

## V. INFORMATION TECHNOLOGY STRATEGIC INITIATIVES

### BACKGROUND

The Commission on Technology has identified information technology goals, strategic initiatives, and strategic projects that support the vision and strategic initiatives of *Justice 20/20*. Together, they set technology direction for the Judiciary and the Information Technology Division of the Administrative Office of the Courts, which staffs and supports statewide projects.

The Commission on Technology's authority and responsibility for the identification of the information technology priorities for the Judiciary are outlined below.

#### COMMISSION ON TECHNOLOGY: BACKGROUND

The Commission on Technology, a committee of the Arizona Judicial Council (AJC), has identified the strategies for automation statewide to support goals aligned with the overall vision and goals of the Judiciary. The Commission on Technology, one of five standing committees of the Arizona Judicial Council, was established in 1990. The Commission was charged with "providing strategic leadership for the successful application of information technology to improve access, efficiency and the quality of justice of the Arizona Court System." The Commission's charge to oversee the application of technology in the courts is consistent with the strategic initiatives and priorities of the Judiciary.

The Commission typically meets five times per year; subcommittees meet more often. Members include judges, clerks of court, court administrators, a State Bar representative, a Legislative Branch representative, a Governor's Office representative, a League of Cities and Towns representative, a County Supervisors' Association representative, and the public. Commission subcommittees provide technical advice and counsel to Commission members. A list of the Fiscal Year 2012 Commission on Technology membership and that of its subcommittees is included in the Introduction.

#### COMMISSION ON TECHNOLOGY: AUTHORITY

The Commission on Technology is similar in function to the Arizona Executive Branch's Information Technology Authorization Committee (ITAC). For instance, it reviews and approves Judicial Collections Enhancement Fund (JCEF) grant requests for automation projects. The Commission approves funding requests and provides support for projects that further the goals contained in this document. The Commission's authority and responsibility are to:

- Establish the goals, policies, and priorities for the statewide Judicial Information Technology Plan.

- Determine the allocation of available Judicial Collection Enhancement Funds for automation grant requests and projects consistent with the direction, standards, and priorities of the Judicial Strategic Business and Information Technology Plans. The Arizona Judicial Council determines the amount of funds available for this purpose.
- Oversee the statewide judicial branch data communications network, including establishing security standards and procedures.
- Develop and submit for approval statewide technical standards, which shall be used in all court automation projects, including security, disaster recovery, and communication standards.
- Oversee the selection, development, and support of automation systems used by multiple courts and supported by the Administrative Office of the Courts.
- Encourage projects which utilize technology to increase accessibility to the courts, improve court efficiency, and improve court management.
- Review and approve countywide court information technology plans for consistency with the Judiciary's Strategic Business and Information Technology Plans.
- Review and approve or disapprove court technology projects that exceed a cost of \$250,000. The Commission also establishes the policies and procedures for the submission of project plans.
- Monitor the progress of all court automation projects pursuant to county-wide court information technology plans.

#### **COMMISSION SUBCOMMITTEE: TECHNICAL ADVISORY COUNCIL**

The Technical Advisory Council (TAC) is a subcommittee of the Commission on Technology whose members provide a technical perspective and expertise to the Commission. They are charged to respond to Commission requests to recommend specific standards and technologies needed to carry out statewide policies and priorities. They may also be requested to review technical aspects of automation plans and grant requests and make recommendations regarding technical standards and approaches. Technical standards, technology architectures, and recommendations for specific technology solutions come from this group.

#### **COMMISSION SUBCOMMITTEE: COURT AUTOMATION COORDINATING COMMITTEE**

The Court Automation Coordinating Committee (CACC) is charged with coordinating the automation initiatives and integrations that affect the trial courts, including the dependence of any statewide project on other local projects. It oversees development of statewide automation systems to ensure they can be implemented in other Arizona courts. It also oversees implementations to ensure goals are being met.

## **COMMISSION SUBCOMMITTEE: PROBATION AUTOMATION COORDINATING COMMITTEE**

The Probation Automation Coordinating Committee (PACC) functions as a conduit between business users of probation automation and the technologists who provide and support that automation. Probation automation tools include the statewide records management systems for adults (APETS) and juveniles (JOLTS/JOLTSaz).

## **COMMISSION: SUPPORT STAFF**

Staff in the Information Technology Division (ITD) of the Administrative Office of the Courts serves as support to the Commission on Technology, much as the Arizona Strategic Enterprise Technology Office (ASET) performs the staffing function for ITAC. Beyond staffing, ITD provides development and support as well as vendor management resources for many of the statewide initiatives currently in process. ITD personnel, under the direction of Mr. Karl Heckart, CIO, plan to continue to staff the implementation, support, and enhancement of such statewide activities as replacement of case and financial management systems, the Arizona Judicial Information Network (AJIN), the Judicial Intranet, the customer service center, and all other centralized services. ITD staff members also provide support to ad hoc subcommittees, such as Funding or e-Court, created by a motion of the COT.

## **COURT STRATEGIC INITIATIVES (GOALS AND INITIATIVES NAMES)**

### **COMMISSION IDENTIFIED STRATEGIC BUSINESS NEEDS**

In the fall of 1993 during a strategic planning retreat, the Commission on Technology identified the following strategic business needs related to automation. These needs support the overall mission and goals statement of the Judiciary. (For the purposes of this plan “effectiveness” is defined as including both quantity and quality.)

In order of the Commission’s assigned priority, they are:

- Improved effectiveness in the maintenance of court records.
- Improved effectiveness in case management.
- Improved effectiveness in courts’ communications among themselves and with other justice and law-enforcement agencies.
- Improved effectiveness in the courtroom by employing technology in courtroom activities.
- Improved effectiveness in the business functions of court operations.
- Improved effectiveness in the enforcement of court orders, including collections.
- Improved effectiveness of probation tracking.
- Provide education to court staff and the public regarding the justice system and technology as used in the courts.
- Improved effectiveness in the maintenance of official appellate court records.

- Improved effectiveness in jury management.
- Improved effectiveness in juvenile court and juvenile detention records and case management.
- Improved effectiveness of facilities management.

In September of both 1996 and 1998 at its second and third strategic planning retreats, the Commission identified and reaffirmed information technology automation goals for the Judiciary and the strategic IT initiatives to support them. In its April and May 1998 meetings, the Commission on Technology reviewed the strategic initiatives in published IT Strategic Plans and reaffirmed them, adding Year 2000 readiness.

The Commission has recently reaffirmed these goals and strategic initiatives yet again. The initiatives have been aligned with and in support of *Justice 20/20* goals, and with the previously identified business needs of the court.

The information technology automation goals are:

STATEWIDE INFORMATION TECHNOLOGY AUTOMATION GOALS FISCAL YEARS 2013 – 2015	
1.	Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.
2.	Improve information access and communication from and to judicial entities as well as the other criminal justice system functions.
3.	Investigate and invest in technology solutions that improve judicial effectiveness in handling growing caseloads.

To achieve these goals, the Commission on Technology has identified the following broad strategic initiatives. This strategic agenda is both consistent with previous years' IT Plans and with the updated focus provided by Chief Justice Berch in *Justice 20/20: A Vision of the Future of the Arizona Judicial Branch 2010-2015*.

The information technology strategic initiatives are:

**INFORMATION TECHNOLOGY  
STRATEGIC INITIATIVES**  
FISCAL YEARS 2013 – 2015

1. Promote a *systemic thinking* approach to technological solutions.
2. Provide infrastructure (including the network, data center, centralized help desk, field support, training, and distributed systems management capabilities), processes, and procedures to support statewide court communication, automation, and integration.
3. Enhance information security and disaster recovery policies, procedures, and technology to protect statewide court technology-related assets.
4. Standardize processes and solutions to improve efficiency and effectiveness of court operations.
5. Complete, maintain, and enhance second-generation statewide automation projects.
6. Improve data exchange and communications with the public, the other criminal justice functions, and outside agencies while appropriately safeguarding confidential information.
7. Digitize the entire court environment.
8. Provide divisions of the Administrative Office of the Courts with automated solutions to meet internal goals and objectives.

## STRATEGIC TECHNOLOGY PROJECT ALIGNMENT WITH BUSINESS INITIATIVES

Given the information technology business needs, goals, and strategic initiatives, the Commission has elected to give high priority to several strategic technology projects. The strategic technology projects, aligned with the strategic business initiatives, are as follows:

<b>INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2013-2015</b>	
<b>TECHNOLOGY STRATEGIC PROJECTS</b>	<b>ALIGNMENT WITH “JUSTICE 20/20: A VISION FOR THE FUTURE OF THE ARIZONA JUDICIAL BRANCH 2010-2015”</b>
<b>Electronic Filing Related Projects</b>	<p>Improve efficiency of case processing through implementation of e-filing capabilities in all cases and in all courts.</p> <p>Assist self-represented litigants by implementing intelligent e-filing.</p>
<b>Integration-Related Projects</b>	<p>Modernize to improve court processes and information gathering, tracking, and sharing.</p> <p>Expand use of e-Citation to electronically transfer citation information from law enforcement to the courts.</p>
<b>New Case Management Systems Development / Enhancements</b>	<p>Modernize to improve court processes and information gathering, tracking, and sharing through implementation of case management systems in</p> <ul style="list-style-type: none"> <li>• Juvenile Court: JOLTSaz,</li> <li>• Limited Jurisdiction Court: AJACS, and</li> <li>• General Jurisdiction Court: AJACS.</li> </ul>
<b>Process Standardization</b>	<p>Continue implementing Court Performance Measures.</p> <p>Assist self-represented litigants by implementing intelligent e-filing.</p>
<b>Probation Automation Development / Enhancements</b>	<p>Modernize to improve court processes and information gathering, tracking, and sharing through implementation of case management systems in</p> <ul style="list-style-type: none"> <li>• Juvenile Court: JOLTSaz.</li> </ul> <p>Employ evidence based practices.</p>
<b>Business Continuity</b>	<p>Update “continuity of operations” plans to be prepared to continue or resume operations in the event of disasters and epidemics.</p>

**INFORMATION TECHNOLOGY STRATEGIC PROJECTS  
FISCAL YEARS 2013-2015**

TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH "JUSTICE 20/20: A VISION FOR THE FUTURE OF THE ARIZONA JUDICIAL BRANCH 2010-2015"
<b>LJ Electronic Document Management Projects</b>	<p>Improve efficiency of case processing through implementation of e-filing capabilities in all cases and in all courts.</p> <p>Provide judges the tools they need to operate in the digital court environment.</p>
<b>Automation/Technical Training</b>	<p>Develop an ongoing training program that provides court employees with the knowledge necessary to properly process cases and to operate the case, document, and financial management systems.</p> <p>Develop distance-learning technologies.</p> <p>Increase use of videoconferencing, webinars, internet meetings, and webcasts.</p>
<b>Enterprise Architecture</b>	<p>Develop distance-learning technologies.</p> <p>Consider use of new social networking tools.</p> <p>Implement admission on motion and an online bar application process.</p>
<b>Electronic Document Access</b>	<p>Use technology to provide efficient access to court documents while ensuring the security of confidential information.</p> <p>Produce an expanded index of court rules to enhance usability for court employees and the public.</p> <p>Employ technology to enhance communications within the courts and with the public.</p>
<b>Judges' Automation</b>	<p>Provide judges the tools they need to operate in the digital court environment.</p> <p>Create a searchable "opinions" database for judges.</p>
<b>e-Warrants</b>	<p>Maintain and improve communications with other branches of government, communities, agencies, and stakeholders.</p>