V. Technology Governance, Initiatives & Alignment

BACKGROUND

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

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

COMMISSION ON TECHNOLOGY: BACKGROUND

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

The Commission typically meets five times per year; subcommittees meet more often. Members include judges, clerks of court, court administrators, a State Bar representative, a Legislative Branch representative, a Governor's Office representative, a League of Cities and Towns representative, a County Supervisors' Association representative, and the public. Commission subcommittees provide technical advice and counsel to Commission members. A list of the Fiscal Year 2020 Commission on Technology membership and that of its subcommittees is included in the Introduction.

COMMISSION ON TECHNOLOGY: AUTHORITY

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

- Establish the goals, policies, and priorities for the statewide Judicial Information Technology Plan.
- Determine the allocation of available Judicial Collection Enhancement Funds for automation grant requests and projects consistent with the direction, standards, and priorities of the Judicial Strategic Business and Information Technology Plans. The Arizona Judicial Council determines the amount of funds available for this purpose.
- Oversee the statewide judicial branch data communications network, including establishing security standards and procedures.
- Develop and submit for approval statewide technical standards, which shall be used in all court automation projects, including security, disaster recovery, and communication standards.
- Oversee the selection, development, and support of automation systems used by multiple courts and supported by the Administrative Office of the Courts.
- Encourage projects which utilize technology to increase accessibility to the courts, improve court efficiency, and improve court management.

- Review and approve countywide court information technology plans for consistency with the Judiciary's Strategic Business and Information Technology Plans.
- Review and approve or disapprove court technology projects that exceed a cost of $250,000. The Commission also establishes the policies and procedures for the submission of project plans.
- Monitor the progress of all court automation projects pursuant to countywide court information technology plans.

COMMISSION SUBCOMMITTEE: TECHNICAL ADVISORY COUNCIL

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

COMMISSION SUBCOMMITTEE: COURT AUTOMATION COORDINATING COMMITTEE

The Court Automation Coordinating Committee (CACC) is charged with coordinating the automation initiatives and integration efforts that affect the trial courts, including the dependence of any statewide project on other local projects and construction of local interfaces to statewide automation functions. It oversees development of statewide automation systems to ensure they can be implemented in other Arizona courts as well as local technology implementations to ensure COT's goals are being met.

COMMISSION SUBCOMMITTEE: PROBATION AUTOMATION COORDINATING COMMITTEE

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

COMMISSION: SUPPORT STAFF

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

COURT STRATEGIC INITIATIVES (GOALS AND INITIATIVES NAMES)

COMMISSION IDENTIFIED STRATEGIC BUSINESS NEEDS

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

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

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

In September of both 1996 and 1998 at its second and third strategic planning retreats, the Commission identified and reaffirmed information technology automation goals for the Judiciary and the strategic IT initiatives to support them. In its April and May 1998 meetings, the Commission on Technology reviewed the strategic initiatives in published IT Strategic Plans and reaffirmed them, adding Year 2000 readiness which was removed following completion of Y2K activities.

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

The information technology automation goals are:

STATEWIDE
INFORMATION TECHNOLOGY
AUTOMATION GOALS
FISCAL YEARS 2021 – 2023

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

To achieve these goals, the Commission on Technology has identified the following broad strategic initiatives. This strategic agenda is both consistent with previous years' IT Plans and with the updated focus provided by Chief Justice Brutinel in ***Justice for the Future: Planning for Excellence 2019-2024***.

The information technology strategic initiatives are:

INFORMATION TECHNOLOGY
STRATEGIC INITIATIVES
FISCAL YEARS 2021 – 2023

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

STRATEGIC TECHNOLOGY PROJECT ALIGNMENT WITH BUSINESS INITIATIVES

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

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2021-2023	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "JUSTICE FOR THE FUTURE PLANNING FOR EXCELLENCE: 2019-2024"**
Electronic-Filing-Related Projects including eServices	Automate scoring and use of the public safety assessment for felonies and misdemeanors. Expand e-filing services to probate and family court cases. Implement newly required order of protection process allowing for online requests and courts to electronically send orders to law enforcement for service. Adopt digital evidence management standards for courts. Evaluate whether online dispute resolution pilot projects can be expanded statewide. Allow litigants to conduct more business away from court buildings, such as interactive and simple court forms with e-submission options.
Integration-Related Projects	Integrate data from Maricopa County's iCIS CMS into JOLTSaz to create a fully statewide juvenile justice data repository. Work closely with state and local governments to ensure that shared data, technology, and facilities are secure.
Case Management Systems	Finish the rollout of the Arizona Judicial Automated Case System (AJACS) for limited jurisdiction courts. Enhance case management system functionality. Identify other technology tools to assist judges and court administrators in more efficiently and effectively managing cases. Implement a new appellate case management system.
Data Analytics and Reporting	Provide court management tools that assemble and present the data necessary to make informed policy and business-related decisions. Investigate the availability and applicable use of business intelligence tools to measure court and caseflow performance.
Probation Automation Development / Enhancements	Expand the Public Safety Assessment to limited jurisdiction courts. Ensure processes and procedures are in place for accurate and timely reporting of juvenile dispositions. Provide probation officers with technology that improves their efficiency and effectiveness in performing offender supervision. Integrate data from Maricopa County's iCIS CMS into JOLTSaz to create a fully statewide juvenile justice data repository.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS
FISCAL YEARS 2021-2023

TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH "JUSTICE FOR THE FUTURE PLANNING FOR EXCELLENCE: 2019-2024"
Automated Notification Capability	Expand the use of text message and other notifications of court events and defendant obligations.
Cybersecurity & Architecture	Continue enhancing court technology and processes to protect the courts, as well as the government agencies and the public that access court information, from ever-increasing cybersecurity threats. Work closely with state and local governments to ensure that shared data, technology, and facilities are secure. Continue to enhance training and processes within courts to prevent security breaches. Integrate older automation systems into newer platforms that better manage security risks.
Electronic Document Access	Implement eAccess services, allowing public access to court records online. Update the Supreme Court rules forum website to provide easier access and navigation for the public, courts, and attorneys.
Innovative Automation	Continue to innovate new approaches to streamline, simplify, and enhance services and programs. Explore emerging technologies such as augmented intelligence, data mining, and predictive/data analytics to determine benefits and impacts to courts. Identify other technology tools to assist judges and court administrators in more efficiently and effectively managing cases. Through emerging innovations, including digital recording and remote court reporting, ensure courts continue to create a complete and accurate record for each and every case. Expand and support specialty courts addressing homelessness, veterans' issues, mental illness, domestic violence, and drug and alcohol abuse.
Data Exchanges	Facilitate the transfer of information from superior courts and limited jurisdiction courts. Continue to collaborate with community partners on initiatives, including: • Reporting of juvenile felony information to the National Instant Criminal Background Check System (NICS), • Maintaining protective orders as holder of record in the Court Protective Order Repository (CPOR), • Collaborating with community partners on initiatives addressing mental health and substance abuse issues, • Expanding use of the pretrial release assessment tool to help courts make pretrial release decisions.