

ARIZONA JUDICIAL BRANCH



INFORMATION TECHNOLOGY STRATEGIC PROJECTS

FOR FISCAL YEARS 2011-2013

IX. INFORMATION TECHNOLOGY STRATEGIC PROJECTS

This section contains a description of the statewide or state-level strategic projects undertaken by the Judicial Branch for Fiscal Years 2011 through 2013. These projects arise from the strategic initiatives above and support *Justice 20/20: A Vision of the Future of the Arizona Judicial Branch 2010-2015's* business goals as well as the Commission on Technology's automation goals. Most are on-going projects focused on attaining the goals of a more responsive and accessible Judiciary.

At its June 2009 strategic planning session, the Commission on Technology reaffirmed the importance of existing strategic projects and revised their groupings from affinity areas by impact and timeline to a funding based priority list, pared considerably from past years in response to reductions in budgets. At the May 2010 strategic planning session, Commission members continued to evaluate and update the list of projects. They increased the detail of the listing for some projects and reduced the detail for others. Initiatives and related projects were again placed in priority categories numbered 1 through 5 with 1 being the highest priority and 5 being the lowest.

The Arizona Judiciary's strategic information technology projects for 2011-2013, in order of priority are:

STRATEGIC PROJECTS	PRIORITY*
ELECTRONIC FILING — CENTRAL CASE INDEX	1
ELECTRONIC FILING — CENTRAL DOCUMENT REPOSITORY	1
ELECTRONIC FILING — PAYMENT PORTAL	1
AJACS (GJ CMS) ENHANCEMENTS	1
AJACS (GJ CMS) REPORTS	1
LJ EDMS CENTRAL REPOSITORY	2
DEFENSIVE DRIVING PHASE 2	2
JUDGE/BENCH AUTOMATION (AJACS)	2
PROBATION CASE ACCESS	2
LJ CMS — DEVELOPMENT	2
APETS-CMS INTEGRATION	2
JOLTSaz — STATEWIDE NEEDS ASSESSMENT	2
JOLTSaz — DEVELOPMENT	2
LJ CMS PILOT(S)	3
LJ DISCONNECTED SCANNING	3
LJ DOCUMENT BRIEFCASE	3
JOLTSaz — PILOT	3
ELECTRONIC DOCUMENT ACCESS	4

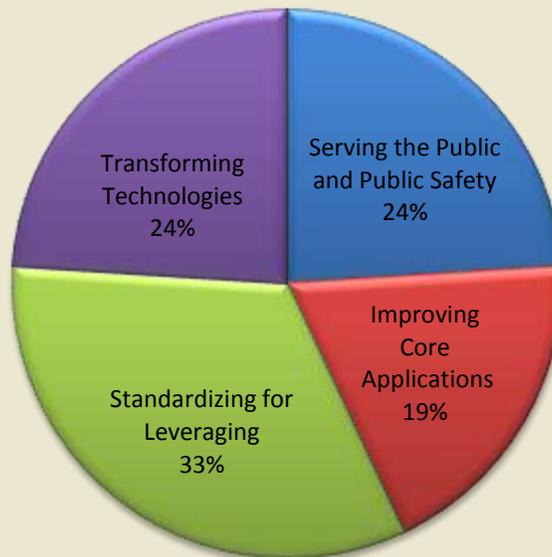
STRATEGIC PROJECTS	PRIORITY*
JOLTSaz — ROLLOUT	4
LJ CMS ROLLOUT	4
APETS ENHANCEMENTS (EBP)	4
JOLTSaz PHASE 2 DEVELOPMENT	5

These technology projects address five objectives. Below the projects are listed by these objectives:

OBJECTIVE	PROJECTS
Using Systemic Thinking	All
Serving the Public and Public Safety	APETS Enhancements (EBP) JOLTSaz Statewide Needs Assessment e-Filing (all 3 projects) Electronic Document Access Defensive Driving Phase 2
Improving Core Applications	AJACS Enhancements LJ CMS Development JOLTSaz Development Defensive Driving Phase 2 APETS Enhancements (EBP and CMS integration)
Standardizing for Leveraging	AJACS (GJ CMS) Reports LJ CMS Pilot(s) and Rollout JOLTSaz Pilot and Rollout LJ EDMS Central Repository e-Filing (all related projects)
Transforming Technologies	Judge/Bench Automation (AJACS) LJ Disconnected Scanning e-Filing Central Case Index and Doc Repository Electronic Document Access Integration Projects (all) LJ Document Briefcase

In addition, there are many technology-related activities and projects within the judiciary that support day-to-day operations. Staff must, for instance, provide continued support for the existing core applications and infrastructure. Existing projects need to be completed or supported with required or mandated enhancements.

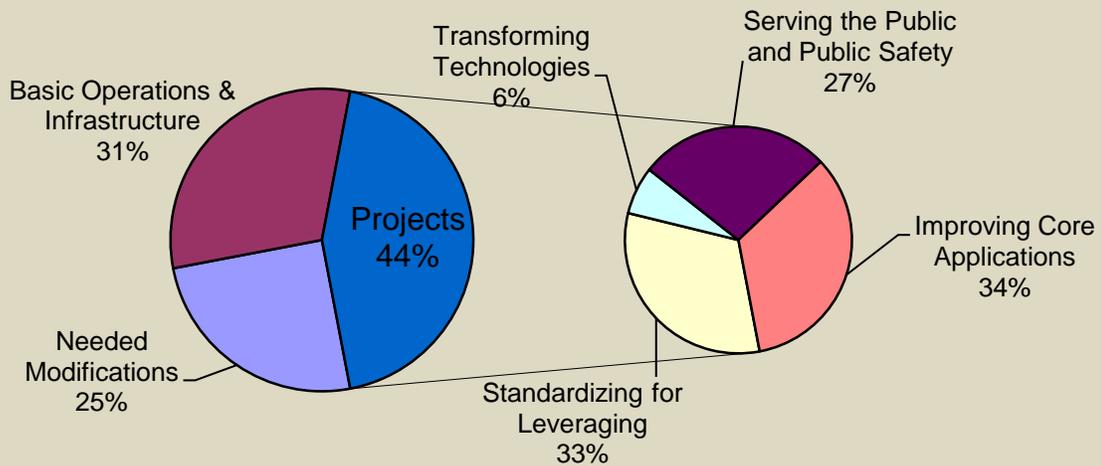
STRATEGIC PROJECTS BY OBJECTIVE



While the mix of projects is typically balanced, the Judiciary is now actively funding implementation of several second-generation automation systems and electronic filing-related functionality using new technologies. We are not, however, just addressing technology in a vacuum. Several of these projects involve standardizing, reengineering and collaborating to find, document, and train on best practices, thus leveraging judicial resources statewide.

Further, just over half of the court technology activity is dedicated to supporting the existing infrastructure, applications, and staff. Project work (CMSs, e-filing, bench automation, integrated justice applications) represents the remaining amount of the overall spending this year, an unusually high amount but attributable to multi-year, next-generation development efforts. New, transformational, technology projects account for only 3% of total spending.

STATEWIDE TECHNOLOGY SPENDING



* Chart does not include local court costs even if related to a statewide goal.

For each project's alignment with business strategic initiatives and automation goals, refer to the **Strategic Plan Analysis** section where this is detailed in several charts.

- Alignment with **Justice 20/20: A Vision for the Future of the Arizona Judicial Branch 2010-2015**
- Alignment of Strategic Projects with Automation Goals
- Portfolio Analysis: Projects by Class

For each project listed in the detailed strategic projects section, the following information is included:

- The project's goals are provided. They are stated in terms of milestones planned to be completed by the dates, which may be noted.
- The **Snapshot** provides a very brief characterization of the project. Included are the project's class and status. Also, an assessment of the degree of risk associated with successful completion of the project is included.
- A **Description** section describes the project and can include general information, a report of the existing situation, an outline of proposed changes and objectives, and description of technology used or technical environment.

STRATEGIC PROJECT ANALYSIS

The Commission on Technology has different perspectives from which to view projects to assist it in analyzing proposed strategic information technology projects.

ALIGNMENT OF BUSINESS GOALS AND IT PROJECTS

The first view aligns technology projects with the strategic business initiatives of the Arizona Judicial Branch. Projects are undertaken only when they support the business goals and initiatives of the judiciary. Below is a table depicting the various business initiatives that each technology project supports.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2011-2013	
TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH "JUSTICE 20/20: A VISION FOR THE ARIZONA'S JUDICIAL BRANCH 2010-2015"
Electronic Filing Related Projects	<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>
Integration-Related Projects	<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>
New Case Management Systems Development / Enhancements	<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"> • Juvenile Court: JOLTSaz, • Limited Jurisdiction Court: AJACS, and • General Jurisdiction Court: AJACS.
Process Standardization	<p>Continue implementing Court Performance Measures.</p> <p>Assist self-represented litigants by implementing intelligent e-filing.</p>
Probation Automation Development / Enhancements	<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"> • Juvenile Court: JOLTSaz. <p>Employ evidence based practices.</p>
Business Continuity	<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 2011-2013

TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH "JUSTICE 20/20: A VISION FOR THE ARIZONA'S JUDICIAL BRANCH 2010-2015"
LJ Electronic Document Management Projects	<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>
Automation/Technical Training	<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>
Enterprise Architecture	<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>
Electronic Document Access	<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>
Judge/Bench Automation	<p>Provide judges the tools they need to operate in the digital court environment.</p> <p>Create a searchable "opinions" database for judges.</p>

ALIGNMENT OF AUTOMATION GOALS AND IT PROJECTS

A second view of technology projects organizes them by their support of one or more of the three Statewide Automation Goals. They are:

- Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.
- Improve information access and communication from and to judicial entities as well as the other criminal justice system functions.

- Investigate and invest in technology solutions that improve judicial effectiveness in handling growing caseloads.

The following chart also includes the priorities established by the Commission on Technology at its March 2001 and June 2002 planning workshops, as updated at the May 2010 annual planning meeting.

ALIGNMENT OF STRATEGIC PROJECTS WITH AUTOMATION GOALS				
STRATEGIC PROJECTS	PRIORITY RANK	BUSINESS & AUTOMATION INFRASTRUCTURE	ACCESS & COMMUNICATION	JUDICIAL EFFECTIVENESS
Electronic Filing — Central Case Index	1	X	X	X
Electronic Filing — Central Document Repository	1	X	X	
Electronic Filing — Payment Portal	1	X	X	X
AJACS (GJ CMS) Enhancements	1			X
AJACS (GJ CMS) Reports	1		X	X
LJ EDMS Central Repository	2	X		X
Defensive Driving Phase 2	2	X	X	
Judge/Bench Automation (AJACS)	2			X
Probation Case Access	2		X	
LJ CMS — Development	2	X		X
APETS—CMS Integration	2	X	X	
JOLTSaz — Statewide Needs Assessment	2		X	
JOLTSaz — Development	2	X	X	
LJ CMS Pilot(s)	3	X		X
LJ Disconnected Scanning	3	X	X	X
LJ Document Briefcase	3			X
JOLTSaz — Pilot	3	X		X
Electronic Document Access	4	X	X	
JOLTSaz — Rollout	4	X		
LJ CMS Rollout	4	X		X
APETS Enhancements (EBP)	4		X	
JOLTSaz Phase 2 Development	5	X		

PORTFOLIO ANALYSIS OF IT PROJECTS

A third view organizes projects by operational type (basic, enhancing) with respect to their support of business goals. Other factors considered are a project's urgency based upon interdependencies with other projects, operational demands and/or legislative mandates. These views and factors enable the Commission to identify and prioritize the strategic projects.

This reflects an assessment of the level of impact the proposed strategic project will have on the Commission on Technology's identified strategic business needs. For this analysis, the Commission has adopted an approach developed by Mr. William Rossner, a Gartner Group analyst, as a way of approaching strategic planning for information technology. Application portfolio analysis provides for applications to be categorized into three classes:

- The **utility class** of applications - which includes the basic applications required to be in business.
- The **enhancement class** of applications - which includes those that extend the organization's performance, offering, for instance, faster delivery of information, better service, and higher quality.
- The **frontier class** of applications - which includes those that represent a potential breakthrough that could make a dramatic improvement in an organization's efficiency, effectiveness, or competitiveness.

Mr. Rossner noted that balancing each of these areas is the key to planning.

UTILITY CLASS APPLICATIONS

The AOC/ITD planning group believes they have appropriately balanced maintenance, replacement, and upgrades to basic necessary functions with enhancement and "leading edge" projects. Several projects are building incrementally on past efforts that created basic infrastructure and business applications, like APETS, AJACS, and the defensive driving statewide clearinghouse.

Not all IT projects are listed below, of course, but the priority projects with state-level visibility and significant resource needs are. Several IT applications are simply in maintenance mode and are not identified as priority projects. It is expected that these applications will continue to be supported and maintained. These include, for instance, AZTEC, the first-generation statewide case management system, Dependant Children's Automated Tracking System (DCATS), the Tax Intercept Program (TIP), Appellation, and various internal accounting and utility programs supporting the Supreme Court and the Administrative Office of the Courts.

ENHANCEMENT CLASS APPLICATIONS

The enhancement types of projects are directed towards extending the capabilities of many applications - adding, for instance, improved data integration functions to the probation automation and case management systems to support the justice integration strategic initiatives. Enhancement projects also include those new projects that will allow courts to provide a higher quality of service to the public, another goal of *Justice 20/20*.

Constructing additional functionality on top of what currently exists, like JOLTS Needs Assessment and AJACS Reporting, qualifies as an enhancement, as does re-engineering APETS to accommodate the change in business approach brought about by Evidence-Based Practices (EBP). Increasing the functionality of the central clearinghouse by constructing a web-based application for use by defensive driving schools to report more detailed information to enable financial integration with AZTEC and the new case management systems also falls in the category of an enhancement.

Since return on investment decreases as a function of remaining useful life, AZTEC development efforts have been greatly scaled back as replacement CMSs get implemented. AZTEC must continue to be updated for legislative changes as long as it remains in production use, but any requested enhancements to AZTEC's functionality are carefully balanced against end-of-life considerations.

FRONTIER CLASS APPLICATIONS

In addition, the Judiciary is engaged in a few projects that are on the "frontier" of technology. When complete, these will substantially increase the Judiciary's technology capability, and significantly modernize it using technology. There is a growing number of these, and most are interrelated. The various e-filing-related projects will greatly increase digitization in the courts, speed case processing, and vastly improve public access to filed documents. It will secondarily improve business continuity through the creation of central document repositories.

With respect to electronic filing, the Judiciary is in sync with the state executive and legislative branches in speeding to accept electronic documents. At its June 2005 annual planning meeting, the Commission on Technology (COT) created an e-court subcommittee to drive and coordinate the statewide evolution of electronic filing in Arizona. Predicated on the understanding that e-filing is far more business process dependent than technology dependent, this ad hoc group chaired by Vice Chief Justice Andrew Hurwitz continues overseeing the business decisions, change process, and specific plans necessary to:

- Expand court-to-court electronic filings including records on appeal and lower court bindovers;
- Create and leverage a central, electronic clearinghouse for criminal data among justice partners; and

- Create a unified, attorney/public e-filing system leveraging standardized, interactive, statewide forms as its foundation.

The Judiciary continues evaluating its rules for authenticating and accepting electronic documents filed by the legal community and by the public. Current policies related to paper filing are not influencing the crafting of electronic solutions, in order to keep new ideas flowing and progress being made.

It is important to note that each strategic project in the list encompasses more than one major activity. They are related but separate, often with entirely different project teams and user base. For example, the project titled “Automation Training and Support” includes a centralized support center, field support technicians, and several independent projects developing computer based training (CBT) and Web-based interactive training on automation applications. Further, it also includes the combined funding and training of the on-site, county-level, automation trainer. Individual technology projects may, therefore, be enhancing, but if the major impact of the strategic project is to maintain basic utility, then the strategic project would likely be classified as utility.

Taking that approach to the Arizona Judicial Branch’s strategic projects, both existing and planned, yields the following overview:

STRATEGIC PROJECTS	UTILITY	ENHANCEMENT	FRONTIER
Electronic Filing — Central Case Index			X
Electronic Filing — Central Document Repository			X
Electronic Filing — Payment Portal			X
AJACS (GJ CMS) Enhancements		X	
AJACS (GJ CMS) Reports		X	
LJ EDMS Central Repository			X
Defensive Driving Phase 2		X	
Judge/Bench Automation (AJACS)			X
Probation Case Access	X		
LJ CMS — Development	X		
APETS-CMS Integration		X	
JOLTSaz — Statewide Needs Assessment		X	
JOLTSaz — Development	X		
LJ CMS Pilot(s)	X		
LJ Disconnected Scanning			X
LJ Document Briefcase			X
JOLTSaz — Pilot	X		
Electronic Document Access		X	
JOLTSaz — Rollout	X		
LJ CMS Rollout	X		
APETS Enhancements (EBP)		X	
JOLTSaz Phase 2 Development		X	

The Judiciary considers the distribution of strategic projects to be reasonably balanced. The frontier projects are large in scope and resource demands. Limiting those to significant and “doable” projects is deliberate.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Continue the placement and support of PCs for ACAP, JOLTS, APETS, and AOC users, including the replacement of desktops as leases terminate.
- Continue phone support for statewide and AOC applications.
- Facilitate the rollout for new releases of core application software.
- Add and train resources to support new APETS users statewide.
- Develop an automation-training curriculum.
- Develop computer-based training and online interactive training programs for case management systems and other core application software.
- Develop training programs for automation field trainers.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

TRAINING PROVIDED:

- AZTEC and AJACS training was provided in a classroom or on-line setting on various topics, including Financial Processing, Protective Order Processing, MVD Batchcon and Mandatory Insurance Changes, Legislative Updates, Statistical Reports Using AZTEC data, and AZTEC 1.53 and 1.54 changes with documentation.
- 19 classes with 185 attendees.
- Additionally, one-on-one phone training was provided to 1220 users as a result of questions/problems submitted through Remedy.

SUPPORT SERVICES PROVIDED:

- An average of 165 support calls for AZTEC courts received each month.
- An average of 140 support calls for AJACS courts received each month.
- An average of 25 problem tickets handled for JOLTS on a monthly basis.
- An average of 495 problem tickets handled for AOC/Supreme Court on a monthly basis.
- An average of 930 information calls handled for Public Access and/or FARE on a monthly basis.
- New software releases/updates of AZTEC, DCATS, TIP, AJACS, and other AOC-sponsored applications continued to be deployed through automatic update server (Altiris).

SNAPSHOT				
CLASS		STATUS		RISK
Utility	×	New		High
Enhancement		On-going	×	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

This strategic project provides support statewide for automation. It includes:

- a help desk function,
- statewide technical support, and
- automation training.

The requirements for effective application and field support and training have increased with number of statewide applications deployed.

PHONE AND TECHNICAL SUPPORT

User phone support and field support functions are consolidated into a single Support Services group. The goals established for Support Services reflect the desire to provide centrally located as well as remotely stationed field support function.

AOC Support Services (Customer Support Center and Technical Support) currently supports a total of:

- 2,851 PCs for state-wide ACAP, JOLTS and APETS users
- 790 PCs for AOC/Supreme Court users

For the centrally supplied support, technicians use software tools for the remote control and diagnostics of users' hardware and software. Since remote tools were implemented, travel has been reduced by a significant amount and staff has provided more timely response to problems being experienced by the users.

Ideally, deploying field technicians in both northern and southern Arizona would provide more immediate on-site technical support. These technicians would perform troubleshooting of both hardware and software problems not resolved by the centrally located support. Funding has not been allocated for this at this time and so deployment of distributed field support is delayed.

Distributed system management is part of the funded ACAP Support effort. The software, Altiris, is part of the "image" on PCs delivered.

This software has established the capability to remotely manage the systems distributed in a variety of locations in Arizona. It addresses two areas of remote management. First, it establishes processes, procedures, and automated solutions to poll, analyze, and report on systems' status, providing alerts to both existing and pending problems as well as an inventory of software on the system. Second, it provides for the automated distribution of both application and system software. This software distribution and remote management package significantly reduces travel expenses and allows the Field Support team to be more responsive to user requests for PC service, software, and assistance.

Statewide support for APETS was added for Fiscal Year 2005 and Support Center staff received training in the APETS application. The Support Center now handles calls from APETS/Adult Probation users in the counties.

TRAINING

Some of the automation-training role for the various statewide applications resides in the user community. They are the experts in the business functions required to do the job and the best way to use the automation tools to achieve their goals.

Therefore, in coordination with Technical Support, development activities, rollout tasks, and help desk access; Automation Process Analysts are available to provide strategies and programs for automation training. In addition, 13 of the 15 counties use grant funding to pay a portion of the salary of a local field trainer to provide local support and training, particularly to new staff. The users, especially AZTEC users, have identified this as a very high priority as often court training resources are limited and the effective training of new court staff is critical to on-going court operations.

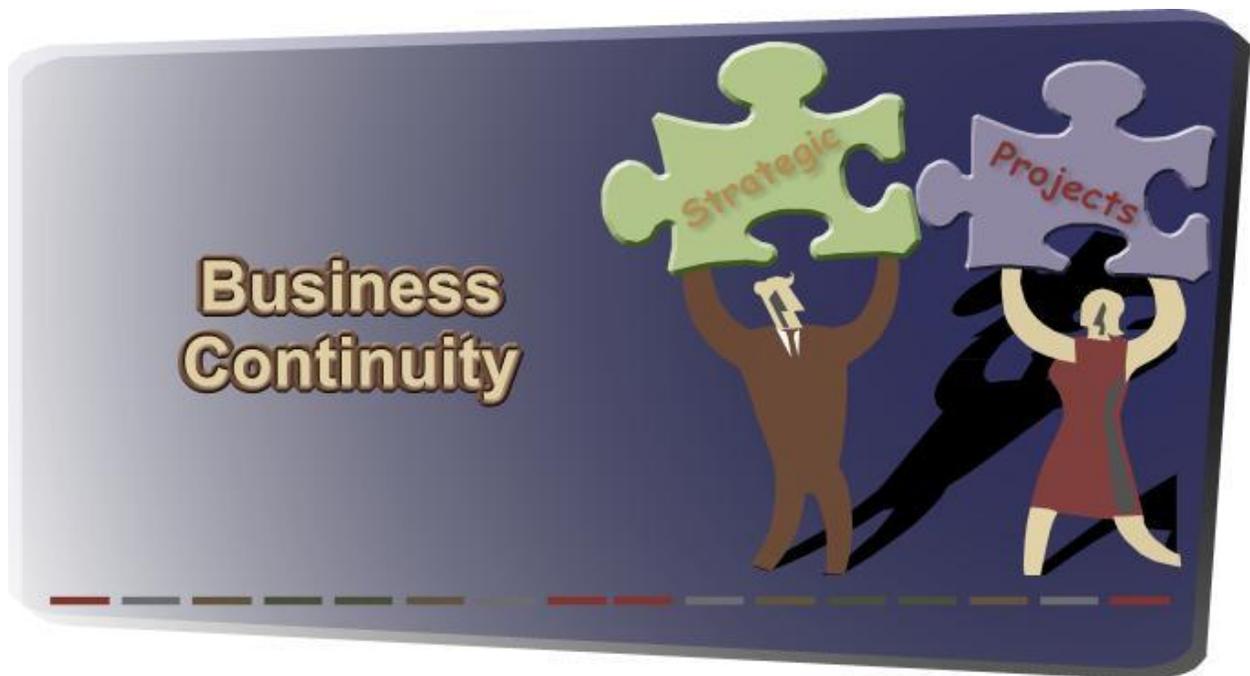
As new applications like AJACS are implemented, Training Support will collaborate with the responsible software development teams to construct the required training courses. They will also develop training tools on targeted topics that may involve the preparation of recorded training classes and conducting regional training conferences. Further, they will provide the Support Services staff with training to provide needed phone and on-site technical support, as appropriate.

As a result of budgetary constraints and the ongoing projects to implement new case management systems or increase the functionality of the existing systems, the automation training role was modified somewhat in FY2010 to include Joint Application design sessions. Training staff spent a total of 2017 hours involved in design sessions and testing to insure appropriate functionality before changes were implemented in the courts.

To satisfy the need for on-site automation training and assistance, State funds will partially fund an automation trainer in each county. The position's duties will include supporting all the courts (county and municipal, general and limited jurisdictions). These trainers assist users locally in their attempts to better utilize the automated systems. Standardizing business processes and workflow as well as assistance in creating specialized management reports are examples of such improved utilization.

Training is the most critical component in the success of an automation system. This training needs to be readily available to new staff and frequent refreshers must be made available to veteran staff. The AOC, with funding from the Commission on Technology, will be offering a multi-faceted approach to solving this problem:

- Comprehensive Curriculum - A training team develops the comprehensive ACAP training curriculum. It provides classes in all aspects of case processing and the use of the case management system.
- Class Room Training - The AOC has created a portable, self-contained training lab that allows ACAP training to be hosted on site or at offsite locations throughout the state without requiring dedicated computer training rooms.
- Computer Based Training (CBT) - The AOC has the capability to produce and distribute interactive and self-directed computer-based training. Some of the very basic classes will be distributed in the form of CDs to the courts. Most of the training will be made available, in interactive format, across the Court's network (AJIN). These classes will be on most needed topics and will be conducted by a live instructor. These courses can also be recorded for later review or access by persons unable to participate.



PROJECT GOALS AND ACCOMPLISHMENTS

Because courts increasingly rely on automated systems and electronic documents, the Commission on Technology continues its emphasis on business continuity. A set of systemic best practices is being developed and communicated to local courts regarding the identification of and mitigation of vulnerabilities. Work continues on compiling a statewide inventory designed to reveal disconnects between local expectations for business restoration and the likely realities courts face during disaster scenarios.

COT has identified a minimum set of information courts are responsible to document in planning a response to specific business risks, from both inside and outside the court building. Formulating responses to disasters and documenting a business restoration strategy requires hard work and intense communication among court departments and with justice partners. COT plans to compile from courts' input a set of scenarios and related options that would mitigate the largest, most common risks for the most courts. Discussion can then focus on the appropriate business continuity initiatives to fund.

Media focus remains strong on recent releases of personal information by government entities. A recent GAO study of over 570 data breaches reported in the news media from January 2005 through December 2006 showed these incidents varied significantly in size and occurred across a wide range of entities. Since court business relates to individuals, no court storing electronic information is immune. Arizona has passed a law mandating notification of individuals whose personal information is inadvertently released. Administrative Order 2008-68, issued August 14, 2008, addresses provisions of that law related to courts.

PROJECT GOALS

- Provide specific training to court administrators related to court business continuity of automated systems.
- Develop an assessment and planning guide for court business continuity, focusing on the information technology elements that enable court business.
- Evaluate loss scenarios and mitigation costs to determine appropriate initiatives to fund.
- Educate local courts on the risks associated with creation and maintenance of distributed electronic records.
- Obtain the address of each court’s designated business restoration location to ensure communications connectivity exists prior to a disaster.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Business analysts continued to assist courts in completing the risk assessment tool and returning it to COT staff to compile
- AOC staff collected four risk assessments following pre-implementation planning activities for AJACS CMS at superior courts. .
- Remained abreast of Pandemic Continuity of Operations guidance being developed by AOC, especially mission critical court functions.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement	×	On-going		Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

In our increasingly interconnected world, business, including the business of government, comes to a standstill without the flow of electronic information. When court data systems or the network that connects them are damaged and processes disrupted, the problem is serious and the impact far reaching. Mistakes lead to public distrust and the erosion of public confidence in the institutions of government. The consequences can be much more than an inconvenience, even affecting life, health, and public safety. Vital digital records must not only be preserved but have at least the same assurance of availability as paper records were perceived to have.

Disaster recovery has always been an issue for courts but it is becoming pervasive as courts increase their reliance on automated systems and electronic documents. Integration also makes an outage in a single court potentially disruptive to their partners throughout the justice system. Fixing a single site, like the data center at the State Courts Building, only addresses a piece of the overall problem, since more of the environment is being distributed among the local courts. Local courts must develop and communicate their own detailed plans.

A prime example of the risk related to decentralization is in the arena of electronic document management. With the implementation of EDMS in all superior court clerks' offices throughout the state, courts are poised to stop collecting paper in the near term in favor of electronic case filing. Even in the current environment where clerks digitize the paper they receive, court processes are becoming dependent on the electronic records. The majority of rural superior courts had to stretch financially to afford a single EDMS server; purchasing a secondary or redundant system is well out of their reach. Courts are not prepared to quickly rebuild servers and get data restored even where reliable backups exist. As limited jurisdiction courts now undertake digitization efforts on even lower budgets with fewer support staff, the problems are magnified.

ACJA 1-507 contains provisions for courts desiring to destroy paper for which equivalent electronic records exist; unfortunately, few courts are able to meet the associated technical requirements, even for closed records. The AOC is designing a solution that replicates electronic records from the state-standard EDMS to a central location. For limited jurisdiction courts that cannot afford a local EDMS, AOC is currently constructing a central EDMS for shared use. Both solutions increase the survivability of electronic court records by storing multiple copies in separate geographic locations. The AO authorizing statewide e-filing will authorize courts using the AOC's central EDMS or replication solution to destroy paper, since the AOC systems fulfill the technical requirements of ACJA 1-507.

Interestingly, a recent study revealed that natural or man-made disasters were actually the least likely cause of system downtime. The wealth of other more mundane contributors to outages includes user errors, application errors, hardware failure, utility outages, and fiber cuts. There is quantifiable risk associated with each of these conditions, defined as the probability of occurrence multiplied by the magnitude of

impact. TAC created a survey tool that helps local courts confront their risks from the likely perspectives of

- Failure of a single system or component (disk, switch, power supply),
- Unavailability of staff (pandemic flu)
- Failure of the enabling environment (power grid down, fiber cut)
- Failure of multiple systems or components (water damage, power surge, server room fire)
- Loss of an entire facility (flood, hazardous waste, bombing).

The tool, a business continuity/disaster-planning matrix, used to capture COT's minimum required artifacts, is divided into two parts. Part 1 asks court business leaders to identify top services and business functions the court can't operate without -- those required by law, rule, or administrative order. Common processes were pre-populated to help the brainstorming process. Leaders are then prompted to enter the maximum allowable time the court can go without providing that function. Leaders may also define an order of precedence for restoring the function based on the criticality of each individual business process.

Part 2 aligns the required business processes with the automation systems that support them. Risk is then identified using a five-point scale for likelihood and a five-point scale for impact. This scoring effort reveals those processes that most need protection or workarounds in place. The amount of unplanned downtime that can be tolerated is also an instructive number.

The completed matrices are being returned to AOC staff to provide to COT for consideration of vulnerabilities, solutions, and costs. Staff will also characterize the "ripple effect" of one court's outage on the other courts and justice partners relying on data from that court. The goal is to characterize those initiatives that best advance the courts in the direction of the desired state.

Completed risk assessments returned to date have identified the following items under the control of AOC as having the highest priority for restoration:

- AJIN connectivity and trust relationships,
- Videoconference network (for remote appearances or hearings),
- Case management system and court database,
- JOLTS application,
- APETS application,
- E-mail application,
- Jury+ application,
- ATLAS application (Executive Branch).

Completed risk assessments returned to date have identified the following items under local control as having the highest priority for restoration:

- The local area network,
- Court reporting/recording software,
- Local add-on applications to the case management system,
- Any electronic document management system,
- Financial applications outside the case management system (often county or city systems).

Much more data is still required to compose a statistically accurate sample. The pace of returns diminished greatly in the wake of the statewide budget crisis and AJACS CMS conversion resources have been relied upon to assist courts with completion of the assessments.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS FOR FISCAL YEAR 2011

- Support transition to Evidence Based Practices (EBP), the new direction probation is taking statewide. The APETS Fall 2010 Build will incorporate several more EBP-related changes to the application in the areas of updated assessments, compliance tracking and performance reporting. It will also put in place several system edits for better data quality and start to provide limited data exchange functionality in support of the Probation/CMS integration with AJACS.
- Create a data feed from a kiosk terminal in Pima County to APETS that will enable low-risk probationers to comply with reporting requirements and free up probation officers to focus on high risk clients.
- Automate and redesign performance measures process around EBP for AOC's annual submission to the Legislature and JLBC.
- An Interstate Compact Offender Tracking System (ICOTS) interface will be built to import or export client case and demographic data for a transfer request to/from another state.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Provided changes to assessment scoring and risk categories to align with EBP.
- Expanded Earned Time Credit and Interstate Compact tracking features.

- Added edit/copy features to improve data accuracy in APETS and modified the case plan.
- Created a document summarizing a defendant’s overall risk and needs to assist the court in sentencing decisions.
- Provided a means to track jail time and community restitution hours.
- Revised the uniform conditions in line with EBP.

SNAPSHOT		
CLASS		STATUS
Utility		New
Enhancement	X	On-going
Frontier		Replace/Upgrade

PROJECT DESCRIPTION

APETS is the automated tracking system for Adult Probation services. It was first deployed in Maricopa County and all probation departments in the state were using it by December 2006. APETS has approximately 2,500 users statewide that access the system on a 24/7 basis. The application is written in PowerBuilder using a code generator called HOW and utilizes an Informix database.

Beginning with Pretrial, dependents are tracked through initial arrest to supervised release and acquittal or conviction. Data is retained separately to ensure protection for non-convicted persons. Data includes case status, contact/case notes, and drug testing results.

Presentence support includes multiple assessment tools, full demographic data, abuse history, criminal history, and standard format face sheet for court review. Recommendations may be made by the Probation Department, altered by the judge and outcomes entered for use in supervised probation tracking.

Supervised probation tracking is a fully functional case management system. Functionality includes case initiation, post PSI assessments, case plan management, drug court management, contact/case notes, UA tracking, petition processing, conditions and addendums of probation management, program and treatment tracking, multi-county courtesy supervision, multiple client transfer capability, victim tracking and responsible officer history.

Administratively, APETS allows multiple search capabilities, management level browse and review engines, caseload management, administrative category management (deportation, prison, specific jail terms and unsupervised status requiring minimal personnel interactions) and Interstate Compact support.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Digitize the Appellate courts.
- Enable electronic dissemination of court documents.
- Comprehensively implement the OnBase electronic document management system(s), including CMS integration.
- Continue to enable electronic filing of specific types with direct integration to the database, including data and document transfer from lower courts.
- Standardize court operations and procedures across appellate courts, where possible, through the use of automated tools and assistance.
- Integrate to emerging court community document management and production systems and standards.
- Populate Public Access and the statistical central repository with Appellamation data. Populate emerging Central Case Index and Central Document Repository systems currently in development.
- Provide other forms of public access to appellate case information, decisions, calendars, dockets, and documents.
- Continue enhancement and improvement of Appellamation, including workflow management, issue management, work product management, and integration with Statewide e-Filing through AZTurboCourt.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Expanded and improved the integration between Hyland OnBase document management system and Appellamation. Upgraded the Supreme Court OnBase system to version 9.2.
- Enhanced reporting capabilities by adding new reports and enhancing existing reports.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	X	New		High
Enhancement		On-going	X	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

The Appellamation Project began in 1997 as a joint effort between ITD/AOC, the three appellate courts, and Progressive Systems, Inc. (PSI). The goal of the project was to build a comprehensive automated system that met the unique case tracking and reporting requirements of the state’s appellate courts. The system utilizes modern client/server technology and is capable of integration with lower court applications also provided by the same vendor.

In 1999, ITD/AOC assumed full responsibility for the completion of the system and its deployment. At the present time, the application has been implemented successfully in the Supreme Court and in the Court of Appeals Division One.

The Supreme Court, the Court of Appeals, and the Appellamation development team plan continued development of enhancements and functional modules. A number of automated interfaces and integration activities continue to further the appellate court’s e-Court initiatives. These include providing various forms of electronic filing and management of electronic documents. Other enhancements are planned to improve workflow in the courts and expand public access to court and case information provided over the Internet.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide AZTEC maintenance releases as needed to implement required legislation changes and efficiency enhancements.
- Provide support and maintenance for automation until new CMS application implements in all ACAP courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Developed and deployed AZTEC Versions 1.5.1 and 1.5.2 to provide fixes for reported defects and to address issues and customer enhancement requests in AZTEC 1.5.
- Developed and deployed AZTEC Version 1.5.3 to provide the ability for LJ courts to automatically create receipts and register of actions (ROA) entries for FARE case records from the vendor, ACS.
- Continued reviewing and closing outstanding and obsolete Remedy tickets related to AZTEC issues.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	×	New		High
Enhancement		On-going	×	Medium
Frontier		Replace/Upgrade		Low

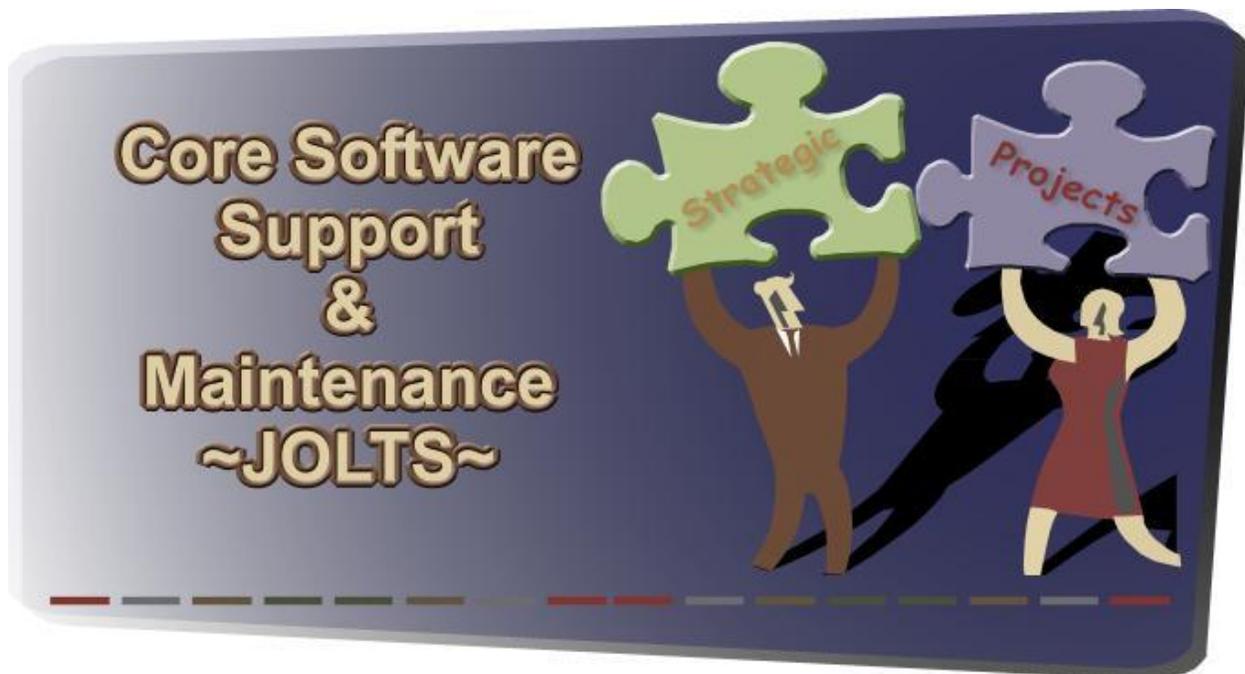
PROJECT DESCRIPTION

AZTEC is the legacy case and cash management system deployed throughout 137 of Arizona’s general and limited jurisdiction courts. AZTEC software maintenance is an internally supported project. Though development staff and software support were originally provided by a vendor, the Arizona Judicial Branch obtained rights to the software for use in Arizona courts and began directing and performing the development of enhancements and modifications. The remaining AZTEC development team continues to address deficiencies in the system and provide enhancements, balanced by end-of-life considerations, until next-generation case management systems currently in development are deployed.

The Commission on Technology re-affirmed its approach to AZTEC developed during the strategic planning for Fiscal Years 2004 – 2006. The application has reached the end of its lifecycle and is being replaced by a vendor system at both the general jurisdiction level and the limited jurisdiction level.

The continued operation and maintenance of AZTEC will only be to support the required needs and functions of the courts during a several-year migration to new systems. In the meantime, the on-going support and maintenance of the basic case and cash management system for Arizona courts will remain a priority. Considerable investment has been made to-date in first-generation systems and now that they are implemented throughout the Judicial Branch and improved for users over time, they must continue functioning fully to support their users during transition to second-generation systems.

The major focus of the AZTEC team during FY2010 was to provide system enhancements to allow courts to auto receipt and docket FARE vendor payments, notices and TTEAP holds and releases as well as enabling integration with a centralized document management system for smaller LJ courts.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS IN FISCAL YEAR 2011

- Provide legacy application support and maintenance via Remedy tickets.
- Complete system enhancements only when required by court rule or legislation.
- Create new, and modify existing, Crystal reports only as requested by counties.
- Provide data for annual reporting requirements, including AOC Annual Report, Arizona Courts Data Book, Juvenile Performance Measures, and Juveniles Processed in the Arizona Court System, ad hoc reporting, and research.
- Continue to increase the automated sharing of juvenile justice information with other state and county agencies through the use of the data warehouse and other means.
- Facilitate and support the business process of reviewing and cleaning up juvenile records in rural counties, Pima, and Maricopa in support of the Statewide Identifier project. Compare these records across county databases to identify unique matches. Assign statewide identifiers to all juveniles based on matching results.
- Design, develop, and implement a statewide identifier web-service, which will assign statewide IDs to all newly added juveniles in existing juvenile tracking systems. Also, design, develop and implement an interface from rural JOLTS to the statewide identifier web-service.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Provided continued support for the JOLTS system in the 13 rural counties, including facilitation of statewide user’s groups/workgroups, training, and completion of urgent system fixes as well as producing new, or modifying existing, Crystal reports.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	X	New		High
Enhancement		On-going	X	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

Written 25 years ago, the Juvenile Online Tracking System (JOLTS) is still considered one of the most comprehensive juvenile court automation systems in the country. Juvenile Probation, Detention and Court Staffs in the 13 rural counties and Pima County use JOLTS today. Centralized support at AOC is provided to the 13 rural counties while Pima County has and maintains its own version. A third juvenile probation system, iCIS, is used by Maricopa County. All counties provide electronic data to the JOLTS Youth Index, statistical database and the Juvenile Data Warehouse system.

The JOLTSaz project is in progress as a partnership between AOC and Pima, each building specific functional modules of the new system. JOLTS will be decommissioned once the rollout and implementation of JOLTSaz is complete. Current functionality in JOLTS needs to be enhanced and entirely new functions need to be developed. The cost to maintain JOLTS with its current AS/400 platform is expensive and continues to increase each year. It is also increasingly difficult to find skilled Cobol/DB2 programmers to support this legacy application.

JOLTS application support and maintenance must continue during the development, testing and implementation/rollout of JOLTSaz. Enhancements to the existing JOLTS system for the 13 rural counties will be worked only if required by court rule or statute. Remedy tickets for JOLTS problem resolution are accepted based on the severity level established. Requests for new Crystal reports or modifications to existing Crystal reports are handled based on resource capacity at AOC.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Develop and implement a Data Warehouse Strategic Roadmap that will outline and guide in the design of a new data warehouse that accommodates new business processes, new architecture, and new data warehouse technology. Support statewide collection of court data (AJACS, AZTEC and non-AZTEC) and add other court entities' data into the data warehouse.
- Support the interface to Public Access information for the public and other interested agencies.
- Convert current data warehouse web applications to the AOC standard, 3-tier architecture.
- Analyze and evaluate Business Intelligence (BI) solutions.
- Continue support for ad hoc reporting requests from the data warehouse.
- Continue to support the central repository as an on-going project in FY 2011.
- Implement "Full FARE" interfaces with Chandler Municipal Court.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Continued support of the Public Access Victim Notification application using Maricopa Superior Court extracts / active criminal cases.
- Continued support of Interim FARE interfaces with Chandler Municipal and AZTEC courts for the Fines, Fees, and Restitution Enforcement (FARE) program.

- Implemented all 25 Maricopa Justice Courts into Interim FARE.
- Continued support of full FARE interfaces with Phoenix Municipal Court.
- Continued support of the TTEAP process for FARE.
- Continued implementation of additional AZTEC courts into the Interim FARE process.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	×	New		High
Enhancement		On-going	×	Medium
Frontier		Replace/Upgrade	×	Low

PROJECT DESCRIPTION

The data warehouse functions as the central data repository for the judicial branch and has become the primary statewide interface between the case management systems (CMS) and other agencies. Interfaces were created in response to a need to collect statewide data in a central location and provide for formatting that would enable the data to be used in a consistent way. Based upon the need of specific projects, specifications were created to describe how to transfer information to/from the data warehouse and programs written to allow the information to be processed and loaded into the data warehouse. A statewide view of court information is the result. Some of these interfaces included FARE, CPOR, and Public Access.

The data warehouse provides the following court case information:

- A centralized case and person search capability for court personnel.
- The data collection mechanism for the publicly accessible court information via the Internet.
- The data collection mechanism for the statistical database needed to respond to both executive and legislative requests for statistical information about court activity.

The benefits of maintaining the data warehouse are:

- Improved quality of service to the public by providing other government agencies, such as DPS, DES, and DOR with more accessible electronic information to improve and support their business processes.

- Improved centralized access to information, such as criminal history, orders of protection, domestic violence, etc., for law enforcement.
- Improved electronic integration with the legal community and other justice-related departments and agencies.
- Improved quality and quantity of data available to the AOC for analysis and research.
- Improved customer service by providing higher quality of data and case management and greater public access to information.

One of the main benefits of the data warehouse is to provide court data for statewide analysis and statistical reporting. The report generation is in accordance with the policies established by the Arizona Judicial Council.

The data warehouse is the foundation for the development and support of FARE, part of the Penalty Enforcement Program. The data warehouse provides the main interface between the courts (AZTEC and non-AZTEC), external agencies (MVD), and the service provider.

Statistical reporting data as well as other aggregates have been built into the data warehouse infrastructure to support other required analysis and planning. AOC can enhance the integrated central repository, with additional research to determine additional needs of the public, the requirements of new federal legislation for such things as a domestic violence index, and the local and state law enforcement needs.

The central repository, with its sTrac, eTrac, iTrac, statistical, and public access modules, is in production in all superior courts and selected limited jurisdiction courts. It provides court personnel the ability to view high-level summary information about their caseloads and also allows them to drill down to detail supporting the summary information. It provides tools to help courts better manage their cases.

A strategic road map is continuing to evolve to lay out the direction and evolution of the data warehouse. The roadmap will be used to move the data warehouse into the future in an effective fashion aligned with business goals.



PROJECT GOALS AND ACCOMPLISHMENTS

PHASE II PROJECT GOALS

- Replace the legacy Defensive Driving School Tracking System (DDTS) application.
- Collect and report diversion fee data from schools to limited jurisdiction courts.
- Automate Defensive Driving School (DDS) receipting into the AZTEC case management system.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Completed development and testing, to add the new functionality to the AZTEC Case Management System for automated case-level receipting.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement	×	On-going		Medium
Frontier		Replace/Upgrade		Low

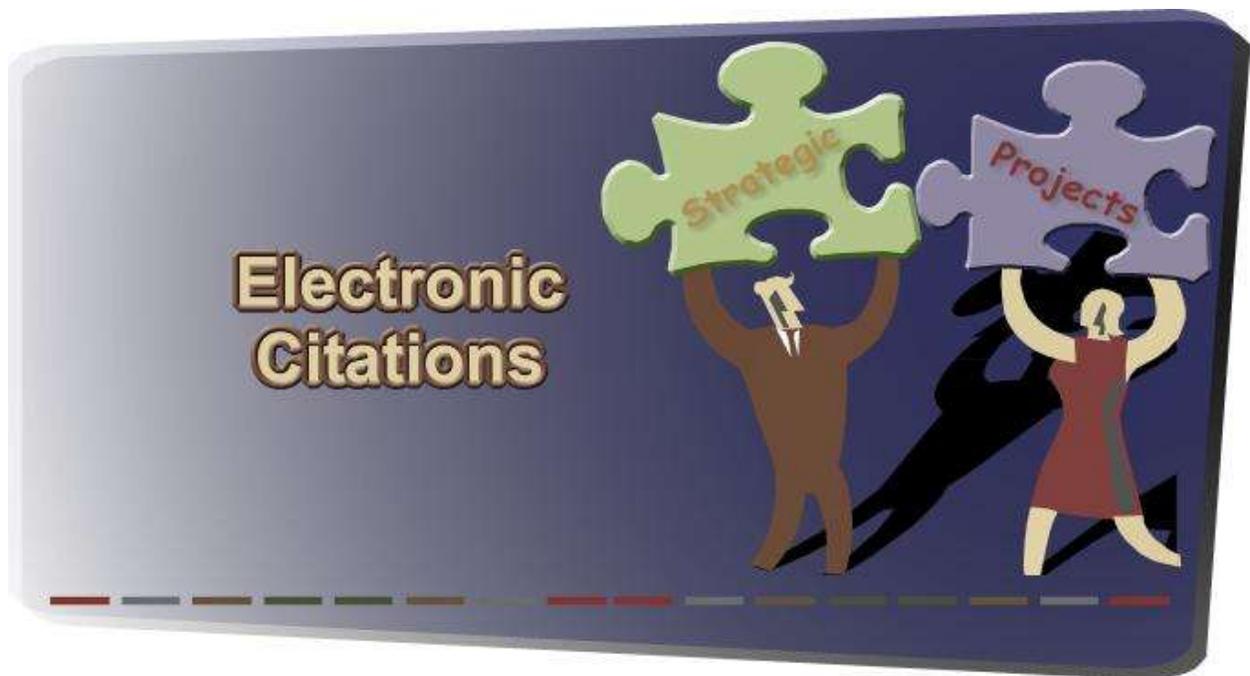
PROJECT DESCRIPTION

This project responds to new requirements brought about by House Bills 2001 and 2488, which amend Section 28-3393 of the Arizona Revised Statutes relating to defensive driving schools. Effective January 1, 2009, an eligible individual who elects to attend a DDS may attend any Supreme Court-certified school that complies with the court automation and reporting requirements. The amendments preclude courts from using only “preferred provider” DDSs, upon the expiration of their current contracts with the schools.

In an effort to streamline the process of reporting DDS completions from all certified schools to all courts, the AOC centralized this functionality. Centralization benefits the schools as they were previously required to report to both the AOC and to each individual court but now report only to the AOC, who then reports out to the court of jurisdiction. The benefit to the courts is the ability receive a single data feed for DDS completions from all schools. The addition of centralized DDS registration reporting benefits courts presently using or planning to use photo enforcement, because the DDS registration notification eliminates the need for service of photo enforcement citations.

Phase 1 of the project continued to utilize the legacy DDTS application and the established AOC reporting processes at the DDS with new functionality added to capture DDS registrations. A new middleware application was implemented to pick up the registration and completion data from the DDTS application. This application then sends applicable records through a Data Warehouse validation process and creates XML messages for valid records which are sent to the appropriate courts’ MQ queues. Invalid records are sent back to the DDTS system; the schools are notified and correct the bad records then retransmit them to the AOC. The application then transfers the data from AZTEC courts’ MQ queues to the appropriate AZTEC database tables. After the records are transferred to AZTEC, an internal process performs necessary updates to all impacted cases. Phase 1 was implemented on December 31, 2008.

Phase 2 of the project includes the replacement of the entire DDTS application used by the defensive driving schools. The legacy AS/400 system will be retired and a new web-based user interface will be implemented for use at the schools. This will allow for the capture of all data necessary to report on court fees that are collected by the schools and transferred to the court of jurisdiction. Additional functionality will be added to the AZTEC case management system to perform mass receipting of DDS-collected diversion fees at the case level.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Implement a standard process and mechanism for electronic transfer of data from law enforcement agencies to the courts.
- Implement a standard process and mechanism for electronic transfer of data from the Prosecutor to the courts.
- Implement the functionality to import and post electronic data from vendors, law enforcement, and prosecutors into the court case management system (CMS).
- Obtain secure communication paths from citation originators to court case management systems.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Worked with existing vendor to implement handheld devices in two law enforcement agencies, with several more in the planning phase.
- Worked with an additional handheld vendor to implement handheld devices in one law enforcement community .
- Continued to maintain reporting mechanisms for photo enforcement vendors and courts to manage and monitor case status, payments, and performance of service.
- Continued to worked with vendors to implement photo radar, red light running, and other fixed photo enforcement systems throughout Arizona.

- Provided support for issues and problems that arose during e-citation processing.
- Began planning for DPS TRACS pilot to begin in the fall of calendar year 2010.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement	×	On-going		Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

In FY 2006, AZTEC began to be opened to allow an XML data stream from e-citation devices, photo radar, and red light systems to automatically initiate cases. This paved the way for full electronic case filing while awaiting implementation of next-generation case management systems. This project benefits the court community by building the foundation for automated case initiation for bookings, citations, and filings into the AZTEC database, thereby decreasing the amount of data entry the court clerk would need to do for case initiation and simultaneously improving the accuracy of case data.

The initial integration project involved the courts (via AZTEC) and Flagstaff/Coconino City/County Law Enforcement as well as prosecutors (via their records management systems). The project includes creation of data transfer interfaces and standardization of transaction structures. The transactions include data for three different types of case initiation: Citation, Booking, and Long Form Complaint data. A web interface allows the court clerk to review the data and supplement it (if needed) then to post the data into the AZTEC CMS.

Another facet of the project includes providing electronic ATTC input to AZTEC from law enforcement officers' handheld devices. There are now 13 courts that have partnered with their local law enforcement agencies to provide officers with handheld devices containing the electronic ATTC form. The data is transmitted to the court network via the DPS network for upload to AZTEC.

As part of the preparation for the initial DPS TRACS implementation, AOC Legal provided a verbal opinion that courts must be in direct possession of electronic citations, not relying on vendors or law enforcement agencies to provide judges with e-citations on demand. Ramifications of this opinion could be large, so discussions are underway regarding the true business needs of courts in relation to electronic citations, especially whether a stream of data constitutes a "filing" under the rules and what court processes

require a defendant's signature. It is possible that AOC will have to construct a central repository for certain citations from DPS and vendors.

Further complicating matters, DPS' agreement with TRACS licenses the software for the state as a whole. Should DPS make TRACS available to local law enforcement, judges would have to look multiple places to locate a ticket depending on what law enforcement agency filed it or AOC will have to gather citations from all local law enforcement locations in addition to DPS. These business issues will be addressed through the course of fiscal year 2011.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Assist courts to implement the electronic document management (EDM), imaging, and electronic filing systems that are compatible with adopted standards.
- Provide guidance to courts regarding electronic records.
- Identify short-and long-term funding resources to support electronic document management, storage, and archiving.
- Support statewide e-filing by creating a central repository for court filings received through an online interface, then replicated following acceptance by clerks. Provide reliable method of exchanging documents from one OnBase system with another.
- Provide a centralized EDMS for use by smaller, limited jurisdiction courts.
- Implement the OnBase imaging solution throughout the Administrative Office of the Courts and in the Supreme Court.
-
- Integrate OnBase with existing, standard case management systems (AJACS, AZTEC, Appellamation).
- Implement Document Transfer Module with existing OnBase Systems to facilitate the Central Document Repository (CDR) in support of AzTurboCourt.

- Implement test system for General Jurisdiction Courts without one already in place locally.
- Standardize keywords and formatting used in OnBase systems throughout the state.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Continued supporting OnBase in Superior Courts; all now have EDMS and 14 of 15 use the state-standard system.
- Used Federal Stimulus Funds to purchase complete technical environment needed to support centralized LJ EDMS.
- Designed test and production OnBase systems in support of CDR. Performed extensive configuration and testing activities.
- Following testing with El Mirage Municipal Court and Apache Junction Justice Court and modification of the AZTEC CMS to integrate with a central EDMS, AOC implemented the production disconnected scanning approach for LJ courts.
- Expanded internal use of OnBase at the Administrative Office of the Courts to additional departments and business functions.
- Reviewed formal requests from individual courts regarding destruction of paper records where equivalent electronic records exist, pursuant to ACJA § 1-507. Approved requests from two courts for destruction of paper records in closed cases.
- Under the direction of AOC Legal Services, completed a request for proposals to support OnBase systems statewide, received bids from two vendors, and convened an evaluation team to recommend one vendor. Extended current contract to enable sufficient time for evaluation, negotiation, and transition activities, if needed.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	×	High	
Enhancement		On-going		Medium	
Frontier	×	Replace/Upgrade		Low	

PROJECT DESCRIPTION

Electronic Document Management (EDM) includes the processes and the environment where documents are created, stored, managed, located, retrieved, and viewed electronically. Electronic documents and e-records replace traditional media (paper). Electronic documents are and will be used in the day-to-day business of the court, by court staff, other justice-related agencies, and the public.

An electronic document management system (EDMS) is generally made up of several different technologies that must be integrated, including imaging, electronic filing, workflow management, case management system applications, COLD, and database management.

The Judicial Branch realizes that the needs and benefits of Electronic Document Management extend throughout the criminal justice system and will collaborate with other agencies to develop a model that satisfies system-wide requirements as well as those of the courts.

The current court strategy is to:

- Assist courts in developing alternatives to their records storage and paper case file routing/tracking challenges.
- Develop documentation and State-level expertise to assist courts in selecting the best model for their environment while remaining non-proprietary and capable of storing and sharing documents between and among courts, other government agencies, the legal community, and litigants.
- Provide guidance to courts having EDMS regarding destruction of paper court records for which images exist as well as retention of electronic records.
- Provide a central solution that significantly reduces the barrier to entry for limited jurisdiction courts desiring to digitize paper records and accept electronic case filings.
- Provide a central second repository for documents and a reliable transfer method to and from standalone systems to support e-filing, public access and enable destruction of paper records.

There is a strong interdependence between this and other strategic projects. For example, the electronic filing project requires that an EDMS base be present to store filings. Electronic authorizations and signatures will also play a role. Certification that the electronic original document is actually the signed and unaltered original document will be important. Technologies and processes to provide this assurance must be put in place.

An ever-increasing number of Arizona courts at all levels are using imaging and electronic document management systems. All Superior Court Clerks and clerks of

several larger limited jurisdiction courts (Tucson, Phoenix, Flagstaff, Mesa, Scottsdale, Oro Valley, Fountain Hills) have now implemented full-featured EDM. Tucson City Court was the first municipal court to undertake a full OnBase implementation and to integrate AZTEC in scanning operations without using bar codes. Focus is now switching to smaller limited jurisdiction courts that have plans for adopting EDMS but insufficient resources, beginning with Apache Junction Justice Court.

There is clear need for the EDMS initiative as well as a receptive environment. Because storage and paper handling has reached a critical level, there is a realization of an urgent need in many courts. Both the public (especially the media) and Arizona Bar have expressed interest. A renewed vendor interest in the Arizona market has caused some additional visibility. With the introduction of digital signature legislation in Arizona, the policy environment is in place to support electronic documents.

There are, however, legitimate concerns about privacy. Once all court documents are electronic and easily disseminated over the Internet, thus making court documents generally accessible, it potentially removes the current “practical obscurity” of public court records. The Arizona Judicial Council team reviewed the court’s public records policy, Supreme Court Rule 123, and enacted additional rules to balance demands for increased access to public information with necessary protection of citizen privacy in digital court records.

Over the past few years, statewide models for electronic document management and electronic filing have transitioned from design to reality and taken a more federated flavor to spur rapid adoption of a statewide e-filing process in the Arizona.

The COT e-Court subcommittee has focused on using a vendor solution to accomplish statewide e-filing in Arizona for all courts and all case types. Arizona Code of Judicial Administration (ACJA) Sections 1-504 and 1-506 direct a uniform approach to document management and e-filing. E-Court is overseeing the business process needed to implement that uniform approach.

With so many courts creating e-records and having the ability to share those with other courts and justice partners, emphasis is necessarily shifting to protecting the integrity and availability of those records. Many courts employing imaging do not yet meet the requirements of ACJA 1-506 for electronic filing, having neither the funding nor technical know-how required. AOC is undertaking, as a corollary project to e-filing, creation of a central case index (CCI) and central document repository (CDR). For courts supported by the AOC, this environment will provide a second spinning copy of electronically filed court case documents and serve as the gateway/repository for public access to court documents per Rule 123 criteria. For courts performing their own support, the CCI will catalog the locations of the accepted records on clerks’ systems in order to pass requests directly to those systems for fulfillment.

But, since e-filing applies to all case types and all courts, the LJ level cannot be overlooked. EDMS is a pre-requisite to acceptance of electronic documents by LJ courts. The cost of procuring then implementing and maintaining even a minimal functioning local system in each LJ court is prohibitive (over \$4 million). Waiting for cities or counties to implement digitization efforts for local courts to join will hold off e-filing for years. The solution is called disconnected scanning: a way to leverage a central system among over 100 local courts in a way that does not consume all available bandwidth during the workday by storing images scanned until off hours and making them available to courts the following morning. Work is underway on constructing the central system and integrating it with the case management and e-filing systems to reduce the burden on local courts.

As imaging processes mature, Clerks have become disillusioned because the initial promise of a reduced workload and storage space are not being realized. Through the e-Records Subcommittee of the Limited Jurisdiction Courts Committee they requested clear direction regarding removal of paper records where electronic reproductions of them exist, especially in limited jurisdiction courts, since they are not courts of record. That direction has been provided in ACJA 1-507, approved December 10, 2008.

Activities already completed for this multi-year project include:

- Establishing pilot projects to test the adopted standards and guidelines for electronic filing and electronic document management.
- Establishing electronic document management models for different types of courts.
- Leveraging State support and procurement by identifying a limited product set to be used statewide.
- Identifying potential short-and long-term funding resources to support the project.
- Enhancing the ACAP case management systems (AZTEC & AJACS) to recognize and manage electronic documents.
- Identifying a subscription model for disconnected scanning to reduce the barrier to entry for smaller LJ courts.

Activities that must still be undertaken include:

- Organizing resources - human, financial, expertise, etc., to support the completion of the initiative.
- Enabling full e-filing functionality in new CMSs under development.
- Implementing an electronic filing model that can be deployed throughout the Judicial Branch for all courts and all case types.
- Identifying and securing the funding necessary for construction, deployment, and ongoing maintenance of the centralized LJ EDMS.

In addition to executing the technical tasks, the Judicial Branch is also endeavoring to prepare courts and the public for this paradigm shift from paper to electronic documents. Education of court staff, the legal community, and the public is getting underway. CIO Karl Heckart hosted a statewide educational broadcast covering the topic on November 19, 2009.

The investment is considerable and the judiciary is proceeding with caution, but EDMS is clearly a “must have” rather than “nice to have” tool.



PROJECT GOALS AND ACCOMPLISHMENTS

Electronic Filing or “e-filing” is a composite project that makes use of portions of other individual projects necessary to enable filing of documents and data into courts. E-Filing in courts stems from adoption of the Uniform Electronic Transactions Act (UETA) by Arizona (A.R.S. 44-7001) to facilitate and promote commerce and governmental transactions by validating and authorizing the use of electronic contracts, records, and signatures.

AZTurboCourt is the Court’s all-encompassing system that supports electronic filing. AZTurboCourt’s main components include the Electronic Filing Service Provider (EFSP), Electronic Filing Manager (EFM), and an optional Clerk and Judge Review application for use with case management systems (CMS). The EFSP (described in detail in the Internet Public Interactive Service section of this document) enables users to interact with the e-filing system described in this section. The EFM stores and transmits case file information to and awaits, records, and communicates responses from the destination or “target” case management system. The Clerk and Judge Review application enables clerks of the court to accept or reject case file submissions. Back-end facilities keep track of registered users, filed documents, reviews within the court, and cases available to be viewed by the public.

Related projects described in prior plans include court-to-court records transfer (C2C) and justice partner filings on criminal cases into the Arizona Supreme Court and Court of Appeals Division One (ACE).

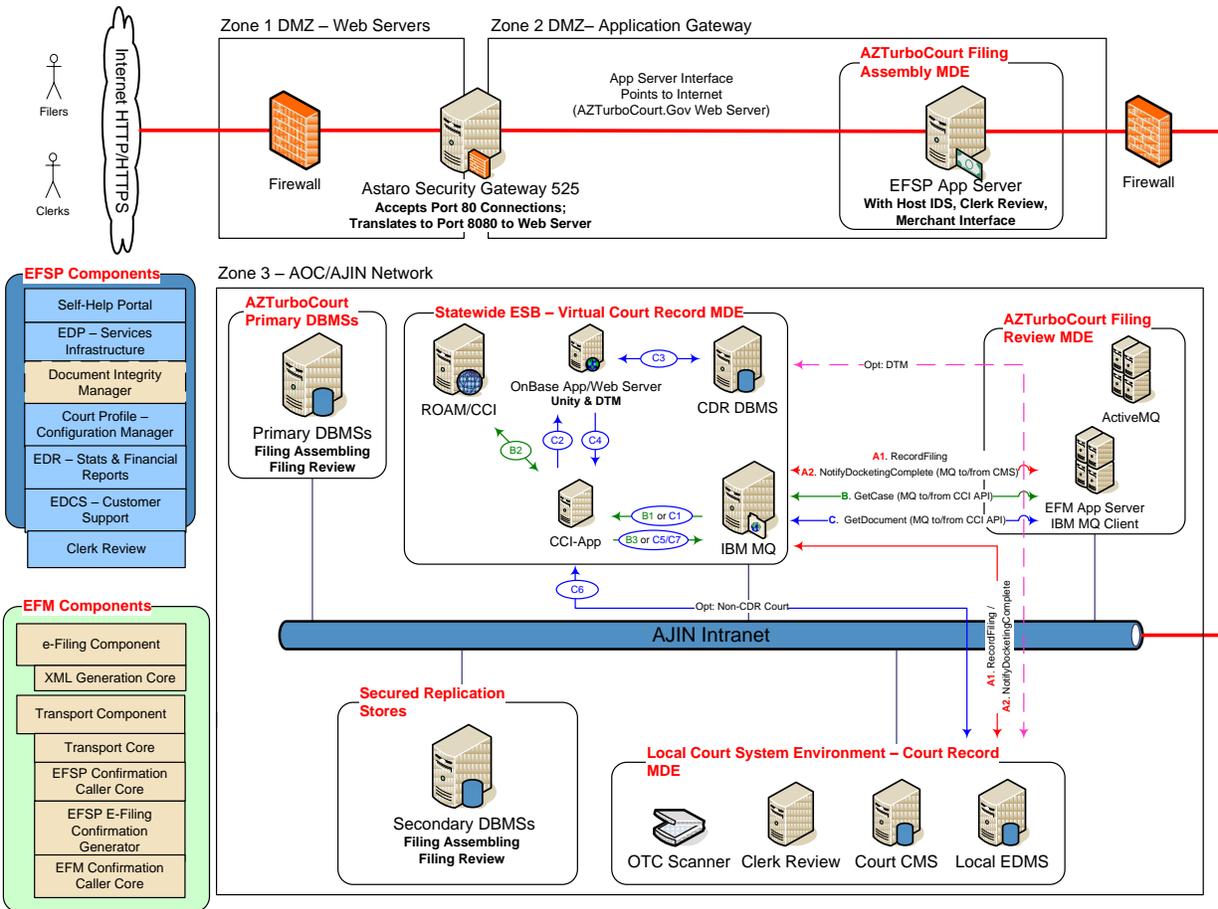
The AZTurboCourt technical design diagram (below) highlights the various components that are either dedicated to the e-filing system or play a role in the e-filing system’s

operation, but that also support non-e-filing applications -- these components can be part of the shared infrastructure. As mentioned above, the EFSP, EFM, and Clerk/Judge Review functions (and their corresponding databases) are dedicated to the e-filing system, in which the EFSP represents the AZTurboCourt “store front” or customer front-end and the EFM and Clerk/Judge Review components represent the AZTurboCourt back-end components used by courts. Individual users of the AZTurboCourt e-filing system (e.g., case parties, attorneys, document preparers, law enforcement agencies) only have direct access to the EFSP. The EFSP then facilitates the requisite communications to and from the EFM.

Also facilitating communications to the EFM are the target CMSs. The target CMSs receive information from and return information to the EFM via various “middleware” components, namely IBM MQ, Central Case Index (CCI), and Central Document Repository (CDR). IBM MQ transports/routes messages between the EFM and target CMSs. The CCI and CDR maintain either the location of successfully filed case documents or the actual case documents. The CCI-CDR environment serves two essential purposes. First, they together provide a central location through which users of AZTurboCourt can quickly locate and retrieve secondary copies of the official court record. Second, the combined systems mitigate the need for direct access to the target CMSs. This design approach significantly reduces network traffic over AJIN and the associated performance overhead on each of the target CMSs.

AZTurboCourt Logical Design Diagram

Revised 6/24/2010 8:24:17 AM



PROJECT GOALS

DOCUMENT SCANNING / ELECTRONIC DOCUMENT MANAGEMENT

- Assess, design, and deliver document scanning solutions for small, medium, and large-sized courts that complement clerk-accepted electronically submitted case file information.
- Automate, where possible, the capture of metadata, forms data, and document images as information is scanned. Investigate bar coding documents to significantly reduce, if not eliminate, manual entry of case file information.
- Create a central repository for electronically submitted court filings, documents, and images accepted by clerks statewide.

LITIGANT FILING

- Create a Web-based service through which litigants (attorneys and self-represented) submit Arizona court case files online, thereby eliminating the need for physical paper handling.
- Demonstrate feasibility of a standard, court-provided interface by which litigants can submit filings using a common e-Filing Service Provider (EFSP).
- Leverage the court-defined data standards in all jurisdictions within and between the e-filing system and target CMSs in support of the CourTools court performance reporting initiative.
- Speed adoption of a statewide e-filing system by implementing a vendor-developed:
 - Electronic Filing Manager (EFM) capable of supporting multiple jurisdictions and licensed/owned by the court
 - Internet-based portal that supports both free-form pleadings and form-based filings.

LAW ENFORCEMENT FILING

- Expand electronic filing beyond pilot projects in select courts to include records management systems and citation generating systems such as handheld devices, red light running traffic monitors, and photo radar systems.
- Expand electronic filing beyond the individual case file submission user interface to include a bulk-filing interface for Records Management Systems that comply with the AZTurboCourt bulk-filing interface specification.

CLERK/JUDGE REVIEW / CASE MANAGEMENT SYSTEMS INTEGRATION (AZTEC, AJACS, APPELLAMATION)

- Create an integrated Clerk and Judge Review application for both the AZTEC and AJACS CMSs that enables clerks to accept or reject case file submissions and transfer the appropriate data to the CMS.
- Enable court users and/or the CMS itself to initiate and/or provide automated responses to filers through the review module.
- Develop XML message interface standards to be used between AZTurboCourt or custom-developed Clerk/Judge Review and the courts' CMSs.

REGISTRATION SYSTEM

- Create a central location, AZTurboCourt.gov's Registration System, through which filers for all AZTurboCourt.gov services will, at a minimum, register to use the Statewide E-Filing and Public Access systems.
- Expand the support for third-party authentication and the security measures required for the Public Document Access System over time.

MQ INTEGRATION

- Situate IBM MQ as the message transport and exchange mechanism between the AZTurboCourt e-filing system, specifically the Electronic Filing Manager (EFM), Central Case Index (CCI), and target Case Management Systems (CMSs).
- Route e-filing-related messages to and from each of connected system using IBM MQ, e.g., CCI.

ONLINE PAYMENT PORTAL

- Create a mechanism through which e-filers apply payments toward the purchase of their AZTurboCourt services (e.g., Credit Cards, Automated Check Handling).
- Exchange transaction data with selected banking institution(s) and back-end target court CMSs to ensure that transactions can be completed and that appropriate audit trails are instituted.
- Provide organizational oversight and ongoing management of payments made through AZTurboCourt.

JUDGE INFORMATION MANAGEMENT MODULE

- Assess, design, and deliver judge information management capability that assists with the day-to-day activities of the judiciary, integrated with target CMS automation efforts.
- Obtain consulting from sitting judges to ensure that the design adopted streamlines their work on the bench compared to paper processing.

FUNDS SETTLEMENT SYSTEM

- Facilitate the transfer of e-filer payments from an AOC “Settlement” account to the various court accounts.
- Reconcile the remittances reported by the Court’s online merchant, in the form of receipt totals, to the payment receipts reported by AZTurboCourt.

CENTRAL CASE INDEX (CCI)

- Optimize data retrieval times for the e-filer while minimizing the use of available AJIN bandwidth and other system resource overhead.
- Provide “copy” repository of or pointers to all case file information and documents located in the CDR or elsewhere within AJIN.
- Maintain a unique identifier to associate filers with all cases with which s/he is associated.
- Create specifications by which courts interface their respective CMSs to the CCI-CDR environment.

CENTRAL DOCUMENT REPOSITORY (CDR)

- Maintain either pointers to or copies of specific document images associated with case file information contained or referenced within the CCI.
- Optimize document retrieval times for the e-filer (EFSP) while minimizing the use of available AJIN bandwidth and other system resource overhead.
- Store a “copy” of most case file documents and standard metadata supplied by back-end, target, court EDMs and CMSs.
- Create specifications by which target courts may interface their respective CMSs to the CCI-CDR environment, including interface specifications that external system developers will use to facilitate information exchanges via the AZTurboCourt EFM.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

DOCUMENT SCANNING / ELECTRONIC DOCUMENT MANAGEMENT

- Enhanced the AZTEC case management system (to interface with a centralized electronic document management system in preparation for digitization and e-filing initiatives in limited jurisdiction courts).
- Completed project to integrate Division One case management system with an electronic document management system. Re-initiated planning preparations with Supreme Court Clerk and staff.

LITIGANT FILING

- Deployed Limited Jurisdiction Small Claims, Civil, and Eviction Action AZTurboCourt (intelligent forms) “Pay & Print” applications in Maricopa County Justice Courts, Pima County Consolidated Justice Courts (without Small Claims), Pinal County Justice Courts, and Cochise County Justice Courts.
- Began developing the “Full E-Filing” statewide version of the AZTurboCourt (intelligent forms) “Pay & Print” Limited Jurisdiction Small Claims and Civil applications (case initiation and subsequent filing).
- Deployed the “Full E-Filing” version of the AZTurboCourt (attached pleadings) General Jurisdiction Subsequent Civil application for the Clerk of the Superior Court in Maricopa County.
- Began developing the “Full E-Filing” statewide version of the AZTurboCourt (attached pleadings) General Jurisdiction Civil “Full E-Filing” application (case initiation and subsequent filing).
- Began developing the “Full E-Filing” statewide version of the AZTurboCourt (attached pleadings) Appellate Court criminal and civil applications (case initiation and subsequent filing).
- Began gathering the requirements for the “Full E-Filing” statewide version of the AZTurboCourt (intelligent forms) Domestic Relations Divorce/Separation application (case initiation and subsequent filing).

LAW ENFORCEMENT FILING

- Implemented local or county photo enforcement in additional municipal courts; 77 courts are in production with photo enforcement and/or e-citation programs.
- Supported implementations of Advanced Public Safety handhelds in additional courts while crafting the process for an additional provider, Brazos Technologies, to transmit citation data to the Administrative Office of the Courts (AOC).
- Continued planning and preparation for pilot of TRACS software in Apache Junction Justice. TRACS operates on DPS's Mobile Data Computers (MDCs).

CLERK/JUDGE REVIEW / CASE MANAGEMENT SYSTEMS INTEGRATION (AZTEC, AJACS, APPELLAMATION)

- Continued enhancing vendor-developed clerk/judge review module which will simplify the process of evaluating (accepting and rejecting) case file submissions and deliver the requisite case data to awaiting CMSs as well as case submission status notifications to filers. This clerk/judge review module will serve the Maricopa County Justice Courts, the Superior Court in Pima County, the Supreme Court, and Court of Appeals Division One.
- Began collecting the business requirements for a standalone clerk/judge review module. The requirements gathered will serve in the development of clerk/judge review modules for the AJACS (GJ) and AZTEC (LJ) case management systems.

REGISTRATION SYSTEM

- Designated the AZTurboCourt user registration system to accommodate the e-filing population. The system will be enhanced to also support the Public Access user population.

MQ INTEGRATION

- The MQ environment has been enhanced by external applications designed to place information onto the MQ message routing queues and to extract information from the MQ message queues. The AOC-dubbed MQ "PUT" and "Trigger Process" application routines were developed to accommodate any front-end or back-end application, such as e-filing and e-citation that needs to interface with back-end court systems.

ONLINE PAYMENT PORTAL

- Obtained formal approval from the State Treasurer to set up an AOC settlement account for statewide e-filing through the State's financial institution.
- Began gathering business and system requirements to interface the AZTurboCourt e-Payments Module with the State's financial institution's online payment portal service.

JUDGE INFORMATION MANAGEMENT MODULE

- The baseline AJACS GJ CMS was deployed to various superior court locations. The Judge Information Management Module will become an enhancement of the court’s AJACS Limited Jurisdiction CMS application currently being developed.

FUNDS SETTLEMENT SYSTEM

- Began gathering the business requirements associated with fund transfers between AOC and court accounts and funds-to-case file reconciliation procedures.

CENTRAL CASE INDEX (CCI)

- Developed formal system requirements and design specifications.
- Prototyped the CCI using ROAM technology and successfully tested it against Maricopa Superior Court’s ICIS case management system.
- (Completion of the CCI is dependent on the completion of the standard XML tags used in statewide e-filing message exchanges.)

CENTRAL DOCUMENT REPOSITORY (CDR)

- Drafted formal system requirements and technical design specifications.
- Developed and tested a small prototype of the CDR Document Transfer Module (DTM). DTM testing continued in support of initial deployment in the Maricopa County Justice Courts, the Arizona Supreme Court, and Court of Appeals Division One.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement		On-going		Medium
Frontier	×	Replace/Upgrade		Low

PROJECT DESCRIPTION

STATEWIDE E-FILING PROJECT DETAILS

In the spring of 2008, the Arizona Judicial Council and Chief Justice of the Arizona Supreme Court, recognizing the opportunities and need for the next evolutionary step in court automation, directed the Administrative Office of the Courts to initiate a project to develop a statewide electronic case filing system and implement a pilot court by the

second quarter of 2009. Supreme Court Chief Justice Ruth McGregor elaborated four key directives to guide this important initiative:

1. The Branch must not create a fragmented system that leaves some courts behind due to their location or volume.
2. E-Filing must apply to all types of cases in the state, including those for which no filing fees exist.
3. Arizona must use a court-powered and court-managed system. No vendor must own or control court documents.
4. The solution chosen must be a first-class system, capable of supplying all the services that court users need, including case initiation and service of process.

In response, the Arizona Judiciary is constructing an Arizona Court Filing Service which will provide citizens of Arizona and clients of the courts a single portal with which to conduct business, no matter the court or type of case. This portal will allow attorneys and parties to cases in the courts to rapidly access and file information pertinent to those cases in any court in a seamless, easy to understand way.

The Judiciary has made significant investments in the automation of the courts. These investments lay a significant foundation for the envisioned electronic filing service. However, several key components are necessary to complete and integrate the technologies into a cohesive and reliable system. The court is, therefore, pursuing a partnership with a company having proven electronic filing experience to construct, deploy, and operate a public facing Internet electronic filing portal that integrates with court automation systems and comports with the directives of the Arizona Chief Justice.

Electronic filing focuses on exchanging case file data, documents, and images, including appropriate and validated indexing information, with case management and other court-critical information systems. The Electronic Document Management (EDM) initiative seeks to supplement these court-critical applications, with document and image storage support. EDM focuses on the processes and the environment for electronic document creation, storage, management, retrieval, and archiving. Courts currently use imaging systems to digitize documents received on paper. The digitizing process today typically requires staff to manually feed documents into imaging systems (scanners). The most effective and efficient method over the long term is to implement electronic filing and thus remove the need to manually digitize information. Rules and guidelines for electronic filing continue to be examined by the Commission on Technology's e-Court Subcommittee. Supreme Court Rule 124, which governs electronic filing, is currently being revised to support production implementation of e-filing statewide instead of jurisdiction-by-jurisdiction implementations.

The historical strategy has been to:

- Assist courts in developing alternatives to their records storage and paper case file routing/tracking challenges.

- Examine and apply the lessons learned from electronic filing pilots and projects to a unified, statewide approach.
- Keep current with electronic filing research and evaluate what is successful nationally.
- Continue to work with the national effort to develop common e-filing message schemas based on Global Justice XML Data Dictionary (GJXDD), Organization for the Advancement of Structured Information Standards (OASIS) LegalXML, and National Information Exchange Model (NIEM) specifications.
- Continue to work with the OXCI national group to develop XML processing interfaces to case management systems.

The Arizona Supreme Court, Administrative Office of the Courts, is a member of the OASIS group and has been supporting their efforts towards standardization in the use of XML for court filings nationwide. ACJA § 1-506 directs the courts to embrace Extensible Markup Language (XML) as well as portable document format (.pdf) for electronic filing submissions. The Commission on Technology recently approved two specific XML formats for text-based electronic documents: OpenOffice XML (.docx) and OpenDoc Format (.odt).

The goals of electronic filing are to:

- Increase the effectiveness of the Court and criminal justice system;
- Reduce costs;
- Improve service to the public;
- Study, coordinate, and plan the transfer of case records electronically to, from, and between courts;
- Craft a unified statewide model for electronic filing; and
- Promote the transition to full production of pilots in different courts to the statewide model.

Historically, there are some long-running pilot and experimental projects in Arizona courts for electronic filing. They include:

- Pima County Consolidated Justice Courts: Small Claims electronic filing.
- Arizona Court of Appeals - Division Two - Electronic Document Management project, electronic transfer of court records on appeals from various superior courts, and litigant e-filing (“e-filer”).
- Maricopa County Superior Court’s effort to allow multiple filers to write data into their EDMS and CMS via a standard XML interface.
- Central Phoenix Justice Court’s case management system interface for mass filing of forcible detainer cases (now referred to as eviction actions).

The introduction of digital signature legislation in Arizona paved the way for an environment to support electronic filing of documents. The courts adopted Rule 124 in the Year 2000 to provide for electronic filing. COT also approved the standards-based electronic transfer of records on appeal from superior courts to appellate courts.

The e-Court Subcommittee has submitted and COT has ratified a set of general principles to govern eventual solutions.

1. Approach: Courts should create a competitive, multi-provider environment under which any provider who meets the certification criteria will be able to file.
2. Court users should be presented with a common look and feel no matter the jurisdiction. No litigant will have to operate multiple systems to file in various courts in the state.
3. Courts are too resource constrained to provide extensive technical support themselves for filing attorneys and the public.
4. For automated filing, only one interface will exist per case management system. Data must be exchanged bi-directionally between case management and e-filing systems.
5. The path to success involves general consistency with national standards and cooperation between courts and private sector ventures.
6. Privacy and access issues must be adequately addressed.
7. While the conceptual model for e-filing includes criminal cases, the courts, not vendors, are responsible for criminal justice integration activities.

Several of these principles were tested in the ACE e-Filing Pilot Project undertaken for criminal case files destined for the Supreme Court.

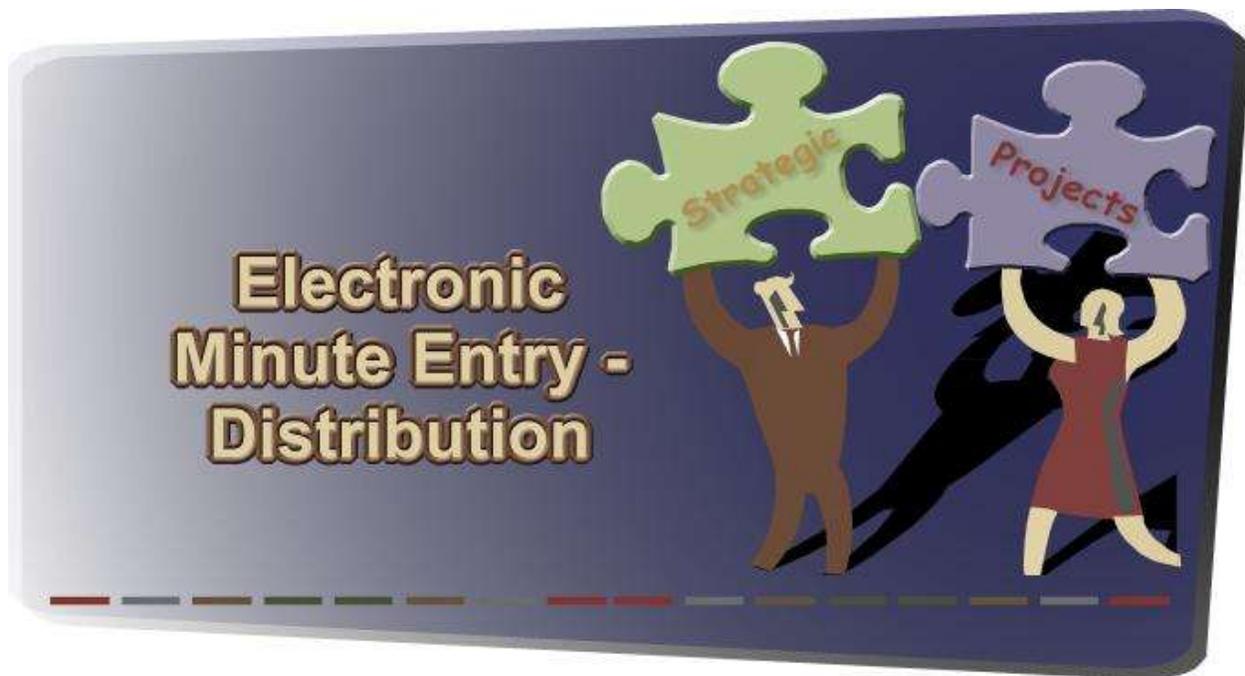
In June 2008, Chief Justice Ruth McGregor challenged COT to craft a statewide model for electronic filing on an accelerated timetable that would respond to several overarching directives. The time was right for implementing e-filing because the activities associated with the electronic filing value chain were coming to fruition after years of effort:

- Completing implementation of EDMS in appellate and superior courts.
- Completing implementation of a development, test, and production message broker, i.e., Enterprise Service Bus.
- Completing the creation of a common XML message for electronic filing for all court levels and transaction types.
- Completing the development of production-grade, message broker-supported applications that facilitate the placing and retrieving of case file and citation data, documents, and images into and out of the Enterprise Service Bus environment.

- Identifying potential short- and long-term funding resources to support the project.
- Developing an electronic filing business model that can be deployed throughout the Judicial Branch.
- Converting hardcopy court forms into their online equivalents, preceded by court form conversions from Corel WordPerfect format to Microsoft Word format.
- Researching and processing the required changes to paper-based filing-related rules in Arizona courts.
- Preparing the courts and the public for a paradigm shift from physical paper to electronic document filings.
- Creating “cookbooks” that communicate to business partners what is needed to effectively engage in electronic filing with the courts.

In addition to various technical tasks, court staff, the legal community and the public are becoming more comfortable with living in an electronic world. Standards for things like structured document identification for use by the legal community are beginning to emerge.

As electronic document management systems and electronic filing have become more common across the state, the judiciary is creating a central filing index and access site for all electronic court documents using the Enterprise Service Bus. Creation of a public filing “front door,” a single electronic filing repository, in lieu of individual court sites, supports a unified, statewide approach to e-filing; creates ease of access for the public to court case file documents; and improves costs, efficiency, and data security.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Comply with Chapter 192, Laws 2007, amending A.R.S. § 12-283 to require counties to publish criminal case minute entries electronically by January 1, 2010.
- Create the capability to electronically docket, distribute, and post minute entries online using a standard system or process throughout the State.
- Provide a viable replacement for current MEEDS system used by several superior court clerks.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Implemented a standard solution, called the Online Minute Entry Application (OMEA), through which clerks in rural counties identify, assemble, and send criminal minute entries to the public access portal, now called AZTurboCourt.gov Case Lookup.
- Implemented the public-facing OMEA portal through which access to clerk-supplied criminal minute entries is provided.
- Implemented an OMEA log viewer for clerks to confirm that the minute entries they sent to the public access portal were successfully received and posted.

PROJECT GOALS FOR FISCAL YEAR 2011

- Implement the OnBase Document Transfer Module (DTM) feature to automate the full document transfer processes between OnBase systems.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement	×	On-going		Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

Population and case filing growth without concomitant staff growth causes clerks of superior court to continually pursue ways to work more efficiently. Costs associated with postage, paper, toner, and human resources continue to increase while budgets do not. Courtroom clerks are in court handling the burgeoning number of hearings and can't get enough time at their desks to compose the minute entries that reflect actions in the courtroom. The public expects more court information to be made available in a more timely fashion.

Stakeholders in the court system desire to receive their information sooner. Parties, witnesses, and victims deserve timely, accurate information. Enabling victims of crimes to receive email notification of their criminal case information helps to address their needs and rights. More modern and efficient processing and distribution of minute entries, addressed in a consolidated and standardized way, would save taxpayer dollars and provide more open government in the criminal area of the court system. In addition, a change to legislation stipulated that minute entries be published electronically by January 1, 2010, for rural courts.

Technology could easily reduce or even eliminate the highly manual business processes of minute entry distribution in clerks' offices by providing the capability to electronically docket, distribute, and post online minute entries. Automation provides cost savings associated with paper, postage, and expensive toner cartridges, too. Telephone calls are reduced as related agencies and the public obtain the needed information online. Eliminating the time needed to print, digitally scan, docket, copy, and mail minute entries by "snail mail" shortens the turnaround time for getting notice of court actions to the intended recipients. Courts would benefit greatly from receiving documents by e-filing, yet rural clerks have not yet streamlined back-office processes sufficiently for doing business electronically.

With all this in mind, clerks of the superior court in Gila, Pinal, Mohave, and Yuma counties made a foray into automation of minute distribution using a product called the

Minute Entry Electronic Distribution System (MEEDS), installed and maintained by a small business, SmartBridge Technology. Other rural superior court clerks previously considered the solution but questioned the long-term viability of the company. In fact, since 2006, Gila County Superior Court's CIS Department has had to support the application themselves. Also, the MEEDS solution did not have the capability to post minute entries to the Web. Clerks resigned themselves to wait for the new general jurisdiction CMS to automate the function. In the meantime, the state-standard OnBase EDMS was adopted by 11 of the 13 rural clerks to produce and manage their digital images. The clerks proposed some enhancements by which the OnBase system could be made to perform minute entry using an electronic form populated by a keystroke once a unique value is entered. Because it was integrated with AZTEC, OnBase could also consult the CMS to locate additional values and populate key fields. The estimated cost of the joint venture to develop OnBase minute entry as proposed by the clerks was \$333,000.00, roughly \$30K per clerk's office.

Following selection of a vendor case management system at the very end of fiscal year 2007 and completion of due diligence to compare the OnBase solution to the technical capabilities of the vendor CMS solution, the funding of the OnBase solution was placed on hold to prevent development of redundant solutions. Due diligence efforts determined that the vendor CMS would fully interface with clerks' OnBase systems, enabling minute entries to be fully automated without need for scanning or generation of paper. Minute entry forms would be viewable or updatable based on security settings contained in the CMS.

Following implementation of the AJACS GJ CMS in the two pilot courts, the decision was made to pursue a CMS- rather than EDMS-driven solution for minute entries. The search for a solution to meet the revised requirements in A.R.S. 12-283 ensued. At the June 2009 COT annual planning meeting, AOC committed to construct a facility that meets the legislated requirements for rural courts, based on AJACS' capabilities. Work is underway on constructing a solution that assembles all applicable minute entries from the AJACS GJ CMS into a single repository that can be indexed and accessed via the Public Access website.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Identify the appropriate technologies to provide and assure secure access to the Arizona Judicial Information Network (AJIN).
- Identify the appropriate technologies to provide authentication and verification for electronic documents and transactions.
- Undertake a study of the existing statutes and court rules related to signatures and make recommendations for changes to support appropriate use of new technologies.
- Form a statewide committee of business and technology court personnel to develop recommendations for electronic signatures for internal court documents.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- The Clerk of the Superior Court in Maricopa County has continued using an electronic seal with a unique identification number that affixes to imaged documents, including warrants and quashes, for distribution to justice partner agencies using ICJIS.
- Decisions regarding adoption of a comprehensive e-signature strategy continued to be deferred to the e-Court Subcommittee due to the high cost of a statewide solution and sense of relatively limited scope for such a solution.
- Numerous administrative orders affirmed the sufficiency of “/s/” notation for electronic documents submitted through the statewide e-filing solution.

Consensus has largely been reached that /s/ is sufficient to indicate intent to sign court documents.

- Progress continues justice-partner-by-justice-partner to identify third-party solutions of sufficient strength to meet business requirements as well as usage details.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement		On-going		Medium
Frontier	×	Replace/Upgrade		Low

PROJECT DESCRIPTION

As courts extend their networks, interacting with law enforcement and other agencies, it becomes necessary to assure that information sources can be validated. Further, courts must include some mechanism on electronic documents to provide for the function performed by signatures in the paper world. Key concepts are the same in both paradigms: document integrity, authenticity, and non-repudiation.

Passwords, tokens, and encryption are designed to secure access to networks, systems, and information. Electronic signatures on an electronic document, on the other hand, are designed to indicate that a document has been signed by the person who purported to have signed it. Digital signatures, which are a type of electronic signature, may also have a feature that can detect whether the original content of a message or document has been altered. Digital signatures based on PKI can serve both functions. The State of Arizona is embracing PKI (public key infrastructure) technology for digitally signing documents submitted to or by the state, using VeriSign, Inc. or Chosen Security, Inc as its approved certificate authority. This technology can be used by access control systems to verify identity and affix an electronic signature to an electronic document. It also provides for encryption of that document. The price per certificate remains high, however, even for non-proprietary solutions other than the Secretary of State’s approved certificate authorities.

The traditional ID and password can now be supplemented by biometric authentication methods like fingerprints, voiceprints, and retinal scans. For access, experts often note that authentication should consist of both something you have (a fingerprint, a secure ID token) and something you know (a password). Biometrics takes that approach one step farther by requiring something you are.

Courts are working closely with state and local law enforcement, local counties, and other state government agencies on selecting the appropriate technologies for both access and signatures. A proliferation of different accesses, passwords, and technologies creates confusion and becomes unmanageable for the ordinary user who requires access to multiple systems. Courts also desire to keep the cost of electronic filing as low as possible to prevent barriers to its use, especially for pro se litigants, while maintaining integrity, authenticity, and non-repudiation.

To that end, TAC re-reviewed digital signature technology using PKI in 2006. Their previous conclusions were reaffirmed -- that the business need and volume are still not significant enough to warrant the expense of implementing a complete digital signature infrastructure like PKI. For internally generated and signed documents of a routine nature, system access and security along with either a typed or imaged signature remain sufficient for the majority of courts nationally who are doing electronic signatures. The Supreme Court has issued administrative orders in support of e-filing allowing the “/s/” designation and a typed signature with valid system ID and password. The Superior Court in Maricopa County is also able to use server-side certificates to “sign” documents being issued for use outside the court. TAC recommended that this issue be revisited as the use of electronic signatures increases; they will periodically evaluate alternative approaches and research practices used in other state and federal courts.

An integration project where law enforcement issues electronic citations is well underway in many jurisdictions around the state. Going forward, the judiciary needs to address both the defendant’s and the officer’s signature. A citizen cannot be expected to have a digital certificate available during a traffic stop; so alternative signatures such as biometric or “facsimile” signatures are more likely to be used. The officer’s ID and password verification is considered sufficient electronic signature for transmitting electronic citations to the court. Officers print a record of the stop and provide that to the citizen for reference. The court is also required to print the electronic citation on demand. SmartPrint, a statewide solution for doing so for tickets produced by one vendor’s hardware/software has been implemented at the AOC.

On another front, several superior courts wish to implement electronic signatures for minute entries being distributed electronically. Minute entries can contain orders of the court and as such are documents that must be signed by the judge and maintained as a record in the case. With the implementation of electronic document management systems (EDMS), courts wish to file electronically prepared documents directly into the EDMS without first printing, signing, and then imaging that document.

The Arizona Supreme Court has previously ruled (in 1943) that “The signature may be written by hand, or printed, or stamped, or typewritten, or engraved, or photographed, or cut from one instrument and attached to another” in a case involving whether facsimile signatures of the treasurer on bonds were valid. It reaffirmed in CV-06-0280-SA that intention of authentication carries more legal weight than the presence of a name impressed upon paper. The recent opinion also reaffirmed the authority of Rule 124,

which states, “[a] n electronically filed document constitutes the filing of the original written **and signed** paper under the rules governing practice and procedure in the courts of this state [emphasis added].”

Inside the court system, the issue is much more one of procedure than of technology. That may be reversed when contemplating materials passing from outside the court system to inside or vice versa. Effort is focusing on the easier task of getting electronic filings accepted within the judiciary before switching to the harder task of ensuring they are accepted outside the judiciary.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

Research, justify, and adopt additional enterprise standards as required to support leveraged development and development environments.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Began review and design for development guidelines for ancillary and “bolt-on” core modules for the AJACS GJ CMS application.
- Continued development, maintenance, and support of the enterprise architecture standards for two enterprise application development projects (JOLTSaz and Tempe CMS). The AOC’s involvement for the Tempe CMS project completed this year but JOLTSaz support is continuing.
- Continued to invest substantial time with vendor, AmCad Inc., in development and defect management for AJACS. Continued support of development for the LJ CMS with AmCad, as well.
- Continued support for using Agile development/SCRUM processes within ITD. Transitioned the process to the Project Management Office and participated in monthly planning sessions for improvement.
- Provided support to the eFiling project as well as probation automation integration with the AJACS CMS.
- Participated in research and acquisition of the Rapid Online Access Method (ROAM) tool for use in several mission critical projects, most notably eFiling.

SNAPSHOT			
CLASS		STATUS	RISK
Utility		New	High
Enhancement	×	On-going	Medium
Frontier		Replace/Upgrade	Low

PROJECT DESCRIPTION

Cooperative development and resource leveraging have become key strategies in automation development for courts. To facilitate those joint efforts, some standards have been adopted statewide.

The Arizona courts have identified a core set of applications that are maintained and supported at the State level. These include AZTEC, JOLTS, APETS, Appellamation, and other products supported by third-party vendors, such as Jury+ and OnBase (refer to ACJA § 1-501). These software applications are supported centrally and changes are coordinated.

Some courts have technical staff to develop modules that address the special needs of a court. These modules are generally interfaced to the core applications. Often when other courts see these applications, they wish to implement the functionality, too. However, when new releases of the core applications are provided, many times there has been difficulty with compatibility of the locally developed modules and the new release.

To avoid or mitigate the difficulty, the courts have adopted a set of guidelines. Basically, if a local module is developed within the enterprise architecture and is coordinated with the application support staff at the State, vendor, or shared support level, core release developers will make efforts to protect those interfaces. They will, at a minimum, coordinate with technical staff for the change requirements, development and testing that is necessary for the local module to function in the new release's environment.

Adopting an IT enterprise architecture, although intuitively a positive organizational direction, is often difficult. Standards are many times perceived as coming at the expense of freedom. However, with today's fast-paced technology demands, architecture is a strategic necessity. A mature IT enterprise must have the discipline to adopt and follow a consistent set of strategies, reference models and exchange capabilities.

Per Gartner, the strategic goal of enterprise architecture is to position the entity to leverage technology in support of the business strategy and make technology the proactive enabler of an agile, responsive enterprise that can react in real time to changes. Enterprise architecture will provide standardization and elimination of redundancy and complexity across the Arizona Judicial Branch.

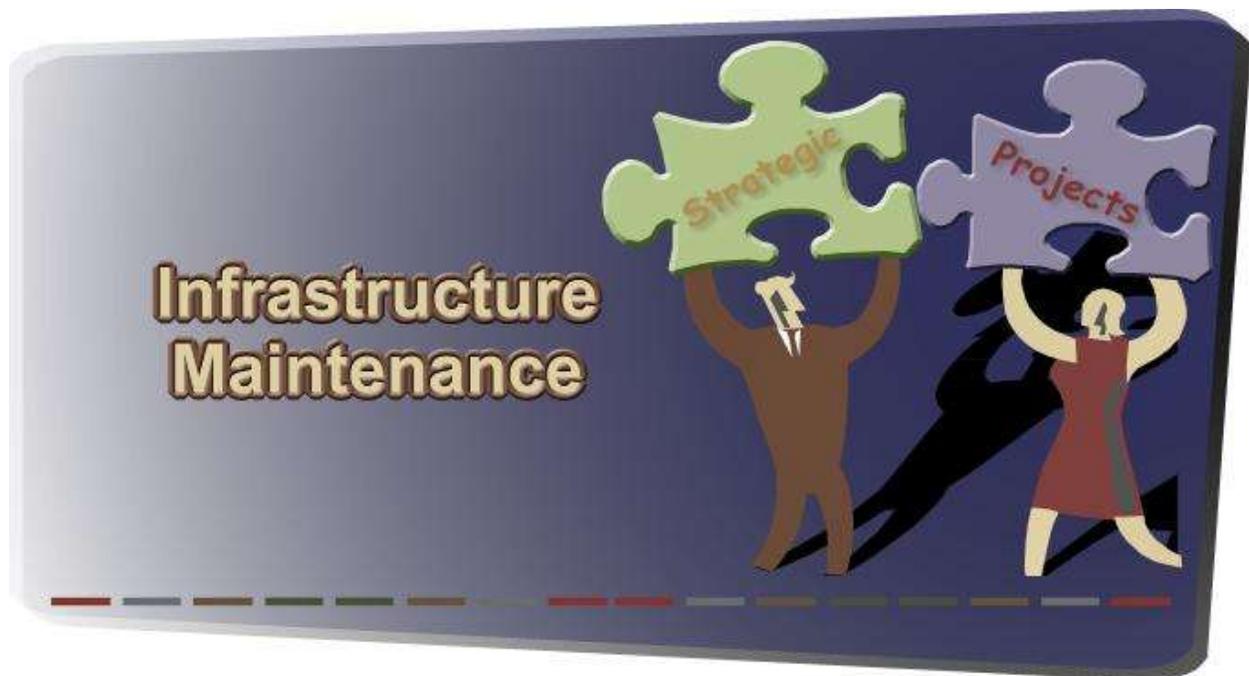
The cross-jurisdictional nature of criminal justice activities supports adopting common architectures to facilitate integration.

The Judicial Branch must avoid being what Gartner Group describes as a “typical unarchitected e-government” where “multiple sets of customer channels, interfaces and systems are independently developed ... and require duplicative infrastructure and forced disparate access experiences for constituents.”

There is a lower cost to buy and support a limited set of products and standards; the judiciary can leverage both volume discount buying and maintain a less complex environment.

The standards, protocols, and products listed are prescribed for core, leveraged activities and applications among the courts statewide. Where there are unique local undertakings that cannot be leveraged, a court is free to go beyond the standards set. If sharable modules related to core applications are developed, then the standards should be followed. Non-standard products and applications are a challenge to support and can be a security concern. The “Distributed Component (Bolt-on) Module” documents the approaches to development of local, leveraged and standardized modules. To be sharable, supported in the statewide framework, or part of core-standardized applications, modules will be developed to the Enterprise Architecture Standards of the Arizona Judicial Branch.

Since the table of Enterprise Architecture Standards was approved by COT there have been few exception requests. Exception requests continue to focus on adoption of EDMS products that are already owned or part of a local entity’s system. The table of EA standards, “Enterprise Architecture for the Judicial Branch,” adopted through Arizona Code of Judicial Administration §1-505, was thoroughly reviewed, updated, and slightly expanded by TAC during FY10 then approved by COT. There were no changes to the “Distributed Component Development Matrix,” which is the guideline for the development of “bolt-on,” ancillary software modules. The standards can be found on the Commission’s web site at <http://www.azcourts.gov/cot/EnterpriseArchitectureStandards.aspx>.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS FOR FISCAL YEAR 2011

- Expand existing system monitoring capabilities into all application environments to enable nearly immediate notification of application error conditions.
- Begin consolidating legacy Windows server platforms in the AOC Data Center to newer technology.
- Add high availability capabilities to Windows SQL database environments.
- Begin deployment, statewide, of Network Area Storage (NAS) devices in support of the AJACS application environment.
- Deploy closet UPS units statewide to support remote WAAS and NAS network infrastructure to aid in rapid recovery in the event of disruptions caused by power outages.
- Continue to expand virtual machine and clustering technologies within the AOC Data Center to obtain cost savings and rapid automated system recovery for greater application availability.
- Expand the data center SAN infrastructure by adding a SAN for the Microsoft SQL database environments to increase performance, expandability, and scalability for future growth.
- Architect and deploy a high availability solution for the courts' enterprise application messaging system, IBM MQ.
- Deploy all project-related infrastructure required for

- implementation of the JOLTaz statewide application,
- support of the AZTurboCourt e-Filing project, and
- support of the AJACS (LJ) rollout.

ACCOMPLISHMENTS FOR FISCAL YEAR 2010

- Expanded virtual server technology into additional production, test, and development environments throughout the year.
- Completed initial deployment of replication on SQL servers for the purpose of copying and distributing data and databases.
- Implemented “clustering” technology in production Windows server environment.
- Upgraded public wireless capability within State Courts Building to improve performance, throughput, and availability.
- Completed installations of Cisco’s Wide Area Application Services (WAAS) for all courts statewide, accelerating overall network performance and providing video streaming of Supreme Court oral arguments on AJIN.
- Implemented a new, automated backup/recovery tool, EMC Backups, that consolidates two methodologies into a single tool while reducing the cost of performing reliable backups.
- Completed feasibility study for upgrading internal telephone system used by Supreme Court and AOC.
- Expanded use of Tivoli monitoring software to monitor additional systems in order to pro-actively detect and recover from hardware-related problems.
- Hired and trained additional staff to implement and support statewide EDMSs and expand enterprise application messaging architecture.
- Utilized Microsoft support services for enterprise server planning and migrations.
- Completed numerous network and phone modifications for staffing relocations.
- Facilitated off-site hosting of the Courts’ Internet web site.
- Worked with various individual courts, assisting with server moves and network upgrades.
- Integrated State Courts Building physical security servers into AOC data center infrastructure.
- Participated in vendor MPLS implementation, providing end-to-end prioritized network traffic for Fines/Fees Restitution Enforcement Program.
- Implemented an enterprise product, rDirectory, which integrates with Active Directory as a solution for user self-service compliance of identity information such as changing passwords and contact information.
- Provided extensive staff support for statewide rollout of AJACS (GJ CMS) .

- Re-architected the Storage Area Network (SAN), implementing new hardware to increase reliability and expandability.
- Implemented a new, statewide, server-based reporting tool, SSRS, for applications, replacing Crystal Enterprise reporting.
- Worked with the project teams to
 - procure and deploy hardware and software to support the new NewWorld financial application at AOC.
 - construct hardware infrastructure and application environment for new BMC Remedy deployment at AOC, and
 - upgrade AOC's OnBase EDMS production environment to version 9.2, in support of the AZTurboCourt project.
- Achieved FIPS 140-2 network compliance required to meet Federal standards for security of equipment and operations for networks carrying Arizona Criminal Justice Information System (ACJIS) information (ACJIS) information.
- Re-bid and selected provider for offsite tape vaulting services.

PROJECT DESCRIPTION

INFRASTRUCTURE MAINTENANCE

Infrastructure Maintenance continues to play a critical part of the overall shared infrastructure and shared services required to support the basic court operations and related programs on a day-to-day basis. Along with "Automation Training and Support" (PC deployment, field support, help desk), it represents the foundation of the Judicial Branch's automation efforts. The key components include shared communications network and associated services (e-mail, business process workflow, and information access), data center, database administration, security, and disaster recovery. Infrastructure Maintenance primarily involves on-going maintenance and support, though various projects to upgrade servers and network bandwidth will continue.

The Arizona Judicial Information Network (AJIN) has been established as the means by which court data can be exchanged within and between counties and State-level agencies. As statewide strategic applications have been deployed, the capacity needs placed upon AJIN have risen considerably. Newer applications and devices connected on the network demand more intelligence, requiring upgrades of the established networking infrastructure. Thus, additional investment and planning must continue to be made in AJIN as long as it is to be the Judicial Branch's enterprise network. Refer to the appendices for an identification of the servers and software (both desktop and server-based applications and server operating systems) that make up AJIN.

Major goals over the next several years include increasing security within the AJIN network environment; increasing capacity to remote locations using Cisco's Wide Area Application Services (WAAS) and Network Area Storage (NAS) device; as well as enhancing anti-virus and malware protection. In addition, services will include growth in server virtualization and virtual machine mobility, server clustering technologies for rapid server recoverability and upgraded/expanded storage area networks (SANs) to improve integrated and automated business management performance.

Server virtualization provides the opportunity to reduce cost and energy requirements, increase agility, speed deployment, and leverage data center space because servers no longer need to be procured, installed, cabled up and connected to the rest of the infrastructure. This enables rapid deployment of a development or testing environment or creation of 'sandboxes' to assess specific functions such as load testing. Virtualization also takes into account the larger impacts due to failures of underlying hardware, tracking software licensing compliance, and the unnecessary consumption of server resources for those more lightly used VMs.

JUDICIAL INTRANET

As a sub-project of AJIN, the Judicial Intranet has established an information exchange and dissemination capability throughout the courts in Arizona. The Judiciary leverages Internet technology to distribute information and documents to courts and provide expanded communication capabilities. The Administrative Office of the Court staffs the Webmaster position to manage a Web server. The various projects, programs and divisions, as needed, maintain information contained on the various Judicial Intranet pages. Continued training of staff in Web use and Web page publishing remains a goal.

The business goals to be met by implementing the Judicial Intranet for the courts are:

- Improve information access and communication from and to the judicial functions.
- Improve efficiency and effectiveness in communications among courts and between courts and other justice and law-enforcement agencies.

The benefits that accrue to the courts through implementation are the following:

- Reduced cost by reducing the paper and postage costs of intra-court communications.
- Improved responsiveness and productivity of court staff.
- Improved rural court productivity by providing the same level of technology afforded the large metropolitan courts.
- Improved quality of support staff customer service.

ELECTRONIC COMMUNICATIONS

The Judiciary provides e-mail, instant messaging, and Internet connectivity to all courts on the Arizona Judicial Information Network and to the justice community at large through the Internet. The implementation of e-mail has been phased.

The business goals met by implementing an e-mail solution in the courts are:

- Improve information access and communication from and to the judicial functions.
- Encourage projects that utilize technology to increase accessibility to the courts, improve court efficiency, and improve court management.
- Improve efficiency and effectiveness in courts' communications among themselves and with other justice and law-enforcement agencies.
- Establish technical standards that shall be used in all court automation projects, including communication standards.

The benefits that accrued to the courts upon implementation were the following:

- Reduced cost by reducing the paper and postage costs of intra-court communications.
- Improved rural court productivity by providing the same level of technology afforded the large metropolitan courts.
- Improved customer service by providing higher quality of data and case management and greater public access to information.
- Improved responsiveness and productivity of court staff.
- Increased effectiveness of support by automating tracking, distribution, and other routine tasks.
- Reduced risks in and complexity of systems development by reducing the number of systems and protocols needing support.
- Reduced training and support resources required by standardizing the applications software deployed.

SECURITY AND DISASTER RECOVERY

Reliability and security of the Arizona Judicial Information Network (AJIN) is of primary importance. As a result, several statewide efforts are underway to address the maintenance and security of AJIN.

Firewalls and security monitoring equipment are the key technologies to protect the network. Every extended connection to AJIN is protected by a firewall and monitoring probes. These devices prevent attacks from the Internet and outside agencies, and also protect our internal IP addresses from the outside sites visited by AJIN users.

Guidelines to govern security system management have been formulated. Policies, standards and/or guidelines are developed for all to follow. The key to a successful implementation is communication among the various technical groups throughout the state.

The AOC standard for remote access is Virtual Private Networking (VPN). This technology enables telecommuters secure access e-mail and applications via the Internet. Many AOC staff and court personnel also now use a highly secure extranet client to access AJIN.

AJIN is a very reliable network today. The necessary firewalls, redundancy, and systems management documentation have resulted in high network availability for the users throughout the State.



PROJECT GOALS AND ACCOMPLISHMENTS

Goal 1-C of “*Justice 20/20*” addresses self-represented litigants. For many people, the cost of legal representation has become prohibitive, as evidenced by the ever-increasing number of self-represented litigants appearing before the courts. Arizona courts are taking steps to provide meaningful assistance to the self-represented so that they are not denied justice because they lack the benefit of legal counsel. Among those steps are:

- Develop and adopt Supreme Court Guidelines defining legal assistance, as distinguished from legal advice, so that judicial staff can provide appropriate legal assistance.
- Expand the Judicial Branch’s self-service capabilities on the Web to include forms, instructions, and other information helpful to those who appear unrepresented in the limited and general jurisdictions, and appellate courts.
- Develop simple, easy to use, web-based, interactive forms needed for dissolution and other domestic-relations-related cases, small claims, eviction actions, general civil, and probate cases.
- Expand the breadth of the self-service approach for court users through online resources.
- Develop a Web Portal that provides a convenient and unified access point for filing court cases as well as viewing case-related information statewide.
- Develop a central document repository as the source for public/party inquiry of court documents.

- Provide marketing support to educate the public about the functionality and convenience of the new electronic access capabilities.

PROJECT GOALS

INTELLIGENT FORMS

- Create a single governance structure over the development and content of forms for court users statewide.
- Standardize forms data to reduce duplicate efforts in providing court forms to the public and prepare for statewide e-filing.
- Automate the entire workflow associated with case initiation and subsequent filings for select case and form types in the Superior Court, Justice Courts, Municipal Courts, and Appellate Courts.
- Deliver self-service forms to the public via AZTurboCourt, based on court rule or statute.
- Sustain the support, training, and marketing efforts for the statewide AZTurboCourt electronic filing initiative. Involve representatives from all court levels in the development of the forms logic and format .

PUBLIC ACCESS TO DOCUMENTS

- Enable the general public to obtain copies of publically releasable court documents, in accordance with revised Rule 123. Extend partial access to documents to Arizona citizens with ADOT-MVD issued drivers' licenses or non-operator identification cards. Extend commercial access only to registered entities having appropriate credentials.
- Extend full document access to filers/parties within a case.
- Assess fees for document retrievals by non-case-specific filers/parties using payment portal feature.

AZTURBOCOURT.GOV

- Provide the main access point through which all Internet-accessible services are provided (e.g., e-Filing, FARE, document access, child support calculator, etc).
- Evolve portal over time as new online services are developed.

MARKETING AND TRAINING

- Spread the word statewide and nationally about AZTurboCourt.gov and electronic filing.
- Creatively direct communications to individual courts (notices, training), attorneys and legal aids, as well as self-represented litigants.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

INTELLIGENT FORMS

- Small claims, justice court civil, and residential eviction forms were released into production and are in use in Maricopa, Pima, Pinal and Cochise counties. Work continues to spread these through the rest of the state.
- Standardized a subset of dissolution and legal separation forms. Began the development and initial testing of an intelligent questionnaire to create dissolution petitions. This work will be expanded to include response and decree forms.
- Small claims application expanded to include a default pathway which has been added to the production system.

PUBLIC ACCESS TO DOCUMENTS

- The Rule 123 subcommittee’s major recommendation relating to the balance between increasing availability of court documents and protecting personal information was approved. The recommendation specified the types of court documents that can be made public and the terms that govern who may gain access to the court documents.

AZTURBOCOURT.GOV

- Maintained a single, Web-based portal, AZTurboCourt.gov, through which the public is directed to the various Court-provided online services, including AZTurboCourt e-filing, child support calculator, and public access to court documents.

MARKETING AND TRAINING

- Marketing materials have been distributed to Justice Courts as they have come live with intelligent forms applications.
- Work has been done with each county that has brought their forms live to improve visibility of AZTurboCourt on their local court websites.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	X	High
Enhancement		On-going		Medium X
Frontier	X	Replace/Upgrade		Low

PROJECT DESCRIPTION

INTELLIGENT FORMS

In support of the initiatives within *Justice for a Better Arizona: A Strategic Agenda for Arizona's Courts 2002-2005* to make courts more accessible to the public, the Court Services Division of the Administrative Office of the Courts began developing a Web-enabled virtual self-service center for court forms. Building on a major initiative for 2008-2010 to expand these standard offerings and make the forms more interactive and user-friendly, the self-service effort was consolidated into the statewide e-filing initiative and improved from fillable forms to intelligent forms filed using the TurboCourt product.

The current virtual service center on the Judicial Branch's Internet Webpage provides a set of common court forms online and leads users through the process of filling out forms and printing them. The Adobe Acrobat product was selected as the development tool for the Child Support Calculator and was relied upon together with HTML for development of the virtual self-service center.

Internet technology has enabled "one-stop shopping" for pro se litigants. Court websites are able to point to an AOC website for a user form. That form is filled out, then printed and delivered, or soon e-filed, to the appropriate court. The current proliferation of forms covering the same basic subject areas in individual courts greatly complicates achievement of the goal of standard forms. As electronic filing is implemented in courts, the ability to submit these forms electronically to the court will be an enhancement. Form data will be converted to a stream similar to citation data for use by the case management system, eliminating the need for manual intervention. Attorneys are the likely candidates to make use of data fillable forms while pro se litigants will benefit from the intelligent forms option from TurboCourt.

PUBLIC ACCESS

Rule 123, Rules of the Supreme Court of Arizona ("Rule 123") authorizes courts to provide remote electronic access to case records. The types of access include requests for bulk or compiled data and remote electronic access to case records. Procedures for each method of access have been drafted and are under review and comment. A brief description of each access method follows.

Section 1-605: Requests for Bulk or Compiled Data. A custodian of bulk data may make such data or a portion thereof available through a subscription service and pursuant to the provisions of Rule 123, this section and all other applicable rules and law. The custodian of bulk data will require the requestor to enter into a dissemination agreement containing, at a minimum, the terms set forth in the proposed Court policy and pay a fee. Procedures define the "Dissemination Agreement," e.g., the roles of the requester and records custodian, the terms that govern how information is created/compiled, and what information can be distributed, etc,

Section 1-604 – Remote Electronic Access to Case Records. Rule 123, Rules of the Supreme Court of Arizona (“Rule 123”) authorizes courts to provide remote electronic access to case records. This code section sets forth the procedure for providing that access. The public’s right of access to all non-sealed, non-confidential case records at a court facility, whether in paper or electronic format, shall not be limited by this section.

A separate section of this document is devoted to the approach for providing public access to court data and documents.

AZTURBOCOURT.GOV

The AZTurboCourt.gov initiative represents an overarching vision to provide Court automation solutions to the public and government agencies via a common Web portal. This portal will highlight the different services that are available, describe them in various levels of detail, and direct the public to the online products and services. AZTurboCourt e-Filing, for example, is a multi-year endeavor focused on providing private citizens and government agencies a means to pay for and file court documents in any court of the State and at any time of the day or night. Since the AZTurboCourt e-Filing system guides filers through the entire case filing process, including capturing data and processing input via each court’s case management system, access to justice will be sped up, the accuracy and completeness of the information entering the court will improve significantly minimizing the amount of re-work typically associated with manual case file processing, court forms will be standardized, and the amount of manual paper handling will be reduced greatly.

The first AZTurboCourt e-Filing application launched was the Pay & Print intelligent forms service. This service enabled filers to complete their forms and submit them over-the-counter. Immediately following the release of the AZTurboCourt Pay & Print services, integration with the various court case management systems got underway. Full E-Filing, as it is being called, will allow filers to complete, pay for, and electronically submit their filings to the court. Full E-Filing will negate the need for filers to physically travel or have couriers deliver documents to the various courts.

Other AZTurboCourt.gov portal services are also being made available, such as Public Access to Court Documents, FARE processing, and the Court’s Child Support Calculator. The ultimate goal is to provide one-stop access for all important court transactions.

MARKETING AND TRAINING

Since the AZTurboCourt e-Filing initiative was announced in June of 2008, presentations have been given to various interested parties, e.g., private citizens, law firms, the State Bar, and individual Court committees. Getting the word out about the initiative is critical because citizens must be prepared for the impending delivery of a service that will fundamentally change the way in which they conduct business with the Court. Additionally, as future users of the system, their feedback can help improve the

products and services ultimately delivered by the Court. This will, in turn, speed the adoption of the AZTurboCourt E-Filing system.

Marketing materials such as brochures and posters have been created and are ready for distribution in courts who will be going live with the first of the AZTurboCourt services. Once Full E-Filing occurs, court staff must understand how they will track various documents and processes differently from their manual methods. This will require education and training as the program matures and extends its reach throughout Arizona.

As the AZTurboCourt system evolves, business and technical subject matter experts are helping to define what activities each court will be required to perform.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS FOR FISCAL YEAR 2011

- Complete development, conduct testing and begin rollout of JOLTSaz to Pima and the 13 rural counties including integration with CMS (AJACS and AGAVE).
- Complete Statewide Identifier (SWID) web service for JOLTSaz to eliminate duplicate work and make tracking juveniles across counties more efficient, promote juvenile accountability and increase public safety.
- Provide a new/improved assessment, Juvenile Needs Assessment (JNA), that standardizes the process throughout the state and identifies/prioritizes needs of medium/high risk adjudicated juveniles. The JNA statewide version will include additional features and enhancements originating from the pilot in Pima and five rural counties and will be rolled out to Maricopa and all rural counties. The statewide phase will also include data retrieval from JOLTSaz for each county once the JOLTSaz rollout begins.
- Automate case tracking for the Title IV-E federal foster care program aimed at low income children. This project creates an automated system that will enable Title IV-E staff at AOC to track current and historical data as well as analyze and report on case details and claiming submissions by county to insure compliance with federal requirements. A data repository will be developed from which reports can easily be produced. In addition, the ability will exist to create forms to use for invoices and claim submissions.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- All core functionality for JOLTSaz was completed by May 2010.
- Completed pilot phase of Juvenile Needs Assessment (JNA) and implemented in Pima and 5 rural counties.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	X	New		High
Enhancement		On-going		Medium
Frontier		Replace/Upgrade	X	Low

PROJECT DESCRIPTION

JOLTS is considered one of the most comprehensive juvenile court automation systems in the country. That said, there are limitations with this legacy system that need to be addressed. The JOLTS system is written in COBOL and includes multiple DB2 databases (one per county) that reside on an AS/400 platform. The original application was implemented over 25 years ago and has been modified numerous times to accommodate changes in the juvenile courts and changes in statute. The cost to maintain JOLTS, with its current technology and support limitations, continues to increase each year.

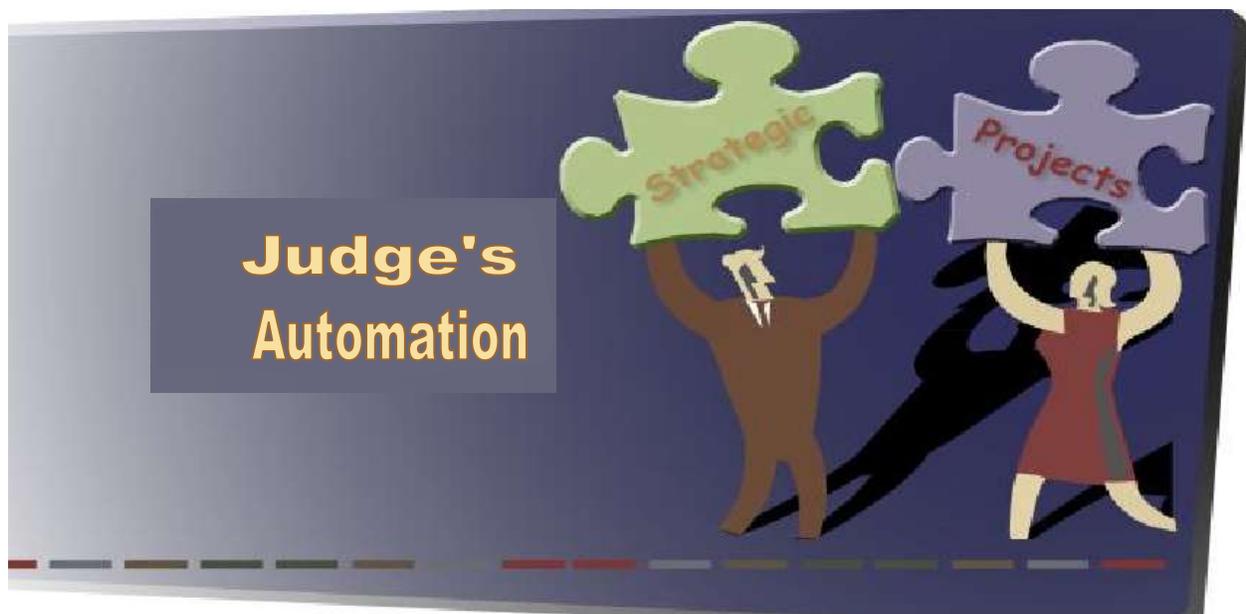
JOLTSaz will be a full juvenile tracking system, including delinquency and dependency, for Pima and the 13 rural counties. The project represents a successful partnership between AOC and Pima, each building specific, functional modules of the new system. In addition, an organized effort was facilitated between the County Clerks of Court and Juvenile Probation Departments to review processes and adopt standard business practices statewide. The goal of Probation/CMS Integration is to eliminate duplicate data entry, improve timeliness of data entry, reduce paper flow and make information available to everyone who needs it, when they need it.

The new JOLTSaz system is being written with newer technology using VB.net and a SQL Server platform. JOLTSaz will have a single database instead of 14 separate databases to maintain. This will allow information to be shared among the State's juvenile courts and, eventually, with other agencies.

Phase 1 of JOLTSaz will lay the foundation for building interfaces and the exchange of data required in the juvenile services and justice arenas. This includes an iterative approach to developing the full application focused on providing current functionality in JOLTS. This will be followed by a conversion of data from JOLTS in conjunction with a methodical, county-by-county rollout across the state.

Phase 1 is a step towards the recommendation for an increase in the efficiency of obtaining statewide data and places the new system in a key position to play a major role in sharing information. This goal will also be accomplished by the development and implementation of a statewide juvenile identification number that will be utilized by all counties (one common statewide number for each juvenile), and an interface with the Clerks of Courts' case management systems, namely AJACS for the rural counties and AGAVE for Pima County.

Phase II will include enhancements to JOLTSaz and new functionality that was not in JOLTS and was not developed in Phase 1. Phase 2 will be worked on in parallel with the statewide rollout, and could continue beyond the completion of the rollout in FY12.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Streamline and standardize a set of judicial workflows and related business processes to enable judges to be more efficient and productive on the bench and in chambers.
- Interface an automated solution with the statewide CMS application, AJACS, and enable interfaces with other case management systems in the state.
- Eliminate the need for paper files and manual processing by providing judges the ability to manage their cases electronically from start to finish.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Assigned a systems analyst to the project full-time.
- Conducted interviews and shadowed various judges representing different court and case types.
- Studied judges' current workflow and business processes.
- Compiled an assessment of initial findings foundational to establishing development priorities and identifying approaches necessary for various jurisdictions.
- Prepared a preliminary screen mock-up of a possible bench automation solution based on information, workflow, and business processes gathered during the analysis and assessment phase.
- Began formal business requirements analysis for Judge/Clerk Review functionality (with AJACS application), in support of statewide e-Filing project, that may be developed in conjunction with the judges' automation tool.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement	×	On-going		Medium
Frontier		Replace/Upgrade		Low

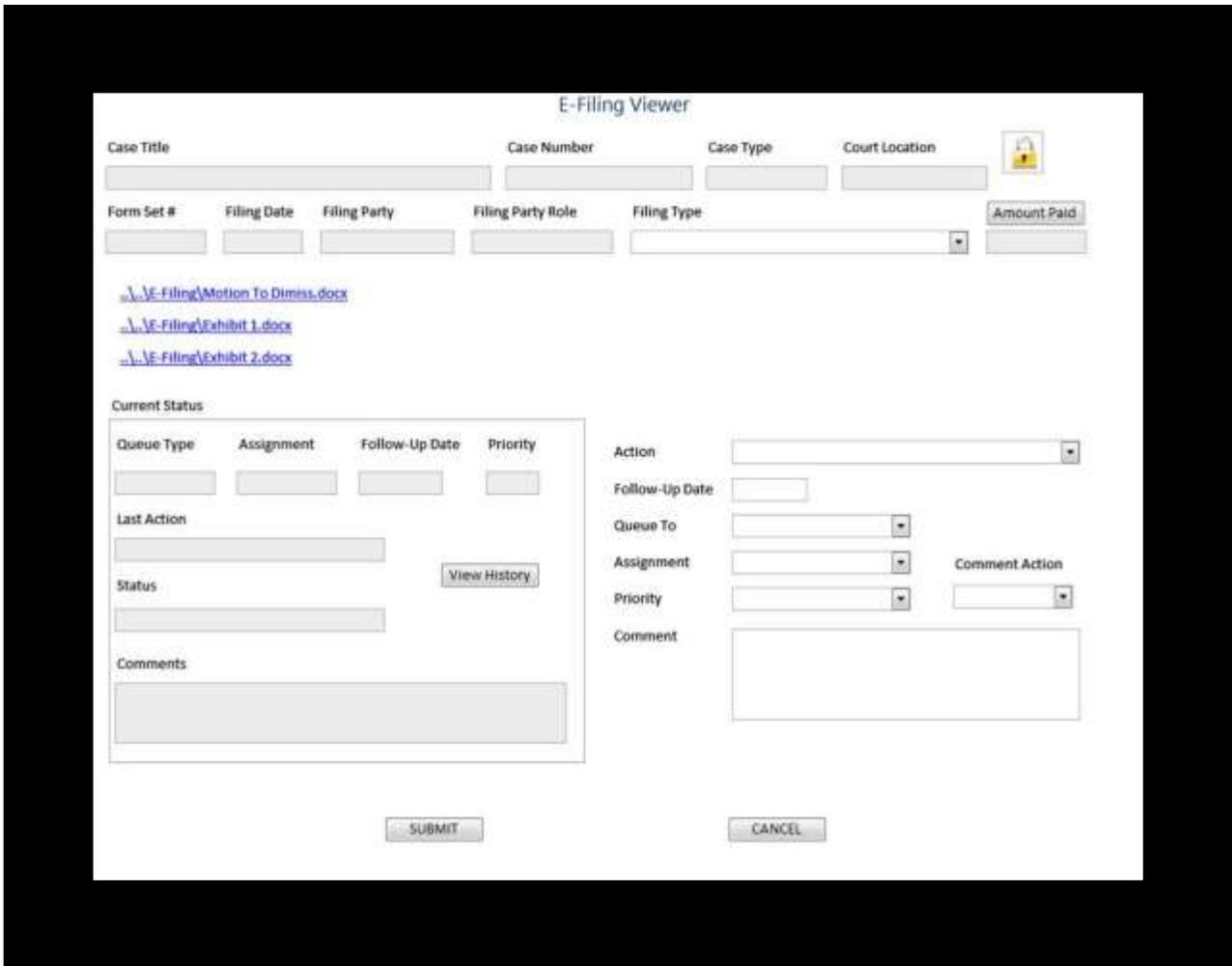
PROJECT DESCRIPTION

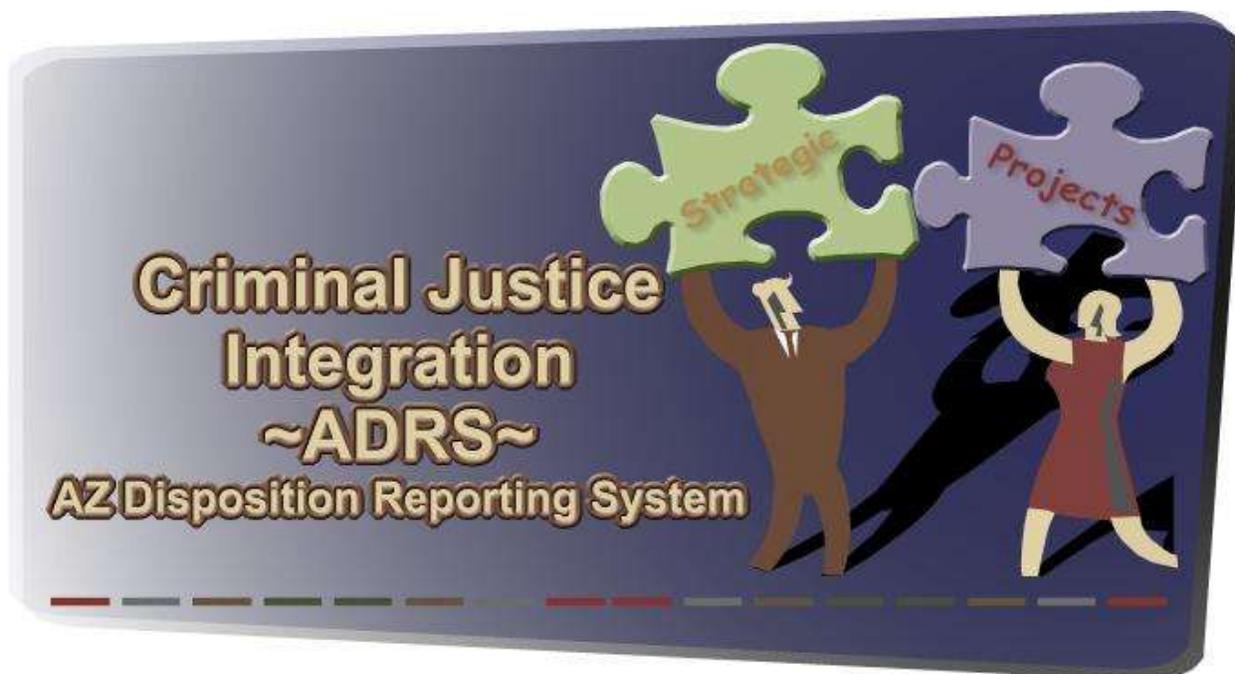
While digitization has made great inroads in courts’ back offices over the past several years, bringing electronic documents and workflow to the judge represents the “last mile” of the effort. Clerks continue to scan documents filed at the counter and increasingly receive electronic filings, only to routinely print them for the judge’s use in chambers and on the bench.

The purpose of this project is to streamline and standardize a set of judicial workflows and business processes that will enable each judge to become more efficient and productive in an all-digital environment at the bench, within the courtroom, or in chambers.

In mid-2009, judges from various courts and jurisdictions were initially engaged through meetings and a trip to Colorado where they observed a judges’ automation software product developed by the Colorado State Judiciary. Numerous likes and dislikes of this system, along with current application likes and dislikes were elucidated over the course of the meetings and trip. These items were shared with project’s assigned systems analyst in early 2010 and are being incorporated into the automation effort.

Automation geared specifically towards the needs of jammudges will interface with the current statewide CMS application, AJACS, along with all case management systems in the state to automate their interaction with court cases and parties. The added value goal of development efforts and the resulting automation tool is to eliminate the need for paper files and manual processing and thereby provide judges the ability to manage all their cases electronically.





PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

Arizona Disposition Reporting System (ADRS) provides interface capability between law enforcement, prosecution and the courts and includes the following additional features that build upon the initial version of ADRS:

1. Query/Response GJXDM XML integration between the courts' and ADRS.
2. Workflow notification processing to support agency accountability in reporting, and timely processing of disposition information.
3. Local justice and law enforcement system integration which supports reduced data entry and consistency of information stored between systems.
4. Agency profile information that allows for notification delivery choices between email, fax and GJXDM XML system-to-system transactions.
5. ADRS interface functionality within courts' AJACS case management system.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Developed standard business process documentation for ADRS transactions.
- Created and successfully tested MQ standard exchange.
- Successfully tested Query/Response GJXDM XML integration between the courts and ADRS.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	X	High
Enhancement		On-going		Medium
Frontier	X	Replace/Upgrade		Low

PROJECT DESCRIPTION

The Arizona Disposition Reporting System (ADRS) is part of the strategic Integrated Justice plan for the State of Arizona. The goal of the system is to improve the reporting of disposition and sentencing information from the law enforcement and justice agencies throughout the State.

The current version of ADRS provides a web interface to Maricopa County justice agencies for entering disposition and sentence data, thereby eliminating their submittal of the yellow disposition forms to DPS for data entry. The initial agencies are the Maricopa County Attorney’s Office and the Maricopa County Clerk of the Superior Court.

ADRS functionality has been constructed using an XML interface within the Court CMS, AJACS. This will eliminate the need for court submittals of the yellow disposition forms to DPS.

The system interfaces with AZAFIS and the Arizona Computerized Criminal History System (ACCH). AZAFIS populates all of the fingerprint-based arrests in the State into ADRS. ADRS has a 2-way interface with ACCH. Dispositions added, updated, or deleted through ADRS will be updated in ACCH on a real-time basis. If updates occur directly in ACCH related to Arrest / Charge information, transactions will update ADRS to keep them synchronized.

ADRS is an essential component for improving the accuracy and completeness of Arizona’s criminal history information. The following benefits will be achieved through this integration effort:

- Increased accuracy and completeness of disposition reporting.
- Improved decision making by the justice and law enforcement practitioners through improved criminal history information.

- Increased accuracy and consistency of information being delivered throughout the criminal justice process, thereby improving the efficiency and effectiveness of all agencies.
- Increased accountability within the agencies for complete, accurate and timely reporting of disposition information.

To support the realization of these objectives, technical and business leaders for the Arizona Administrative Office of the Courts, Arizona DPS, ACJC, and other justice and law enforcement agencies identified priority features to be incorporated into the ADRS system.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide a standard, reusable, enterprise web services portal query interface solution for Court end-users accessing ACJIS data.
- Obtain electronic information in near real-time from diverse systems using a standard web portal interface.
- Expand and incorporate the solution architecture across multiple justice areas to enhance business productivity.
- Roll out to court staff in all counties.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Developed and implemented operational support documentation to accommodate roll-out to all court staff in the counties.
- Implemented AOC Human Resources department.
- Implemented Coconino County Adult Probation and Pre-Trial Services departments.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	X	New		High
Enhancement		On-going	X	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

The Justice Web Interface (JWI) program is an innovative enterprise application that efficiently connects various criminal justice entities to the Arizona Department of Public Safety (DPS) network through a secure web page. This allows for data sharing between local justice agencies and from Federal information sources through NLETS, the International Justice and Public Safety Information Sharing Network. JWI precludes the need to spend hours of research time switching among multiple screens to generate the compilation of potentially hundreds of individual computer query responses into a combined criminal history report for judges, attorneys, and investigators.

Designed, developed, and implemented by the Integrated Criminal Justice Information System (ICJIS) Agency of Maricopa County, JWI has greatly improved productivity while enhancing public safety. Additional criminal justice database searches are being added to JWI as they become available, expanding its original objective of replacing "green screen" mainframe access methods for gathering information on criminal subjects, to the development of a much improved method for retrieving, grouping, and compiling a criminal history. JWI provides the ability to query data from multiple source systems via browser access and then provides data to the user on a single, composite screen.

Unlike previous data aggregation environments, JWI is not a centralized system or massive data repository. Instead, each source system is maintained locally and allows JWI users to interface and exchange data with their partner agencies. Sometimes the data is exchanged in real time, or nearly real time.

This particular solution architecture is transferable to other subject areas, providing significant productivity gain to end users as it dramatically reduces labor intensive activities for users requiring multiple systems/applications to obtain data. It facilitates the ability to introduce new data feeds. In addition, it enables an end-user the ability to copy and paste data and eliminates the need to re-enter data manually and thus associated data entry errors.

This solution approach will be replicated for Juvenile and Adult Probation, the GJ CMS, and the LJ CMS.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Identify the optimum replacement case management system (CMS) for the legacy application, AZTEC, at the general jurisdiction level.
- Perform a gap analysis of the functions in the vendor CMS and complete any enhancements required for statewide distribution.
- Prepare for implementation of the selected vendor CMS for rural general jurisdiction (GJ) courts.
- Complete the Pima AGAVE system in Pima Superior Court/Clerk of the Superior Court.
- Obtain a case financial system that will:
 - Handle the complex financial allocation algorithms that currently exist.
 - Provide program interfaces that permit integration with other systems.
 - Create an object-oriented structure so that the system and its components are usable for juvenile and adult probation financial activity.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Completed the 13 AJACS court deployment activities on May 7, 2010.
- Crafted plan to create and deploy prioritized improvements to AJACS.
- Completed data conversion and implementation for seven production courts:
 - Yavapai Superior Court on September 28, 2009;
 - Navajo Superior Court on November 6, 2009;
 - Apache Superior Court on November 12, 2009;
 - Coconino Superior Court on January 25, 2010;
 - Gila Superior Court on March 8, 2010;
 - Graham Superior Court on April 19, 2010; and
 - Greenlee Superior Court on April 26, 2010.
- Planned additional regression and upgrade training to be provided with the 3.4 release to the courts. Deployed a version upgrade to the AJACS application (3.2.1) on November 21, 2009.
- Continued AJACS version control and staging processes for future AJACS releases.
- Completed the rollout of the AGAVE CMS in Pima Superior Court, migrated the Probate Bench from PAM/AZTEC to AGAVE, and developed a web-based application for updating attorney assignments.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	×	New	×	High	
Enhancement		On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

The existing case management system for general jurisdiction courts is AZTEC, which is implemented in 13 of the 15 superior courts. It is a generalized and parameterized system that provides functionality for both limited and general jurisdiction courts. In a strategic planning session for 2004-2006, the court considered the AZTEC system to be reaching the end of its life cycle because of aging technology. The product has become

difficult to support, especially finding staff knowledgeable in the AZTEC development tools.

The differences in processing workflows and volumes are prompting the move to acquire separate systems for general jurisdiction courts and limited jurisdiction courts. This is especially desirable for the larger metropolitan courts. Rural courts, however, indicated a preference for continuing to use only one system for all levels of court in their counties.

The Commission on Technology considered and discussed several options available to the court to address replacing AZTEC. One option was to identify, via issuing a Request for Proposal, a commercially available court package. Funding was considered a major challenge, though. Another option involved harnessing the development work being done by individual courts for application statewide. Pima Superior Court had decided to build a case calendaring system using the .NET architecture. COT, Pima Superior Court, and the Pima Clerk's Office jointly decided to expand development to create a case management system which would be a potential solution for general jurisdiction courts statewide. A separate project addresses the need to replace AZTEC in limited jurisdiction courts.

During FY 2007, the judiciary continued evaluating AGAVE, the Pima Superior CMS, for its suitability for replacing AZTEC in the general jurisdiction courts. COT members requested a study of the viability of vendor systems installed subsequent to the "build" decision being made in 2004. Having seen the results of that study, members re-evaluated the build, borrow, and buy options in early 2007. A functional matrix developed as part of the CMS transition effort was validated in Yavapai Superior Court then used as the basis for comparison for AGAVE, Maricopa's iCIS CMS, and various vendor systems AOC staff had examined on a nationwide tour. Vendor systems consistently covered more of the functional matrix than homegrown systems with the added advantage of using outside labor to perform development and initial court implementations, helping address AOC's manpower shortage. COT determined that vendor solutions were worth a closer look.

A Request for Proposal was generated within an extremely tight time frame and issued to the public on March 16, 2007. Responses were received and the RFP review process completed on May 30, 2007.

The RFP Review Committee made its recommendation to COT on June 7, 2007, and through executive session provided full disclosure of the various vendor options. In public session, COT members voted to recommend a buy option using the top-scoring vendor, AmCad, to the Arizona Judicial Council. At its meeting 11 days later, AJC subsequently ratified that approach and authorized AOC to enter into contract negotiations with the vendor. AJC also approved the budget to purchase and implement the vendor CMS in 13 superior courts. AGAVE development and implementation was authorized to continue in Pima Superior Court and the Clerk's Office.

In July 2007, AJC and ITAC approved funding and a budget for the life of the project based on the high level project schedule (August 2008 to December 2009).

Contract negotiations and the development of a comprehensive project schedule were completed by August 8, 2008, when AmCad’s CEO and the AOC Director signed the developed contract. Immediately following the signing ceremony, teams from the AOC and AmCad began to confer on system requirements and strategy for meeting the aggressive project timeline. Phase 1 of the contract involves successful completion of the two pilot courts, Yuma and La Paz Superior. Phase 2 covers the deployment of the remaining 11 rural superior courts using a support services arrangement renegotiated upon completion of Phase 1.

The project management team responsible for the research and business case activity in FY 2007 remained in place to begin system scope and development. The team assembled specialists from the AOC’s Court Services and Information Technology Divisions, and acquired from outside sources the remaining team members to begin the project, a total of 24 staff. The ground floor of the State Courts Building was renovated to create project offices.

Through a series of solicitations to the court community, AOC staff, and the project team, netting over 40 suggested titles for the new CMS, the General Jurisdiction Case Management System was officially given the name Arizona Judicial Automated Case System or AJACS. A logo and related name recognition process were put in place along with an update of the project website.

Throughout FY 2008, the CMS vendor, AmCad, Inc., worked closely with the AOC team to determine the ability to incorporate in the product all functional requirements contained in the validated matrix. Though some adjustments were made to the delivery dates of those functional requirements in the software application because of the complexity involved, all requirements were incorporated into the application and those requirements not initially implemented in the pilot courts were upgraded to complete their functionality. Subsequent updates of the application version were delivered to all installed courts following release. Upon final payment, the source code becomes the property of the AOC for future development.

The following table briefly outlines project activities and the timeline:

DESCRIPTION OF ACTIVITY	DATE(S)
GAP analysis and JAD sessions for system design	Mid-September through November 2007
Integration development	November 2007
Delivery of design documentation	December 2007
Approval of internal/external design documents	January 2008

DESCRIPTION OF ACTIVITY	DATE(S)
Delivery of initial data conversion documentation	December 2007
Approval of data conversion documentation (after considerable rework by developers)	February 2008
Definition of initial five external system interfaces	April 2008
Development and testing of interfaces	April 2008 to pilot implementations
Training of AOC technical staff and pilot courts representatives	March and April 2008
Application testing	March 2008 through pilot court implementations
Pilot court conversions and implementations	June through July 2008
Production court conversions and implementations	November 2008 through May 2010
System improvements and maintenance	May 2010 ongoing

Two project schedule adjustments affected the beginning date of the pilot court implementations. The first moved the final delivery of the test application from January 18, 2008, to April 21, 2008, and the pilot court implementation was adjusted accordingly from March to May 2008. When it was determined that the software required additional testing before deployment to the pilot courts, a second adjustment moved the beginning of Yuma Superior Court's implementation from May to June 2008. The Yuma implementation schedule began with training onsite on June 16, 2008, and resulted in a conversion and go-live weekend of July 11 to July 14, 2008.

FY2009's focus was on establishing best practices for deployment of the replacement software into the general jurisdiction courts of Arizona. With the completion of the pilot project phase, the emphasis became one of utilizing lessons learned from the pilot courts and each successive court to improve the deployment to the next court in the schedule. The numbers of defects resulting from the court implementation project continued to decline from a high in Yuma of over 150 to Santa Cruz having only 2. Although the vendor, AmCad, had been responsible by contract for the data conversion, training, and implementation of the first five courts, the sixth court, Santa Cruz, was largely completed by AOC staff with some of the most significant strides in improvements being accomplished. A contract revision then allowed the vendor to discontinue services of data conversion and training by February 1, 2010, and the AOC staff completed the deployment of the three final courts: Gila, Graham and Greenlee Superior.

The GJ CMS deployment phase of the AJACS software to the contracted 13 Superior Courts completed on May 7, 2010.. All former AZTEC superior courts are now in full production on the AJACS software.

With the deployment of AJACS completed, resources are being redirected to improving the system. The key areas targeted for immediate resource allocation and attention include:

1. Automated validation tables (AVT) corrections and standardization,
2. Next release testing and deployment,
3. Standard reports improvements and enhancements,
4. Data conversion issues resolution, and
5. Production Remedy (issues and defects) management.

Although the majority of these follow-on “sub-projects” are on-going, the AVT corrections and reports improvements are targeted for completion by the end of calendar year 2010. The resources will then be allocated to on-going maintenance for the GJ CMS or transferred to the LJ CMS Project and budgets adjusted accordingly.

The GJ CMS Project has proven to be a significant success for the AOC and the Superior Courts of the State of Arizona, creating an optimum platform for standardization, future data integrations, and real-time decision making.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Prepare for implementation of a new case management system (CMS) for limited jurisdiction (LJ) courts.
- Complete the porting and migration of Tempe Municipal Court's legacy CMS functionality to a .NET environment.
- Perform a gap analysis of system functions to determine additional enhancements required for statewide distribution.
- Include a case financial system that will handle the complex financial allocation algorithms that currently exist.
- Include a civil case-processing module that will handle all filings and forms utilized by a justice and/or municipal court.
- Provide program interfaces that permit integration with other systems.
- Create an object-oriented structure so that the system and its components are usable for juvenile and adult probation financial activity.
- Oversee application development based on limited jurisdiction court requirements identified during gap analysis.
- Analyze and assess AZTEC data cleanup and data conversion efforts.
- Include a standard library of court forms and reports.

- Prepare and execute a detailed project plan for user training and implementation activities.
- Include electronic document management functionality for all limited jurisdiction courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Completed development partnership with Tempe Municipal Court in their efforts to develop and implement of a new Case Management System. AOC resources still residing at local site were reassigned to AOC and focused on statewide judiciary initiatives.
- Entered into a Service Level Agreement with Tempe Municipal Court to house and support their CMS development, test, and production environments at the AOC Data Center.
- Monitored and oversaw vendor contract deliverables and application development of LJ CMS (AJACS) based on limited jurisdiction court requirements identified during gap analysis.
- Began gathering user business requirements and creating functional design for a Judge Automation application to streamline judge’s processes on the bench.
- Shared LJ CMS team members as resources to e-Filing and GJ CMS teams assisting with Judge/Clerk Review application, Bank of America payment portal configuration, AVT Table Code cleanup efforts, facilitating focus groups for enhancements to the GJ CMS (AJACS) application.
- Completed LJ CMS AVT Table Code taxonomy recommendations and submitted to Court Services for presentation to and approval by the LJ Code Standardization Committee.
- Began collaborating and partnering with large volume, non-AOC-supported courts and the vendor through the provision of resources, funding, and business analysis to build upon the existing AJACS application and develop a solution that meets the needs of all LJ courts.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	X	New		High
Enhancement		On-going	X	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

The existing case management system for limited jurisdiction courts is AZTEC, which is implemented in 134 justice and municipal courts. It is a generalized and parameterized system that provides functionality for both limited and general jurisdiction courts. In a strategic planning session for 2004-2006, the court determined the AZTEC system to be reaching the end of its lifecycle because of aging technology. The product has become increasingly more difficult to support since then, especially finding staff knowledgeable in the AZTEC development tools.

The differences in processing workflows and volumes initially prompted the move to acquire separate systems for general jurisdiction courts and limited jurisdiction courts. This approach was especially desirable for the larger metropolitan courts. Rural counties, however, indicated a preference for continuing to use only one system for all levels of court.

Two possible solutions existed for the limited jurisdiction courts statewide: the Tempe CMS application developed by the Tempe Municipal Court or AmCad's AiCMS, a vendor-developed, integrated case management system that was previously selected as the second-generation general jurisdiction courts (GJ) case management system (CMS), replacing AZTEC.

Commission on Technology's final recommended and AJC-approved solution for the LJ CMS is a "hybrid" approach that utilizes AmCad's AiCMS software as the baseline CMS product and enhances it by incorporating functionality favored in the Tempe CMS product along with AZTEC system improvements developed by Scottsdale Municipal Court called AZTEC Wizard.

This statewide LJ CMS solution takes advantage of a great opportunity to consolidate approximately 10 separate case management applications that are currently utilized within the Arizona LJ court community down to four (4) at full implementation. Additional courts could be consolidated into this solution as their current applications age and become un-supportable. Significant, large volume, non-AOC-supported courts are prepared to collaborate with the AOC and the vendor through the provision of resources, funding, and business analysis to build upon the existing AiCMS/AJACS application and develop a solution that meets the needs of all LJ courts, large or small, rural or metropolitan.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Establish a centralized collections function to enforce court financial orders.
- Modify automation systems to share new/modified case information and payment information with a collections vendor.
- Modify automation systems to accept and process electronic payment transactions.
- Implement the enforcement provisions provided for under the Department of Motor Vehicles' Traffic Ticket Enforcement Assistance Program (TTEAP) (A.R.S. 28-1631).
- Broaden the court's implementation of the Arizona Department of Revenue's (DOR) Tax Intercept program.
- Modify automation systems to provide near-real-time transaction processing to the Motor Vehicle Division (MVD) to allow for TTEAP.
- Continue increasing revenues by adding additional backlog cases to the FARE Program on a regular basis.
- Expand FARE functionality for the Maricopa County Justice Courts to include pre-disposition and post-disposition case processing.
- Work with the FARE vendor, ACS, and the courts to identify areas in which the program is exceeding expectations and areas in need of improvement.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Total of 171 courts in all 15 counties with 1.9 million cases submitted with a value exceeding \$1 billion.
- Backlog receivables project has realized over \$175.2 million in collections to date.
- Approximately \$49.8 million collected via electronic media, Web, and IVR.
- Online payments continue to be received from out-of-state and even out-of-country defendants.
- TTEAP implementation continues to be successful as the number of holds exceeds 574,600, with over 266,500 releases for a release rate of 47 percent.
- TTEAP continues to be a key factor in collections with all FARE courts participating – threshold for placing a hold remains at \$0 (excluding parking violations) and boating violations remain included.
- Developed FARE functionality in the AJACS Statewide, LJ CMS.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	×	New		High
Enhancement		On-going	×	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

The Penalty Enforcement Program (PEP) is an effort by the Arizona judiciary to enforce court-ordered penalties. PEP morphed into the Fines, Fees and Restitution Enforcement (FARE) Project which was the automation project directed at centralizing and automating that enforcement. It provides civil and criminal case data to a vendor for account collection activities. It began with implementation in several “pioneer” limited jurisdictions courts. The data shared with the vendor includes pre-disposition and post-disposition, and special collections.

This program has provided more consistent court order enforcement on a statewide basis and also increased revenue due to improved fines and penalties collections and additional collection methods used. It has provided the public with alternative ways to satisfy court-ordered sanctions.

Administrative Order (AO) 2003-79 established the Penalty Enforcement Program and enabled the FARE Project to proceed. It summarizes the mission, goals, and scope of this project. AO 2009-29 codified the FARE collections program in the Arizona Code of Judicial Administration as ACJA 5-205.

Phase I of PEP is implemented and revenues collected to date have exceeded expectations. Initial projections were that Phase I would result in increased revenues of \$2 million per year; as of this date, a total of \$25.5 million, has been achieved. Phase II calls for expansion of TIP to include a federal tax refund intercept program and work continues to encourage Congress to make the necessary changes to federal law.

Phase III of PEP is the Traffic Ticket Enforcement Assistance Program (TTEAP). Established by A.R.S. §28-1631, this collaborative project with the Department of Transportation, Motor Vehicle Division, has assisted in collecting delinquent fines and penalties by requiring these financial sanctions to be paid before vehicle registrations can be renewed.

In accordance with Phase IV of PEP, the AOC hired a consultant to examine the current collection practices of the Arizona courts and various options for enhancing these collections. In December 2002, the consultant reported to the Arizona Judicial Council that outsourcing part, but not all, of the collections process was indeed feasible and would result in increased collections. Further, the consultant emphasized that public trust and confidence in the judicial system, as well as in the executive and legislative branches of government is improved when compliance with court orders is more uniformly enforced. The Arizona Judicial Council concurred with the findings of the consultant and, in February 2003, a request for proposals was issued by the AOC inviting private vendors to submit proposals to privatize collection activities. A private vendor, ACS Local and State Solutions (ACS), with headquarters in Washington, D.C., was selected following a competitive process. ACS is a substantial, publicly traded entity experienced in various similar partnerships with state and local governmental units whose purpose is to secure compliance with court orders.

During this same time period, several experiments using some of the techniques envisioned were conducted in test courts with considerable success. Based on the work of the consultant, the success of other e-Government projects such as Arizona@YourService, and the test projects, it became evident that a private/public partnership between ACS and the Arizona courts to outsource certain collection-related activities would be cost effective, should result in enhanced customer service, and would improve compliance with court orders.

A contract extension of collection services was signed with ACS to provide collection and payment-related services for the courts of Arizona. A “Fines/Fees and Restitution Enforcement” Program, “FARE”, is created through this partnership between the judicial branch and ACS. FARE incorporates Phases III and IV of PEP and provides local courts with a suite of services including, but not limited to, the following:

- Courtesy notices

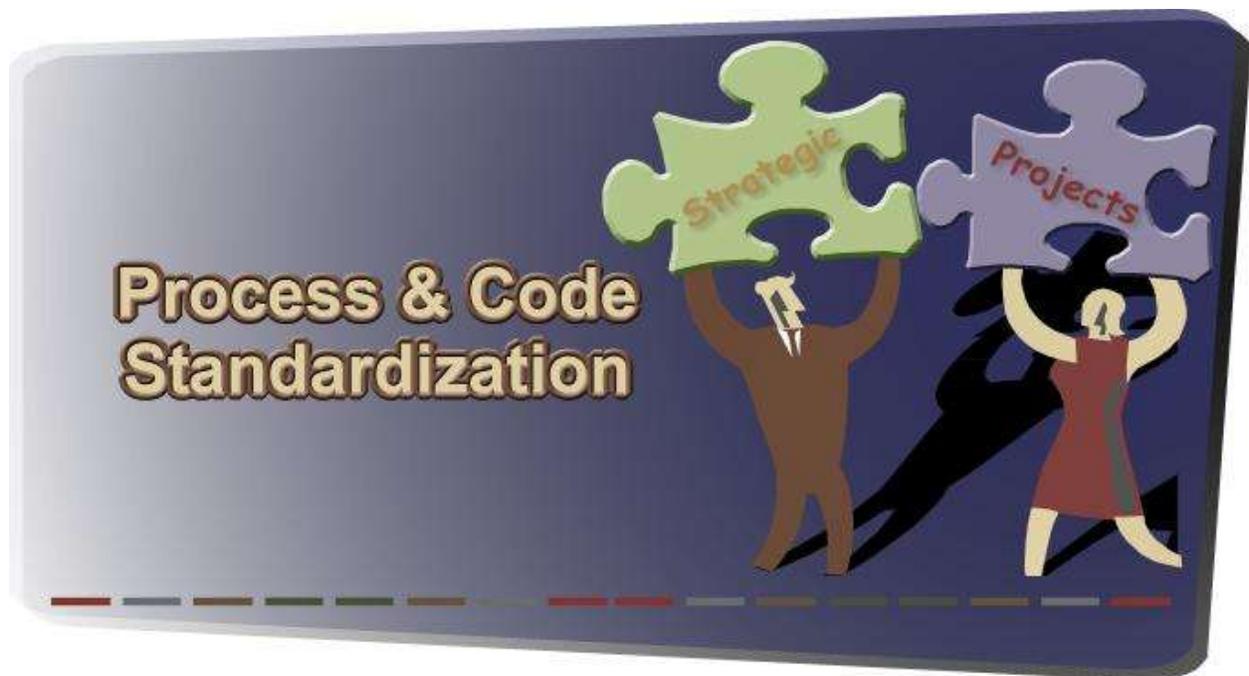
- Delinquency notices
- Credit bureau reporting
- Web and telephone-based credit card payments
- Referral to the Traffic Ticket Enforcement Assistance Program (TTEAP)
- Electronic skip tracing
- Case record data enhancement
- Outbound calling
- Advanced collection and offender location services

A total of 45 additional courts were added to the FARE Program in Fiscal Year 2010, including 22 new AZTEC implementations and 23 individual Maricopa County Justice Courts. The Maricopa County Justice Courts are utilizing the Full FARE Backlog model, which includes real-time transaction processing for delinquency cases.

A new version of AZTEC CMS was released to expedite the FARE web and IVR payment processing and collection case events for the Interim Backlog Courts. Courts can now process the payments automatically without manual entry and view case events performed by ACS. The events notify courts when collection notices are sent and TTEAP holds and releases occur.

An analysis of FARE Program growth over the past three years revealed that 84 courts have entered the Program since calendar year 2008, adding 302,173 cases and \$161.5 million in receivables.

The Arizona Judicial Council approved a methodology for distributing to participating courts any funds remaining after all expenses of the vendor, other governmental entities, and the AOC have been met. Checks for fiscal years 2006 through 2009 have been distributed. Fiscal year 2010 funds will be distributed in early FY 2011.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Establish and prioritize workflows and procedures to be standardized.
- Establish and document 'best practices' for limited and general jurisdiction courts for selected workflow processes.
- Create and maintain new standard codes based on new legislation, rules, and court requests.
- Develop training programs and deliver training to court staff to support implementation of "best practices."
- Complete the dictionary of standard codes, descriptions, and definitions for the variety of superior-court-related events and functions.
- Establish a dictionary of standard codes, descriptions, and definitions for the variety of limited jurisdiction court-related events and functions.
- Maintain a centralized repository of standard codes, descriptions, and definitions for use by Arizona courts and case management system developers.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- The AZTEC codes were converted in the AJACS system for each superior court location prior to implementation. Upon going live on AJACS, each court was transitioned to the new code standards.

- AJACS workgroups (case/party status and code definitions) were initiated to address and resolve issues as each new court approached implementation and go-live. These groups were smaller and thus able to be more focused.
- Work continued on financial and calendar activities, and the development of civil and criminal statistical reports for Superior Courts.
- The Limited Jurisdiction Standardization Workgroup continued working through coding issues in preparation for AJACS implementation in LJ courts, paying particular attention to lessons learned for the GJ effort.
- The Data Standards Committee approved by COT continued to meet for status updates. No new issues were brought to this committee.

SNAPSHOT				
CLASS		STATUS		RISK
Utility	×	New		High
Enhancement		On-going	×	Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

Considerable differences exist from court to court in the way administrative functions are performed. Few workflows, “best practices,” and procedures have been, to date, developed and standardized. The result of these many differences is that automated case management systems require great complexity, with many parameters and options, in order to accommodate the sizeable number of unique local practices.

To minimize complexity, standardize documentation and training, and thus create a more efficient and effective Judiciary, the Commission on Technology recommended that the Judicial Branch undertake a series of projects to identify standard procedures and workflows for similarly sized and staffed general and limited jurisdiction court environments.

In 2005, the Commission on Technology created an ad hoc committee to prioritize and select processes, research “best practices,” and make recommendations on code standardization. This project contributed to the functional specifications for new case management systems for general and limited jurisdiction courts. The development of those specifications for use by the originating court is helping identify key processes that would benefit from being simplified and standardized statewide through the rollout of the new case management systems.

Code standardization and data conversion are not enough. Those business processes and associated workflows that underlie the new case management systems must be adopted by courts as the statewide rollout occurs. Without common processes and uniform processing of case-related data, the efficiencies promised by a statewide case management system will be forfeited. Support of the new systems will be much more complex and costly, as well.

Court business processes must be standardized to match the business process underlying the automation system. This effort involves extensive local process documentation, mapping to the applicable case management system, somewhat customized training materials, and extra training time for local users. All these translate into initial productivity losses, which are being factored into the business case for the CMS transition activities, the rollout timeline, and resource leveling.

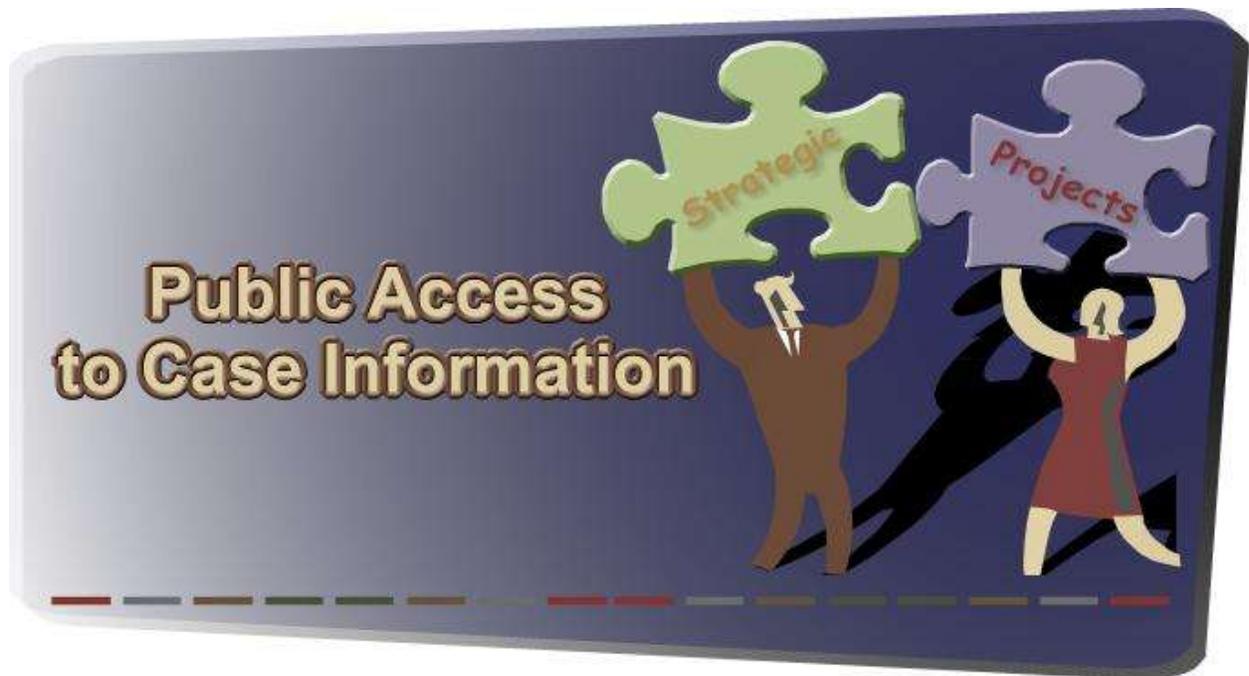
Table code standardization supports statewide consistency of information recorded in case management systems. It is difficult to transfer data to other local and state entities, write standardized reports, and aggregate statewide statistics when every court uses different words, abbreviations, or codes for the same event or activity. This is currently an issue in AZTEC courts and mapping has proven to be a labor intensive task with unsatisfactory results.

Integration, statistical analysis reporting, and shared information projects have highlighted the need for courts to record, count, and report events in a consistent manner. Even within the AZTEC courts, which are using the same application software, differences in various code table values have made reporting difficult and made integration projects more complex due to data transformation and mapping requirements.

Superior, Justice of the Peace, and Municipal Courts are addressing the need for consistency through the establishment of standardized code sets to be used statewide. The sets include, but are not limited to, standard codes for:

- Case Type,
- Party Type,
- Case Status,
- Party Status,
- Calendar Events, and
- Courtroom Events.

These projects are planned to dovetail with state-level integration projects with other agencies to identify XML tags and valid values/codes for a variety of criminal-justice-related events.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Develop and implement a Public Access Strategic Roadmap that accommodates new business and external users' needs as well as dissemination of information such as AZTurboCourt and bulk data downloads.
- Enhance and support the interface needed to populate public access information for use by the public and interested government agencies.
- Work with IT Architecture and Operations to migrate the Victim Notification application to a supported platform
- Enhance the Victim Notification application to include all courts available in Public Access.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Upgraded the public access website to meet AOC technical standards (3-tier/.NET architecture) which increased overall security, reduced data mining activity, and significantly enhanced application/user performance.
- Continued support of the Victim Notification application using Maricopa Superior Court extracts for active criminal cases.
- Continued making user interface enhancements, e.g., page format improvements.

- Implemented new agreements with bulk data vendors that align to revised Rule 123.
- Enhanced IT operational support processes and documentation.

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement	×	On-going		Medium
Frontier		Replace/Upgrade		Low

PROJECT DESCRIPTION

The public access web application provides the public a means by which to search for a specific party and any related case information at a statewide level. The application displays basic case information, basic party information, charge information, and case docket (events) information. A victim notification feature allows users to register and select cases they would like to track. Whenever the selected data element (case, charge, disposition, event, minutes, or party) changes on the case, a notification e-mail is sent to the registered user indicating a change on the case. Currently, this feature is available only for Maricopa Superior Court cases displayed in public access. The information on public access is a subset of all data warehouse data; certain information gets filtered from public access, including witness information, victim information, probate case types, adoption case types, and any other “restricted” case types.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide IT staff supporting the Judicial Branch processing with training opportunities on statewide software and technologies, especially those adopted in the Enterprise Architecture.
- Work with the Technical Advisory Council to identify needs for technical training.
- Provide .NET training to staff within projects implementing this architecture.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

- Converted to hosted solution (from server-based) KSource training for technical programming and database staff at AOC.
- Held several IBM Websphere MQ “Boot Camps” for external agencies that needed to interface with the AOC.
- Held an SSRS “Boot Camp” specifically for AJACS General Jurisdiction Courts.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	×	New		High	
Enhancement		On-going	×	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

The Technical Advisory Council, a subcommittee of the Commission on Technology, recommended that Information Technology staff throughout Arizona be provided training on the basic software and hardware products in use by the Judicial Branch. The Judiciary can leverage limited funding for training by offering centralized vendor classes.

The training sessions may be identified and arranged through TAC as the need arises. Among the technical topics for which statewide training is possible are:

- .NET
- Windows Server administration (the operating system of our Internet/Intranet servers)
- AIX/UNIX server administration
- Web authoring tools
- HTML/XML
- Java Script
- Active Server Pages
- Informix (the database of the AZTEC and APETS software application)
- DB2 and SQL Server
- Imaging technologies
- Electronic document management technologies, including Hyland's OnBase and its Document Transfer Module
- Data warehousing concepts and software applications
- Data integration architectures and products, including Websphere MQ and MQSI
- Various other products that are used statewide such as Altiris (desktop management system software)

- Crystal Reports Enterprise, version 11
- Microsoft SQL Server Reporting Services (SSRS)

No plans for formal, statewide technical training commitments were made for FY 2003 through FY 2010 due to budget constraints. However, adopting the Enterprise Architecture Standards that include .NET resulted in a need for training technical staff statewide. This technical training remains primarily a local and/or project responsibility during the next fiscal year as funding is currently unavailable for statewide efforts. Project staff implementing the .NET architecture will receive training with project funding. State-level coordination will facilitate leveraging and acquisition of volume discounts that may be available.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

Increase use of voice over IP (VOIP) videoconferencing throughout the state to improve access to scarce resources, reduce travel, and increase public safety.

- Bring certified court reporters into superior court courtrooms when needed, as an alternative to paying mileage and lodging-related expenses of traveling per diem reporters.
- Expand number of locations using videoconferencing for remote hearings and initial appearances.
- Encourage the use of videoconferencing for court training and administrative purposes to increase communication and collaboration.
- Continue to work with the rules process to enable a greater variety of court functions to be handled remotely.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2010

The AOC installed Cisco Wide Area Application Services (WAAS) and configured quality of service (QOS) to all locations on AJIN to accelerate network traffic, providing increased bandwidth for videoconference operations.

The Supreme Court adopted revisions to Rule 1.6 in August 2009, expanding the scope of allowed proceedings handled remotely by trial courts in Arizona. The approval AO directed a further effort to codify minimum standards for operation of interactive videoconference systems. Comments received on the rule petition indicated that, absent some defined standards, the quality of remote appearance videoconferences could become so poor that they could cease to meet the goal of being reasonably similar to a live appearance in the courtroom.

Minimum standards were subsequently codified as ACJA § 5-208, approved by AJC in December 2009. The standards require courts to complete and file a certification checklist to ensure all endpoints used in interactive audiovisual proceedings comply with the minimum requirements before Rule 1.6 remote appearances are held. The AOC produced the certification checklist and instructions prior to the January 15, 2010, deadline. Materials are posted on the COT documents webpage at <http://www.supreme.state.az.us/cot/Documents/Technology/checklistandcertification.pdf>

SNAPSHOT				
CLASS		STATUS		RISK
Utility		New	×	High
Enhancement		On-going		Medium
Frontier	×	Replace/Upgrade		Low

PROJECT DESCRIPTION

With the rapidly increasing cost of travel, videoconferencing is becoming a very cost-effective method for courts to accomplish a variety of functions. The AOC provides videoconferencing capabilities to courts through the AJIN network using equipment installed by one of two preferred vendors. The initial three sites were Phoenix, Tucson, and Flagstaff. AOC development staff has made extensive use of videoconferencing in the development of JOLTSaz in conjunction with resources at Pima Juvenile Court.

The program goal is to equip one courtroom in each superior court with videoconferencing equipment. Once the equipment is in place, it could be used for other purposes, such as video-arraignments with jail facilities or administrative meetings, or training. Counties with multiple superior court locations, such as Gila,

Yavapai, and Mohave, could purchase additional systems to videoconference between locations for various purposes, including court reporting.

Court reporters are used in every superior court in Arizona as the traditional means of making verbatim records of court proceedings. The work of the Keeping the Record Committee disclosed chronic shortages of stenographic court reporters in several rural areas of Arizona. Some counties use per diem reporters multiple times a week at a typical cost of \$250 to \$400 a day. Most counties use digital recording equipment to fill the gap in reporting resources, but existing policies and best practices dictate that they use live court reporters for some types of hearings.

There are more than 500 certified reporters in Arizona. Approximately three out of four reporters live in Maricopa County. Most work in the private sector. The Superior Court in Maricopa County has 80 staff reporters, half of whom work out of a pool arrangement. Some of these reporters would be available and interested in working for other counties via videoconferencing during the workday. Maricopa also has a staff coordinator who could assist in scheduling these reporters for other counties. At least one outside vendor in Phoenix has indicated a strong interest in providing this service, as well. Many court-reporting firms offer videoconferencing options for depositions and already have the equipment needed to participate in the program.

Having put in place the infrastructure to enable court reporters to participate remotely in certain proceedings, discussions have begun for applying the same technique to court interpreters.