solutions that meet desired requirements.
- Improve incident response plans to clearly define technical recovery procedures and communication protocols in the event of a disaster.
- Educate courts on disaster recovery design, implementation, and testing.

Metrics

- Speed of recovery and return to normal business operations after an incident.
- Number of courts with disaster recovery plans for critical services and applications.

- Number of courts with incident response plans.
- Number of education sessions conducted.
- Number of courts performing regular disaster recovery tests.

Considerations

- Reference work products and solutions from the *Disaster Recovery to Cloud Roadmap.*[4]
- Leverage lessons learned from disaster recovery implementations in other judicial branch entities.

Potential Funding Requirements

One-time costs

- Design and implementation of disaster recovery solutions.

Ongoing costs

- Maintenance of disaster recovery solutions.
- Maintenance of failover (backup) environments.
- Testing of disaster recovery and business continuity for identified systems and applications.

[4] Judicial Council of Cal., *Disaster Recovery to Cloud Roadmap* (April 2021), *https://courts.ca.gov/system/files/file/itac-dr2c_roadmap.pdf.*

Identity Management

Description

Branchwide federated identity management provides a secure central location to manage and protect digital identities. This allows the public and court staff to use one username and password to access digital services throughout the judicial branch.

Benefits

- Enhances user experience by providing a single account for access to court services, eliminating multiple usernames and passwords.
- Enables users to manage their own account.
- Protects access to court resources and personal information.
- Reduces development efforts by using a standardized identity solution.
- Streamlines justice partner access to court services.

Goals and Objectives

- Develop identity management governance for the judicial branch.
- Provide implementation guidelines for courts and vendors.
- Ensure that service providers adhere to judicial branch requirements.
- Enable identity management for branch-developed digital services.
- Establish an ongoing maintenance and operational team.

Metrics

- Percentage of users (public and internal) who have transitioned to the branch identity management solution.
- Login success rate versus failed attempts, showing ease of use and successful user authentication.
- Reduction in help desk tickets for password resets, account lockouts, and other access issues.
- Percentage of users utilizing self-service features such as password resets or account updates.
- Number of digital services using the identity management solution.
- Number of registered accounts.

Considerations

- Adoption of consistent funding requirements for identity services providers, as needed.

Potential Funding Requirements

One-time costs

- Staffing and professional services to implement and integrate identity management solutions.

Ongoing costs

- Platform hosting, operational costs, and subscriptions.
- Staffing and/or professional services for maintenance and support.

Branchwide Information Security

Description

The use of technology, innovative solutions, and remote access continues to increase security risks for California courts. One of the judicial branch's strategic objectives is to establish a proficient information security program with a viable security service to support judicial branch entities and their customers. The branch continues to invest in a secure, scalable, and robust technology infrastructure as a foundation for providing business solutions and digital services. The information security program relies on effective security governance, policies, standards, processes, and services to safeguard information assets and protect stakeholders' security interests.

Benefits

- Enhances the confidentiality, availability, and integrity of data.
- Improves collaboration, data sharing, and decision-making.
- Provides more effective risk management.
- Provides clear security guidelines for all judicial branch entities.
- Creates baseline policies as a foundation to measure effectiveness.
- Ensures consistent application of security controls across the branch.
- Provides a central point of contact for judicial branch entities to address IT security needs.

Goals and Objectives

- Create and maintain an overarching strategy for security governance, risk, and compliance management.
- Continue to provide ongoing branchwide information security training, awareness, operations, and assessment services.
- Evaluate, establish, and enhance an effective security tool set including security tools and solutions.
- Improve information security threat detection and incident response times.
- Decrease the recovery time for restoring normal business operations.
- Align with industry information security frameworks and best practices to recommend strategies for addressing new and evolving technologies and threats.

Metrics

- Number of courts participating in the security awareness program.
- Number of courts participating in the branch endpoint management program that safeguards networked devices, data, and other assets from cyber threats.

- Number of hours of security-related education completed by branch employees.
- Number of annual security assessments.
- Number of security alerts that require intervention.

Considerations

- A court's ability to keep up with constantly evolving security protocols.
- Unified policies, procedures, and standards that courts can adopt.
- Availability of security services.
- Recognition that information security is an ongoing program with evolving risks, requiring continuous maintenance, support, and staff training.
- Challenges in funding additional and ongoing expenses for information security, including business continuity and disaster recovery programs.
- Difficulty in funding, staffing, and retaining essential information security personnel.

Potential Funding Requirements

One-time costs

- Equipment, licenses, and services to deploy security programs.

Ongoing costs

- Maintenance, licenses, and operational support of information security programs.
- Maintenance and support of security equipment.

Legislation and Rule Modernization

Description

The judicial branch must ensure that state law and the California Rules of Court incorporate and support the adoption of new and existing technologies to modernize court services. This includes using data analytics to improve the development of laws, rules, and policies. The Judicial Council or its advisory bodies, courts, judicial officers, attorneys, government entities, and the public may propose legislative changes. The Judicial Council may also provide input on pending legislation sponsored by others. Proposals for new or amended rules of court or judicial branch policies may be recommended by the Judicial Council, a Judicial Council internal committee or advisory body, or Judicial Council staff.

Benefits

- Increases public access to courts and services.
- Provides greater convenience for conducting court business.
- Ensures the security of branch information and assets.
- Saves time and resources by streamlining operations.
- Aligns with branch efforts to expand self-help and language services.
- Improves communication and information sharing between the branch and justice partners.
- Enhances the overall courtroom experience.

Goals and Objectives

- Adopt and amend rules of court and other judicial branch rules, standards, and guidelines in areas in which new technologies affect court operations and access to the courts.
- Modernize California law, the California Rules of Court, and judicial branch procedures to permit and enhance the use of technology.
- Transform laws and requirements into procedures modernized by technology.
- Provide feedback on legislative proposals that impact courts, using data and analysis to inform decisions.

Considerations

- Approval by the Judicial Council, the Legislature, or the Governor for proposals for rules, legislation, or branchwide policies.
- A set schedule for submittal of proposals.

- Public input on proposed rules, legislation, and policies.
- Availability of Judicial Council staff resources during review and approval processes.
- Effective communication for successful implementation of changes.

Potential Funding Requirements

One-time costs

- None.

Ongoing costs

- Judicial Council staff time and time spent by members of advisory bodies on the development, review, and approval of proposals.
- Implementation of policy, rule, and legislative changes by individual courts.

Data Analytics: Governance, Data Sharing, and Branch Data Management

Description

Data analytics helps inform, enhance, and transform the way the judicial branch operates. Technical advancements in data analysis tools have made data analytics easier and more accessible than ever. This creates opportunities for the judicial branch to make data-informed decisions that enhance business practices and procedures. Additionally, these advancements can improve and expand programs, support the execution of legislatively mandated initiatives and reporting requirements (e.g., CARE Act and SB 929), and deliver an increased array of services that benefit the people of California.

The Judicial Council's Data Analytics Advisory Committee reviews policy and governance, performance measures, statistical studies, and analytic methodologies to measure and report on court administration and practices and procedures. In support of these efforts, the branch established a cloud-based data warehouse pilot program that integrates data from participating courts into a repository for data modeling and analytics.

Following are examples of Judicial Council programs that enhance data-informed decision-making:

- *Pretrial Risk Assessment:* A collection of arrest, pretrial, and court data that supports legislatively mandated reporting of risk assessment and program success analysis.
- *Data Analytics Pilots:* A technology platform that provides detailed data analytics, visualizations, and reports based on case-level information from pilot courts, including Judicial Branch Statistical Information System (JBSIS) and appellate and jury caseload and workload metrics.
- *Online Traffic Adjudication (Ability to Pay):* A repository of data populated by the MyCitations online tool that meets legislative reporting requirements and provides data dashboards and data visualization to the courts and Judicial Council.

Benefits

- Enhances the branch's ability to respond to legislatively mandated and statewide data requests and increases its agility in doing so.
- Provides a mechanism to perform "what-if" analysis on potential legislative changes and proposed business practices and simulate new policies.
- Identifies caseload trends to inform resource allocations and facilitate efficient court scheduling to align resources with demand.
- Aids courts' ability to accurately analyze juror summons response and usage rates, potentially saving jurors substantial time and transportation costs.
- Enables courts to analyze hiring trends and staff attrition for better budget management.

Goals and Objectives

- Increase efficiency in responding to legislatively mandated and statewide reporting.
- Pursue technology solutions to execute the branch's data analytics projects and programs.
- Expand the use of the data analytics platform.
- Provide training to court users on data analytics tools.
- Explore options to leverage the data analytics platform for new data integrations.
- Achieve full compliance with the most recent JBSIS version for all trial courts.

Metrics

- Number of courts deploying data analytics pilot solutions.
- Number of data sets available in the branch data warehouse, including associated dashboards and reports.
- Number of data sets collected.
- Percentage of courts that have attained full JBSIS compliance.

Considerations

- Accuracy and reliability of source data.
- Ability to hire technologists to maintain and support the data analytics platform.
- Ability to utilize common business processes for improved and effective data analytics efforts.
- Court investments in the resources to engage in significant data analytics efforts.
- Capability of case management systems to incorporate new legislatively enacted data requirements.
- New directions or policies from the Data Analytics Advisory Committee.
- Court data analytics maturity, areas of need, and data priorities.
- New governance policies and practices that ensure data is segregated and secured.

Potential Funding Requirements

One-time costs

- Software, hardware, and services for data analytics tools.
- Onboarding additional courts to the branch data warehouse.
- Automated data validation and testing tools.
- Possible investments in machine learning for analytics, validation, and testing.

Ongoing costs

- Infrastructure resources, licenses, and administration costs.
- Software programming and integration services.
- Staffing and training.

Emerging Technologies Program

Description

The Emerging Technologies program aims to systematically explore, evaluate, and implement technologies that align with the judicial branch's strategic objectives. Its goals are to drive innovation, improve operational efficiency, and enhance the experiences for the public and court staff. In today's rapidly evolving technological landscape, the courts and the branch must stay ahead of evolving expectations and challenges.

The Emerging Technologies program will use data-informed analysis to explore current and future technological advances that could significantly enhance access to justice. Potential innovations may include artificial intelligence (AI), secure digital records, augmented and virtual reality for evidence presentation, cybersecurity, identification solutions, and robotic process automation.

Benefits

- Encourages innovation by fostering creative thinking and experimentation, leading to effective solutions for organizational challenges.
- Increases operational efficiency by automating routine tasks with technologies such as AI and robotic process automation, reducing manual effort and optimizing staff resources.
- Enhances customer experience with AI-driven support, such as chatbots and personalized responses, for faster and more accurate issue resolution.
- Supports data-informed decision-making by providing valuable insights, enabling more strategic and informed choices.
- Attracts and retains top talent by investing in advanced technologies, offering tools and methodologies that improve job satisfaction and engagement.
- Future-proofs the organization by staying current with technological advancements, ensuring competitiveness and adaptability.
- Mitigates risk by exploring emerging technologies, allowing for proactive assessment and reducing the likelihood of critical issues.

Goals and Objectives

- Identify, evaluate, and determine emerging technologies that will enhance the public experience, streamline the branch and court operations, reduce manual processes, and increase access to justice.
- Foster a culture of innovation and forward-thinking to ensure emerging technologies are relevant and beneficial for the branch and courts' long-term growth and development.

- Enhance decision-making processes with real-time data analytics and predictive insights.
- Attract and retain top talent by providing opportunities to work with cutting-edge technologies.
- Implement advanced and emerging security technologies to strengthen the branch's cybersecurity position and ensure compliance with regulatory requirements.

Metrics

- Identification of emerging technologies relevant to the branch and courts.
- Number of emerging technologies evaluated and assessed.
- Number of courts adopting emerging technologies.

Considerations

- Alignment with the strategic goals and objectives of the branch and courts.
- Branch and court initiatives to address emerging technologies.
- Relevance to the branch and courts.
- Maturity and stability of emerging technologies.
- Technical, cost-related, and operational feasibility.
- Integration and interoperability with existing systems and other technologies.
- User adoption and training.
- Impact on customer experience and satisfaction.
- Compliance with applicable laws.

Potential Funding Requirements

One-time costs

- Services to develop, analyze, and evaluate proofs of concept.
- Hardware, software, licenses, subscriptions, network infrastructure, and cabling.
- Staffing and/or professional services.

Ongoing costs

- Software maintenance, licenses, and subscriptions.
- Enhancements, customizations, maintenance, and support.
- Operational hosting options, including cloud and on-premises solutions.
- Staffing and training.