

JUDICIAL COUNCIL OF CALIFORNIA

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INVITATION TO COMMENT SP18-15

Title

Strategic Plan for Technology 2019-2022

Action Requested

Review and submit comments by October 15, 2018

Proposed Rules, Forms, Standards, or Statutes

N/A

Proposed Effective Date

November 30, 2018

Proposed by

Judicial Council Technology Committee and
Strategic Plan Workstream
Hon. Marsha G. Slough, Chair

Contact

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Executive Summary and Origin

The Judicial Council Technology Committee (JCTC) is responsible for judicial branch technology strategic planning. In 2017, the JCTC initiated a workstream to update the [Strategic Plan for Technology 2014-2018](#). After analyzing goals, branch business drivers, objectives, as well as evaluating the benefits, outcomes, and measures of success, the workstream now requests your input on the initial draft of the updated *Strategic Plan for Technology 2019-2022*.

Please review and respond with your comments by **Monday, October 15, 2018 at 5:00 p.m.** You may submit your comments by email to jctc@jud.ca.gov.

The proposal has not been approved by the Judicial Council and is circulated for comment purposes only.

Background

The [Court Technology Governance and Funding Model 2014-2016](#) directs that the Judicial Council adopt a *Strategic Plan for Technology* every four years. The Plan establishes a roadmap for the adoption of technology solutions that further the administration of justice and meet the needs of the people of California. It assigns the Judicial Council Technology Committee (JCTC) the responsibility of developing, seeking input on, and publishing the *Strategic Plan for Technology*. This document represents the first update to the *Strategic Plan for Technology* since the governance model was adopted.

Summary of Updates

There were many key updates to the *Strategic Plan for Technology*. The overall tone in the new plan has changed to being more future-focused and concise. The updated plan features a new executive summary and “guiding principles” organized into user-friendly categories, which provides a more readable and easier-to-consume document. The streamlined plan is modeled after the California Department of Technology plan, similarly simplified while remaining meaningful. The focus of the update was to refine the goals and content. Additionally, the plan was properly leveled with the metrics reframed as “measures for success” and the detailed focus areas were handed off to the Tactical Plan Workstream. Content relating to dependencies and referencing specific technologies were eliminated.

Request to Review and Provide Input

At this time, the Strategic Plan Workstream requests your review and input on the draft *Strategic Plan for Technology 2019-2022* by *October 15, 2018*. We value your input and believe that it is critical to incorporate feedback from throughout the branch. The future is being built upon the success of local and branchwide innovation and leadership. You may contact Robert Oyung, Mark Dusman, or me directly if you have specific questions that you wish to discuss.

CALIFORNIA JUDICIAL BRANCH

Strategic Plan for Technology

2019–2022

_____ 2018

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Message from the Chair

Dear Friends of the Courts:

On behalf of the Strategic Plan Update Workstream and the Judicial Council Technology Committee, we are pleased to present the California judicial branch's *Strategic Plan for Technology 2019–2022*.

The original strategic plan was adopted by the Judicial Council in 2014. Since that time, considerable progress has been made to improve access to justice through technology. The courts, the Judicial Council, its advisory bodies and staff, and our justice system partners have worked collaboratively to implement the goals identified in the plan.

Over the past four years we have witnessed the true evolution of a technology community. With the strategic plan as our roadmap, the community has worked in partnership to modernize case management systems, court data hosting centers, and business processes. The workstream model, adopted in the original plan, was grounded in working together to find and implement technology solutions. This model has proven time and again that success is built and multiplied when we work together. The workstream membership has been inclusive. It has extended throughout the trial courts and the courts of review, and has included our justice and community partners.

This updated plan highlights our success and points to the need for continued work along this same path: building on success through an IT Community. I am continually amazed by and grateful for the collaborative work of my colleagues over the past few years. I look forward to seeing what can be accomplished over the next four as we continue to work together to implement the strategic plan for the benefit of all Californians.

Marsha G. Slough

*Associate Justice, Court of Appeal, Fourth District, Division Two
Chair, Judicial Council Technology Committee and Executive
Sponsor, Strategic Plan Update Workstream*

INTRODUCTION

This judicial branch *Strategic Plan for Technology* establishes the roadmap for the adoption of technology solutions to advance the administration of justice and meet the needs of the people of California.

California's court system—the largest in the nation with over 2,000 judicial officers, approximately 19,000 court employees, and 6.2 million cases annually—serves over 39 million people, nearly 7 million of whom have limited English proficiency. The judicial branch is diverse in population, geography, court size, and case types. Of the state's 58 superior courts—one in each county—the smallest has two judicial officers serving a population of just over 1,000 while the largest has 580 judicial officers serving a population of more than 10 million. Courts also have varying degrees of fiscal health and capabilities. These constraints, along with past budget shortfalls, have affected the ability of the courts to invest in technology, resulting in a court system that lacks consistency across the judicial branch. With some funding restored, the courts have begun to address the gaps between the courts' technology capabilities and the public's expectations of easy and consistent access.



Guiding Documents



This four-year technology strategic plan contains clear, measurable goals and objectives that are aligned with the overarching goals from the judicial branch's strategic plan.¹ This plan also provides the strategic framework for the creation of the two-year technology tactical plan² that determines the individual initiatives that will be pursued to support these higher-level goals.

The plan centers around working as a branch information technology (IT) Community by using the established IT governance model to leverage and optimize resources to continue to achieve shared goals and objectives. The proposed strategies contained within this plan recognize the

¹ See Judicial Council of Cal., *Justice in Focus: The Strategic Plan for California's Judicial Branch 2006–2016* (Dec. 2014).

² See Judicial Council of Cal., *Tactical Plan for Technology 2017–2018* (Jan. 2017).

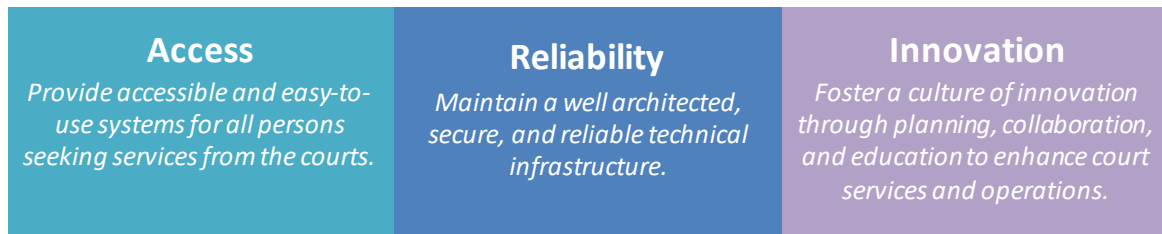
diversity of the IT Community, including judicial, administrative, operational, and technical expertise at all levels of the courts, and foundational expertise and support provided by Judicial Council staff. The future will be built on the continued success in innovation, collaboration, and leadership throughout the branch for the benefit of the legal community and the public, resulting in increased access to the courts.

Executive Summary

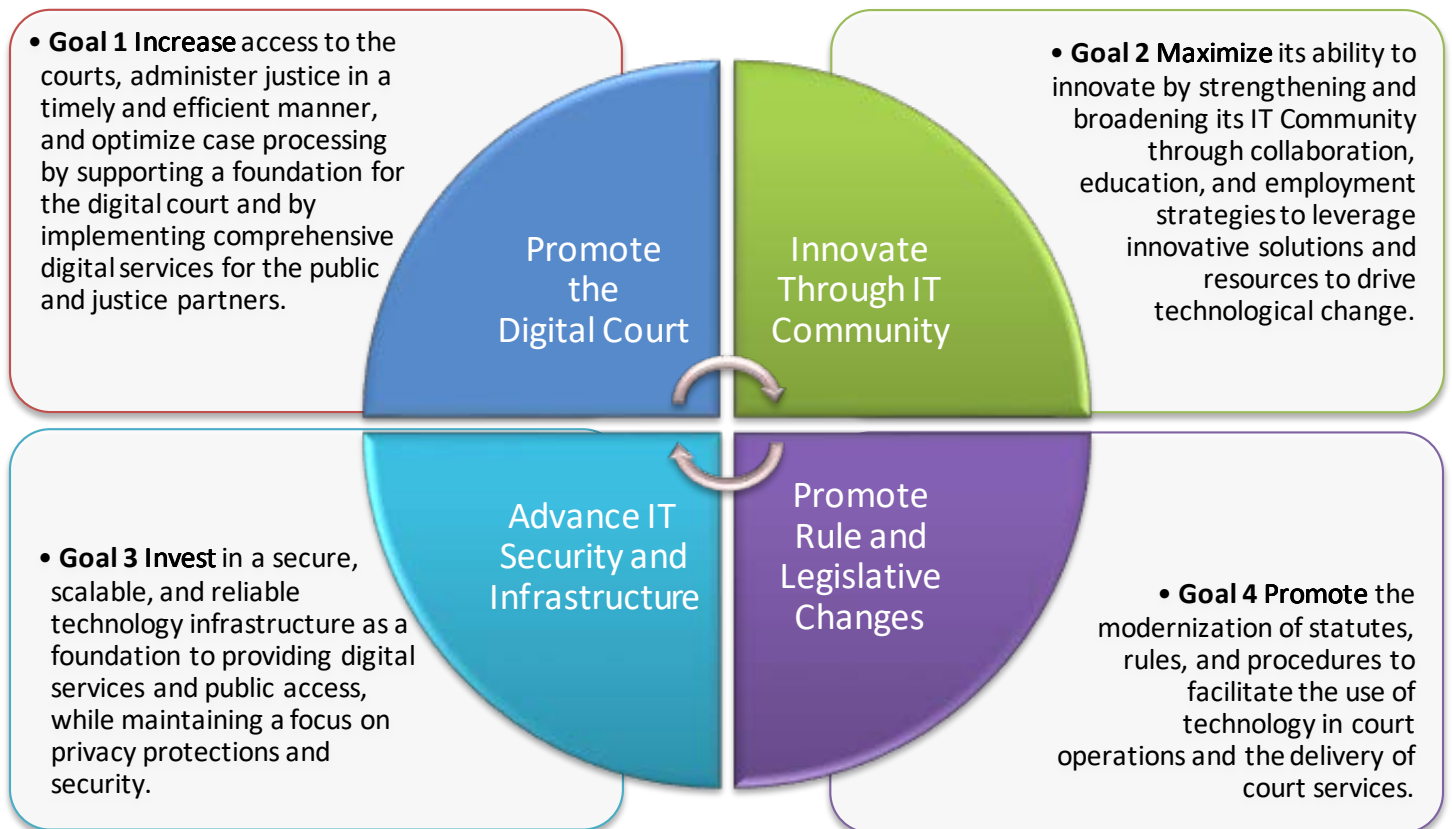
Vision

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

Principles



Goals



Technology Principles

These guiding principles establish a set of considerations for technology project decision makers that articulate fundamental values and provide overall direction to technology programs within courts and throughout the justice community.

Access

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

- **Ensure access and fairness.** Use technologies that allow all court users to have impartial and effective access to justice.
- **Include self-represented litigants.** Provide services to those representing themselves as well as those represented by attorneys.
- **Preserve traditional access.** Promote innovative approaches for public access to the courts while accommodating persons needing access through conventional means.
- **Design for ease of use.** Build services that are user-friendly and use technology that is widely available.

Reliability

Maintain a well architected, secure, and reliable technical infrastructure

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

Innovation

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

- **Improve court operations.** Advance court operational practices to make full use of technology and, in turn, provide better service to court users.
- **Provide education and support.** Develop and provide training and support for all technology solutions, particularly those intended for use by the public.
- **Consider branchwide collaboration and economies of scale.** Identify opportunities to collaborate on technologies to reduce costs, leverage expertise and training, and improve consistency.

- **Foster local decision-making.** Develop, fund, and implement technologies to improve local business processes that may provide a model for wider implementation.
- **Encourage local innovation.** When developing branchwide technologies, allow for adaptation to address local needs, foster innovation, and provide, where appropriate, a model for wider implementation.



STRATEGIC PLAN

Technology Goals 2019–2022

Goal 1: Promote the Digital Court

Statement of Goal

The judicial branch will increase access to the courts, administer justice in a timely and efficient manner, and optimize case processing by supporting a foundation for the digital court and by implementing comprehensive digital services for the public and justice partners.

Business Driver/Need

The judicial branch must employ innovative solutions to better serve the public by administering timely and efficient justice through enhanced court operations, including improving public safety. The courts require technology systems that advance and optimize court operations, enabling data integration and exchange to meet the demands of internal and external stakeholders for access to court information and services.

To effectively serve the public, the judicial branch needs a foundational set of technologies. These include modern case and document management systems that facilitate the electronic filing of court documents by the public; fiscal and human resources systems; and databases and analytical tools and technologies that allow better collaboration with justice partners and that assist judicial and administrative decision makers in the administration of justice.

Although there has been progress, many of the technologies the courts use are functionally obsolete or not optimized and are incapable of supporting the technology needs and expectations of the public and court personnel. Most court users are sophisticated in the daily use of technology, relying on a variety of desktop and mobile computing devices to interact with businesses and with each other. They expect government services, including court services, to be provided with the same ease and flexibility available in the business sector. They demand that courts be effective, efficient, and responsive. They want a customized or user-focused experience that requires less effort and is nonintrusive.

To restore and improve service and access to the public, courts must explore new models, methods, and collaborations; look to new opportunities to share information with state and local partners; and find new ways to deliver services that make effective use of available technology.

Objectives (Prioritized)

Objective 1.1. Establish a foundation for the digital court by implementing modern and supportable digital services to allow all courts to efficiently and effectively deliver services to the public, enabling real-time 24/7 access to court services and information irrespective of digital device or platform.

Objective 1.2 Facilitate or provide shared technology infrastructure for courts without local resources and for those courts that wish to collaborate or leverage other opportunities for shared services.

Objective 1.3 Provide consistent, convenient, and secure digital access to court information and services for the public regardless of geographic or jurisdictional limitations or local resource constraints. Develop mobile applications and use avatars, intelligent chat, and other forms of artificial intelligence to facilitate interactive online services.

Objective 1.4 Increase court-to-court data sharing for data-driven decision-making.

Objective 1.5 Establish standardized, automated, and timely data exchanges with justice partners and facilitate their digital access to court information to promote public safety and improve the effectiveness and efficiency of the California justice system.

Benefits and Outcomes

- Provide 24/7 access to court information and services to the public to facilitate effective and efficient access to justice.
- Ensure accurate and timely sharing of information within the justice community to streamline access to justice.
- Facilitate data-driven decision-making through improved data analytic solutions.
- Achieve cost savings, operational efficiencies, and enhanced case processing with modern, standards-based document/content management systems, leveraging branchwide economies of scale.

Measures of Success

- Increased usage of digital court services.
- Reduced costs for the storage, retrieval, and archiving of paper documents.
- Decrease the average time to process a case by case type.
- Increased court-to-court data sharing and standard data exchanges with justice partners.

Goal 2: Innovate Through IT Community

Statement of Goal

The judicial branch will maximize its ability to innovate by strengthening and broadening its IT Community through collaboration, education, and employment strategies to leverage innovative solutions and drive technological change.

Business Driver/Need

Digital transformation is required for the judicial branch to meet the needs of the people of California. Innovative solutions will help automate the courts' manual processes, provide tools for judicial officers and staff, and expand digital services to the public. In addition to funding, creative approaches are required to deliver these solutions in an efficient and cost-effective manner across 58 counties with varying degrees of technological maturity, staff, and financial resources.

The judicial branch recognizes the value of working together to drive technological change. Working together as an IT Community has proven to accomplish more than any one court can do alone. The extent to which the judicial branch can maximize the use of its existing technical and staff resources is dependent on a purposeful effort by court leaders and technology professionals to continue to work together to share information and resources. Having an inclusive IT Community will allow courts to further leverage innovations across the branch and develop common strategies and solutions. Education will help to remove barriers to adoption and contribute to the success of the technology strategy.

The judicial branch is also connected to a broad community of external stakeholders such as justice partners, government agencies, vendors, and experts from private industry. Continuing to identify partnerships and opportunities for collaboration is essential for the branch to strengthen and grow its IT Community with the goal of increasing access to justice through the use of technology.

Objectives (Prioritized)

Objective 2.1. Promote technology adoption and effectiveness by providing educational resources and professional development programs for judicial officers, executives, and court staff.

Objective 2.2. Harvest innovative solutions and best practices for use throughout the IT Community to improve the implementation and delivery of court programs and processes. Productize solutions as appropriate for use throughout the branch.

Objective 2.3. Create an online shared knowledge bank of information and resources, including project profiles, procurement materials and purchase agreements, to be utilized throughout the IT Community.

Objective 2.4. Recruit, develop, and maintain a workforce with the knowledge, skill, and ability to deliver the full potential of information technology.

Objective 2.5. Form groups and consortia with broad participation to support knowledge sharing to improve results and reduce overall costs and efforts.

Benefits and Outcomes

- The judicial branch promotes a culture of innovation in which judicial officers and executive leaders champion the cause for technology adoption.
- Judicial officers, executive leaders, and staff are educated in technology and have continued development opportunities to do their best work.
- Competent IT leaders skillfully manage technology programs and staff while contributing their perspectives and talents to the broader IT Community.
- Overall branch IT maturity is enhanced when courts adopt common solutions to provide a broader set of efficiencies and services to the public.
- Information and resources are easily accessible so that IT best practices can be leveraged throughout the judicial branch.
- Enhanced working relationships with external stakeholders help ensure feedback and shared information for technology solutions and decision-making.

Measures of Success

- An increase in the number of technology-related training, education, and development opportunities available throughout the branch.
- An increase in the number of court leaders throughout the branch actively participating in statewide technology leadership roles and initiatives.
- A reduction in the number of technology solutions adopted that provide similar functionality on different applications or platforms, while increasing the number of available automation solutions deployed.
- A reduction in the amount of time spent researching or developing IT policies and programs.
- An increase in the number of external stakeholders participating on workstreams and working groups.

Goal 3: Advance IT Security and Infrastructure

Statement of Goal

The judicial branch will continue to invest in a secure, scalable, and reliable technology infrastructure as a foundation to providing digital services and public access, while maintaining a focus on privacy protections and security.

Business Driver/Need

The judicial branch is addressing the increased expectations and reliance of court users on digital access to court information by:

- Transitioning to digitally driven processes;
- Enabling automated electronic data and information sharing among the courts and with the public and state and local justice partners;
- Establishing a digital foundation that allows parties, the public, justice partners, and the courts to leverage existing and emerging technologies;
- Strengthening information security to address the increasingly sophisticated landscape of cyber security threats; and
- Defining new and strengthening existing disaster recovery provisions for all business-critical systems, services, and data maintained by the judicial branch.

This goal relies on an effective, reliable, efficient, up-to-date, and secure technology infrastructure monitored by highly trained staff.

Objectives (Prioritized)

Objective 3.1. Ensure secure, reliable, and sufficient data network connectivity throughout the branch.

Objective 3.2. Provide a consistent level of technology infrastructure across the branch to empower innovation and growth, accommodate fluctuating demands, and mitigate the risk of data loss or service interruption.

Objective 3.3. Ensure that critical systems, infrastructure hardware, and data can be recovered in a timely manner after a disaster.

Objective 3.4. Allow for appropriate and validated access to court information through improved identity management protocols.

Objective 3.5. Evaluate infrastructure needs to support next-generation technologies, including video remote appearances, voice-to-text technology, online chat, artificial intelligence, location-based services, and digital evidence presentation and preservation.

Objective 3.6 Enhance cyber security through ongoing system improvements and ongoing training and awareness.

Benefits and Outcomes

- Ensure the continued availability of technology infrastructure systems and services within the judicial branch that are essential for the support and delivery of public services provided by courts today.
- Equip the judicial branch with a modern, scalable, efficient, reliable, and secure technology infrastructure that will enable new operational efficiencies, support the development of new services and capabilities, and improve access to justice.

Measures of Success

- Increased implementation of the disaster recovery framework.
- Increased branch participation in the branchwide identity management solution.
- Increased public use of the branchwide identity management solution.
- Increased implementation and use of remote video appearances.
- Increased adoption of automated chat capabilities.

Goal 4: Promote Rule and Legislative Changes

Statement of Goal

The judicial branch will promote the modernization of statutes, rules, and procedures to facilitate the use of technology in court operations and the delivery of court services.

Business Driver/Need

Many of the current statutes, rules, and procedures governing court operations were written to address a physical, in-person, paper-driven environment. Technology that improves service and increases access to justice through virtual, remote, digital, and electronic solutions creates an ongoing need to review existing laws and, when necessary, revise them to support and facilitate technological change. The judicial branch must continue to actively pursue and accomplish rule and legislative changes to promote and provide guidance for the proper use of technology solutions by the courts and members of the public.

Because amending and adopting rules and proposing legislation involves following established procedures and scheduling requirements, the judicial branch must be proactive and allow adequate time for the review, development, public circulation, and enactment of proposed legal changes. Considerations of the need for rule and statutory changes should be made at the outset when technologies are being investigated, not as an afterthought just before they are implemented. The judicial branch must proactively prepare the legal groundwork for technological innovation and not merely take piecemeal legal measures in response to issues as they arise.

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

Objectives (Prioritized)

Objective 4.1. Proactively determine whether future technology solutions will require the addition or modification of rules or legislation.

Objective 4.2. Ensure current rules and legislation do not inhibit the use of technology solutions.

Objective 4.3. Ensure that rule and legislative changes supporting technology initiatives promote equal access to justice.

Objective 4.4. Ensure that rules and legislation are consistent with, and support, the four-year strategic plan and the two-year tactical plan.

Benefits and Outcomes

- Rules, legislation, and procedures that support, encourage, and appropriately govern electronic information and services; these will provide transparency, promote efficiencies, protect privacy, ensure data security, and foster innovation.

- Rules, legislation, and procedures that facilitate and enable increased access to court services and improved service levels; these will assist litigants, justice partners, and the public doing business with the courts.

Measures of Success

- Enact significant legislation that promotes and accomplishes the goals of the technology strategic plan.
- Adopt significant rules, standards, and guidelines that promote and accomplish the goals of the technology strategic plan.
- Successfully advocate for the elimination of legal barriers that impede innovation and reduce equal access to justice.

Alignment of Technology Goals

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

		Judicial Branch Technology Goals			
		Promote the Digital Court	Promote IT Community and Innovation	Advance Information Security and Technology Infrastructure	Promote Rule and Legislative Changes
Judicial Branch Strategic Goals	Access, Fairness, and Diversity	✓	✓	✓	✓
	Independence and Accountability	✓	✓		✓
	Modernization of Management and Administration	✓	✓	✓	✓
	Quality of Justice and Service to the Public	✓	✓	✓	✓
	Education for Branchwide Professional Excellence		✓		
	Branchwide Infrastructure for Service Excellence	✓		✓	
	Adequate, Stable and Predictable Funding for a Fully Functioning Branch				
CA Dept. of Technology Goals	Create One Digital Government	✓			✓
	Ensure Secure Delivery			✓	
	Build a Dynamic Workforce		✓		

APPENDIX: Strategic Plan Update Workstream Members

Hon. Marsha G. Slough, Executive Sponsor
Associate Justice of the Court of Appeal,
Fourth Appellate District, Division Two

Hon. Daniel J. Buckley
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Chief Operating Officer
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Judicial Council of California

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