



GEORGIA COURTS AUTOMATION COMMISSION

244 Washington Street, SW, Suite 300
Atlanta, Georgia 30334

December 2007
Report to the Judicial Council

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Administrative Activity

GCAC's annual budget planning and management processes are performed in a manner that aligns initiatives to the objectives, initiatives, and programs contained in the GCAC Strategic Business Plan. The Commission insures that its Strategic Business Plan remains accurate and current, last revising it in March 2007. The plan is used as the guide for all Commission activities. A copy of this document is available on the web site at <http://www.gcacommission.org>

The Commission uses a formal project management and financial review process to track project and budgetary activity on a frequent basis. This review process identifies any issues that requires Commission attention, as well as provides an accurate picture of project and budget status. The review process integrates with the Strategic Planning Process adopted by the Commission and is especially important in tracking the number of separately budgeted, interrelated projects by fiscal year.

During October 2007, seventy percent of the Commission's current members attended the Court Technology Conference (CTC10) in Tampa, Florida. This conference is held every other year and provides opportunity for the judiciary from all 50 states to gather for review of the most current court technology available. The attendance by GCAC members represented a significant investment in time and money and provided confirmation of the Commission's previous work and technology direction, as well as information for the Commission to consider as it moves forward with the its mission.

A significant amount of effort was dedicated to administrative activities, including applying the aforementioned formal project and financial review process, attending CTC10, supporting the August Judicial Council and GCAC meetings, and preparing material to support the Commission's FY09 budget request.

Program Summaries

The Commission organizes projects into four primary program areas, **Strategic Planning, Standards and Architecture, Education, and Implementation**. This section highlights the activities for each program area that have been completed since the last Judicial Council report.

Strategic Planning

GCAC conducted a Judiciary-wide Strategic Technology Planning session in late November involving representatives from all classes of court and the Administrative Office of the Courts. Additionally, GCAC began work to formally define products that GCAC offers or will offer to stakeholders in the areas of Strategic Planning, Standards and Architecture, Education, and Implementation. This formal product definition process is complementary to the GCAC Strategic Planning approach as it allows GCAC to formally correlate products to specific strategic objectives and initiatives.

Standards and Architecture

In September 2007, GCAC completed an analysis of the Data Definitions on a Judiciary-wide basis. This included participation by judges, clerks, and court administrators from each class of court and resulted in adding a Common Document Dictionary to the Data Definitions.

Georgia Courts Automation Commission Report to the Judicial Council of Georgia December 2007

In August 2007, the Commission worked with SEARCH, the National Consortium for Justice Information and Statistics, to complete a review of the strategic plan, work flow models, common data dictionary, and court class-specific data dictionary materials developed by GCAC. SEARCH found that GCAC's strategic plans, process models, and data definitions were thorough in their August 31, 2007 Technical Assistance Report, *Data Dictionary Project Deliverables – Evaluation and Assessment*. SEARCH made specific recommendations to consolidate a number of plans on a judiciary-wide basis and to develop a linkage between the plans and the GCAC offered services. Both of those recommendations will be addressed by planned FY08 GCAC projects.

SEARCH also made recommendations at a technical level regarding how the Data Definitions can best be implemented in a manner as to align with national justice technical standards. Such national tools and standards to be considered include the Justice Information Exchange Modeling (JIEM) tool, the Global Justice XML Data Model (GJXDM), National Information Exchange Model (NIEM) and the OASIS LegalXML Electronic Court Filing specification, as appropriate. GCAC also plans FY08 projects to complete initial analysis and application of these technical recommendations.

Education

GCAC continues to educate the counties, vendor, and agencies on the GCAC Data Definitions and their use to support local projects. To date, GCAC has met with four state agencies, numerous counties, and over seven vendors to review the Data Definitions and apply them to the particular needs of that agency, county, or vendor. The adoption of the Data Definitions is highlighted by recent RFPs from Forsyth County, where the county used the Data Definitions material to develop the RFP content and Gwinnett County, where the county required their vendor to develop Data Definition similar to the GCAC Data Definitions.

Implementation

In November 2007, GCAC began the deployment of a Document and Artifact Site that will serve as a central repository for a number of documents that GCAC maintains on an ongoing basis. Access to the documents will vary by user group (agency, county, vendor, commission member). The documents that will be maintained on the Document and Artifact website include, but are not limited to: Council Reports, Meeting Minutes, Data Definitions Reports and Associated Files, Software Certification Files and Documents, and Internal working documents. This will be an effective tool for distributing and receiving updates to the statewide judicial technology standards documentation.

GCAC continues to support the deployment of the Data Definitions by tracking and supporting the implementation of the standard Data Definitions at a local level. GCAC has also supported sessions at Forsyth, Gwinnett, and DeKalb to discuss and apply the GCAC Data Definition standards in those local environments.

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Budget

The GCAC operating budget for FY08 is \$666,327. This budget supports the initiatives of the four primary program areas, **Strategic Planning, Standards and Architecture, Education, and Implementation**, along with GCAC's administrative requirements.

**Program Area Funding Review
FY05 – FY09**

Program Area	FY05	FY06	FY07	FY08	FY09 (Request)
Administration	\$112,164	\$157,887	\$116,500	\$150,000	\$164,350
Strategic Planning	\$46,000	\$127,500	\$100,000	\$87,500	\$7,500
Standards and Architecture	\$176,000	\$41,000	\$184,217	\$317,627	\$310,000
Education/Advocacy				\$34,400	\$52,400
Implementation				\$76,800	\$433,000
Totals	\$334,164	\$326,387	\$400,717	\$666,327	\$967,250

FY08 contains a large number of separately budgeted projects. Many of those projects make use of contract labor and are also subject to the formal project and financial review process used by GCAC. These projects are summarized in the table below:

**FY08 Project
Summary and Status**

Project Number	Project Description	Status
CAC02	Judiciary Wide Technology Strategic Plan	In process
100.02	Court Council Strategic IT Plan Updates	In process
100.03	Monitor Plans and Progress of Councils	In process
200.01	Georgia Conceptual Architecture Based on Standard Justice Reference Architecture	In process
200.02	Design Data Definitions Extension and Localization Tool for National Standards	In process
200.03	Develop GCAC Standard Product Definitions	In process (Near Completion)
300.01	Search Assessment	Complete
300.02	Judiciary-wide Common Document Analysis	Complete
300.03	Data Definitions Maintenance Strategy	In process (Near Completion)
300.04	Data Definitions Web Site Support	In process
300.05	Georgia Standard JIEM Analysis	In process

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Project Number	Project Description	Status
300.06	NIEM Mapping Strategy	In process
300.07	Initial NIEM Mapping	In process
300.08	County/Vendor/Agency Support of Data Definition Usage	In process
300.09	Data Definitions Annual Update	2008 Project
400.01	Update Software Certification Requirements	2008 Project
500	Stakeholder Education	In process
600	Implementation Management	In process

A detailed report of accomplishments and plans is provided in the Appendix.

**Strategic Planning
Program Area**

Mission

To facilitate the automation and sharing of information through the establishment of standards and information exchange processes for the benefit of the Courts and citizens of Georgia.

The GCAC developed its first Strategic Plan in 2004 and last updated the plan in March 2007. The Strategic Plan ties initiatives of the Commission to Strategic Objectives, with measures for each.

The Strategic Planning process, begun in 2004, focuses on building a strong foundation to deliver against the legislative charter that created the Commission. In a facilitated session held during April 2007, input from a subset of the GCAC Leadership team met to confirm progress against the 2006 Strategic Plan, reprioritize priorities for the coming years, revise the 2006 Strategic Plan to account for progress and shifts in priorities, revise the strategic map for the GCAC organization, and align and prioritize its services and programs with the strategic map.

With the completion of this effort, a Strategic Vision and Articulation Map for 2007 through 2009 was developed that will enable the GCAC to prioritize and deliver the direction and services that will best support the court automation process across the judicial system of Georgia. Additionally, an action plan has been created to outline the next steps required for the GCAC to begin to implement this vision across the Judiciary.

Utilization of its Strategic Business Plans continues as a primary objective of the Commission. The progress within each of the key initiatives under their respective strategic objectives is shown in green in the chart that follows below. This progress indicates overall coverage by the Commission and participation by the Councils of Judges.

Several key highlights of the GCAC Strategic Plan are presented in the Strategy Articulation Map diagram, Priority Initiatives by Court Class chart, and GCAC Objectives by Fiscal Year diagrams contained in the Appendix.

Recent Program Area Updates

GCAC FY08 plan includes several strategic planning projects. In late November, 2007, all classes of court convened to develop a Judiciary-wide Strategic Information Technology Plan. During FY08, each class of court is expected to update their individual class of court Strategic Information Technology Strategic Plan. A number of GCAC FY08 projects (Define GCAC Standard Product Definitions, Data Definitions Maintenance Strategy, etc.) will strengthen the traceability of initiatives to specific components of the Strategic Plan.

GCAC will complete a revision of its Strategic Business Plan in the spring of 2008.

**Standards and Architecture
Data Standards and Sharing**

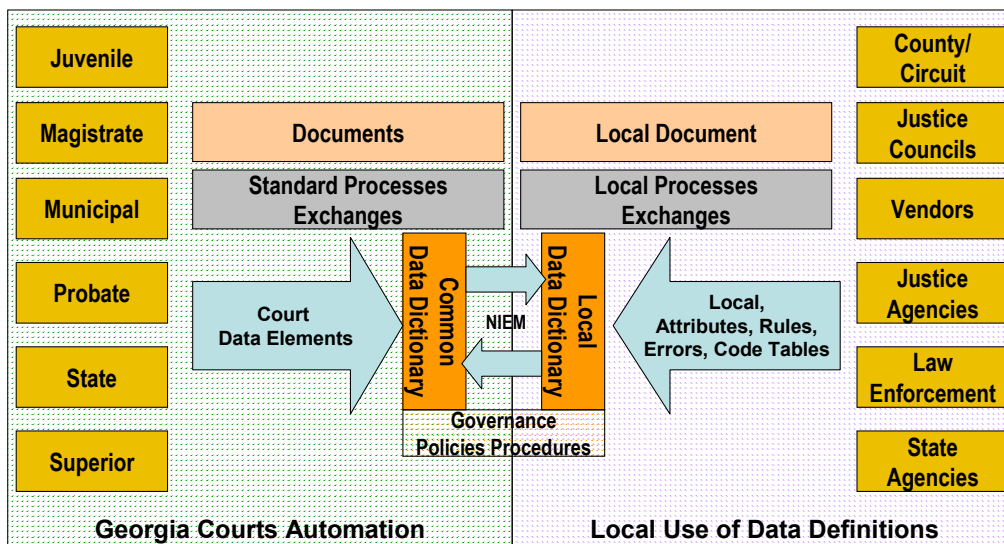
The Commission’s primary Strategic Technology planned project remains the achievement of Integrated Justice through the sharing of valid information using standards developed and approved by the judges, the councils and the courts. The major emphasis of this program area is to develop and provide standards and artifacts based on national standards that are applicable for use in Georgia.

By conducting this analysis and developing materials that are applicable to the Georgia integrated justice needs, GCAC anticipates that sharing strategies and techniques will be implemented in a consistent manner at a lower cost on a statewide basis. Currently GCAC, working with each class of court, provides:

- Class of Court Process Flows depicting standard court operations and processes
- Class of Court Data Dictionary from the Superior, State, Juvenile, Magistrate, Municipal and Probate Courts’ data and security matrices into a single inventory of data elements
- Common Data Dictionary that details data used across the judiciary
- Common Document Dictionary that details documents used commonly across the judiciary

The Data Definitions Artifacts are assembled in a manner as to complement other artifacts that an agency, county, or vendor may need to develop to support integrated justice projects. This is reflected in the Data Exchange Development Diagram below.

Data Exchange Development Diagram



Recent Program Area Updates

GCAC continues to invest in Data Definitions through developing programs and training to facilitate the use of the Data Definitions, completing annual updates to reflect legislative changes, and extending the Data

Georgia Courts Automation Commission Report to the Judicial Council of Georgia December 2007

Definitions to include detailed mapping to national standards like JIEM (Justice Information Exchange Model) and NIEM (National Information Exchange Model).. FY08 projects include activities in each of these areas.

GCAC completed the development of a draft maintenance strategy for the Data Definitions that includes participation from each class of court, as well as provides a mechanism to conduct a review and update of the Data Definitions from a judiciary-wide perspective. The draft strategy is currently being reviewed with each class of court and will be submitted for Commission review and approval at its December meeting.

GCAC initiated a project in November that will result in a Georgia conceptual data sharing architecture that is based on the evolving national standard known as the Justice Reference Architecture (JRA). GCAC anticipates that this conceptual architecture work, along with the expansion of the Data Definitions, will provide the necessary input for GCAC to make a final recommendation on the development and implementation approach for any potential statewide data sharing system.

Education

The Commission's primary focus of the Education project is on promoting the effective use of the Data Definitions. This comes in the form of both a formalized standard training approach on the Data Definitions to one-time activities that apply to a particular county, agency, or vendor.

GCAC has validated the concepts behind the Education Approach in pilot usage of the Data Definitions.

Recent Program Area Updates

During the FY08 Product Definitions Project, GCAC will formally define training that the Commission will provide to stakeholders on the use of the Data Definitions.

Implementation

The Commission's Implementation Program Area focuses on a number of reporting activities that assimilate data from the program areas and provides the necessary management reports to meet Commission needs, monitoring activities that track the usage of the Data Definitions, and planning and analysis activities to determine scope of future GCAC projects.

Recent Program Area Updates

GCAC tracks usage of GCAC materials through requiring each agency, county, or vendor to execute a confidentiality agreement with GCAC for access to and use of the Data Definitions. The Commission also addressed ad-hoc questions and requests from each related user of Commission generated and supported materials.

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Appendix A – Strategic Plan Support Material

Strategic Articulation Map

Drivers		Mission <i>To facilitate the automation and sharing of information through the establishment of standards and information exchange processes for the benefit of the Courts and citizens of Georgia.</i>		Guiding Principles <ul style="list-style-type: none"> Ethically formulate and apply best business practices Applicable statewide Collaborative and cooperative approach Programs driven by grass-roots needs and priorities Must meet strategic objectives within the boundaries of our legislative charter Maintain the independence and integrity of the court systems Provide for measurable results and outcomes 			
Vision <i>Better Information Better Decisions Truer Justice</i>							
Unique Attributes		Representative of Each Class of Court	Responsible for the Long-term View of Court Technology in GA	Judge-based Policy, Program and Technology Resource for the Courts	Sufficient Authority to Accomplish Needs and Mandates	Tradition of “Big Picture” Decision-making	
Strategic Objectives		Long-range Technology Planning, Policy and Funding Initiatives	Communicate and Educate Internal Stakeholders	Promote Knowledge Exchange of Integration and Automation Implementation	Advise and Support	Coordinate and Promote to External Stakeholders	
Key Initiatives		<ul style="list-style-type: none"> Communicate progress to Councils Executive Committees Coordinate with Judges’ Councils to participate and lead the development of a judiciary-wide IT Strategic Plan Create/provide funding for judiciary-wide initiatives <i>Additional initiatives</i> 	<ul style="list-style-type: none"> Create and distribute GCAC Newsletter Identify 2-3 specific benefits of information exchange in each class of court Collect and disseminate benefits of information exchange Promote data definitions and standards <i>Additional Initiatives</i> 	<ul style="list-style-type: none"> Target key stakeholders to obtain commitment to develop/participate in information exchange Build Knowledge Exchange/Repository Encourage Councils to participate in software standard compliance assessments/reviews <i>Additional Initiatives</i> 	<ul style="list-style-type: none"> Coordinate and manage implementation of key strategic initiatives for GCAC and Councils Assist all classes of courts in defining appropriate standards Promote consistency of processes and actions within each class of court <i>Additional Initiatives</i> 	<ul style="list-style-type: none"> Legislative communication improvement Budget Office communication improvement Build alliances in support of Standards <i>Additional Initiatives</i> 	
Measures Of Success		<ul style="list-style-type: none"> Standards defined Data Definitions mapped Judiciary-wide Strategic Plan completed 	<ul style="list-style-type: none"> Newsletter created Annual rpt published Establish monthly calls Council buy-in and participation Training curriculum 	<ul style="list-style-type: none"> Councils agree to participate in S/W standards Identify and rank most beneficial exchange per class of court Benefits defined 	<ul style="list-style-type: none"> Expectations defined Contract Mgr engaged and tasked Provide facilitation access to Councils Educate on services and benefits 	<ul style="list-style-type: none"> Chart strategic alliances Communication plan developed for Legis. and Budget Offices Garner support for legislation 	

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Priority Initiatives by Court Class

The priorities for implantation efforts of the individual classes of courts are driven by the consolidation of the key initiatives identified by each Council. The highest priority was given to the initiatives that spanned all six levels of the Courts. These high priority items included Security and Standards, Technical Architecture and e-Judiciary for every class of court.

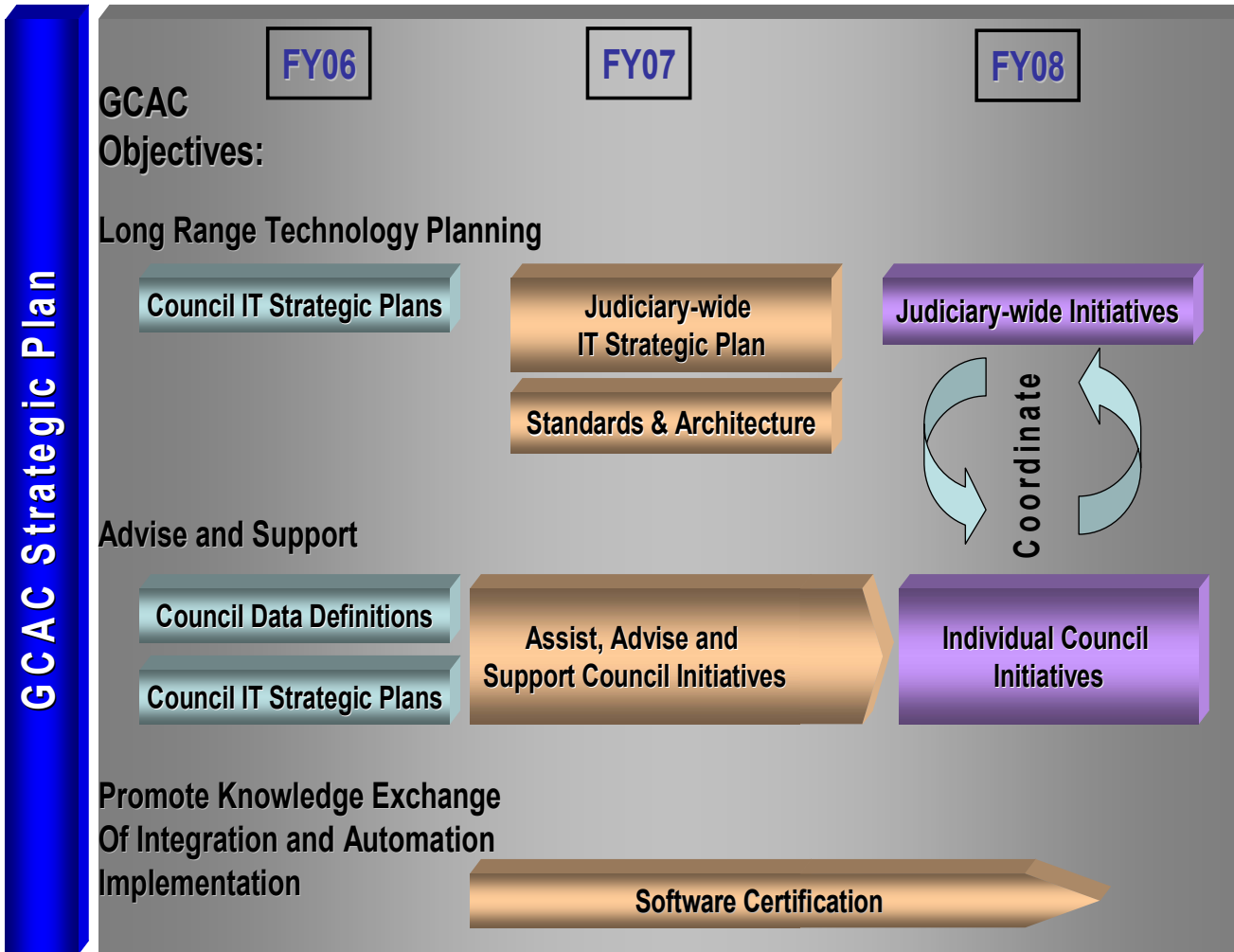
Initiatives/Courts	Superior Court	Juvenile Court	State Court	Magistrate Court	Probate Court	Municipal Court	
Security and Standards	X	X	X	X	X	X	Green
Technical Architecture	X	X	X	X	X	X	
eJudiciary (filing, forms, signatures, transactions)	X	X	X	X	X	X	
Automation	X	X	X	X		X	Light Green
Case Management	X	X	X		X	X	
Education and Training	X		X	X	X	X	
Imaging	X	X		X	X	X	
IT Support	X		X	X	X	X	
Business Case Development/Benefits			X	X	X	X	Yellow
Communication/Marketing			X	X	X	X	
Pilot Initiatives and Identification	X		X	X	X		
Funding		X	X	X	X		
Remote Access	X		X	X	X		
Public Access and Web	X	X		X	X		Light Yellow
Certification		X			X	X	
Conflicts	X	X	X				
Desktop	X	X	X				
Disaster Recovery/Business Continuity	X			X		X	
Interpreter		X	X	X			
Legislative Initiatives		X		X	X		
Publish				X	X	X	
Knowledge Exchange/Repository	X		X				
Licensing			X		X		
Miscellaneous and Court Specific Initiatives		X	X	X	X	X	Red

Strategic Business Plan Initiatives

Advance the development activities associated with the Standards and Architecture Implementation Program developed by GCAC and the Six Court Councils.



GCAC Objectives by Fiscal Year





GCAC Objectives by Fiscal Year

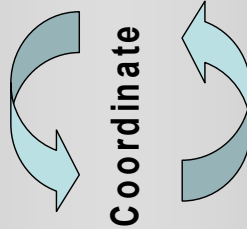
GCAC Strategic Plan

FY09

GCAC Objectives:

Long Range Technology Planning

Implementation of Judiciary-wide Initiatives



Advise and Support

Assist, Advise and Support Implementation of Council Initiatives

Promote Knowledge Exchange Of Integration and Automation Implementation

Software Certification

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Appendix B – Detailed Project Report

Project Status Report Summary Chart

The table below is a component of the formal project management and financial review process used by GCAC. It highlights each FY08 project along with current activities, planned activities, and comments.

Accomplishments	Next Steps/Activities	Comments
100 - Strategic Planning		
<ul style="list-style-type: none"> Held Session Planning Meeting to define agenda 	<ul style="list-style-type: none"> Develop prep material for attendees and provide to attendees Reconnect with Technology committee leads to discuss plan upgrades 	
200 – Standards and Architecture		
<i>200.01 – Georgia Conceptual Justice Reference Architecture (JRA)</i>		
<ul style="list-style-type: none"> Project initiation underway 	<ul style="list-style-type: none"> Review JRA Define Scope of Architecture Document 	
<i>200.02 – Design Data Definitions Extension and Localization</i>		
<ul style="list-style-type: none"> Project initiation underway 		
<i>200.03 – Define GCAC Product Offerings</i>		
<ul style="list-style-type: none"> Draft Submitted 	<ul style="list-style-type: none"> Review draft and revise document scope and plan 	
300 - Data Definitions		
<i>300.01 - SEARCH Tool Project Support</i>		
<ul style="list-style-type: none"> Complete. Project Closed 		<ul style="list-style-type: none"> Future work for IEPD (Information Exchange Package Documentation) Mapping could be considered with SEARCH. Related to NIEM Mapping Project.
<i>300.02 - InterCourt Document Analysis</i>		
<ul style="list-style-type: none"> Complete. Project Closed. 		<ul style="list-style-type: none"> Plan is to transition future releases to model resulting from Data Definitions Maintenance Strategy.
<i>300.03 - Data Definitions Maintenance Strategy</i>		

**Georgia Courts Automation Commission
Report to the Judicial Council of Georgia
December 2007**

Accomplishments	Next Steps/Activities	Comments
<ul style="list-style-type: none"> Version 1.0 Submitted 	<ul style="list-style-type: none"> Review and Approve Document Send to Council Technology Chairs Review and Update based on Review with Technology Chairs Implement Plan 	
<i>300.04 - Data Definitions Web Site Support</i>		
<ul style="list-style-type: none"> Initiated Population of Data to Wiki 	<ul style="list-style-type: none"> Continue Deployment Develop User Documentation Present at December GCAC meeting 	
<i>300.05 JIEM Analysis</i>		
<ul style="list-style-type: none"> Project initiation underway 	<ul style="list-style-type: none"> Determine leverage that can be gained from work with Gwinnett's model, as well as that of DeKalb 	<ul style="list-style-type: none"> Good PR opportunity Part of Architecture/NIEM team project focus
<i>300.06 and 300.07 - GJXDM/NIEM Strategy and Mapping</i>		
<ul style="list-style-type: none"> Project initiation underway 	<ul style="list-style-type: none"> Secure additional source data to support planned strategy development. Sourcing data now offers future schedule flexibility Source GBI disposition mappings Complete vendor MOU's and source appropriate mappings Determine vendor/county collaboration potential 	<ul style="list-style-type: none"> Coordinate with Data Definitions Maintenance Strategy Project New JIEM tool may impact decision Part of Architecture/NIEM team project focus
<i>300.08 - County/Vendor/Agency Support</i>		
<ul style="list-style-type: none"> Delivered GCAC RFP support proposal to Gwinnett County. 	<ul style="list-style-type: none"> DeKalb MOU PAC MOU 	
400 - Software Certification		
	<ul style="list-style-type: none"> Project will start in December 	<ul style="list-style-type: none"> Part of Architecture/NIEM team project focus
500 – Education		

**Georgia Courts Automation Commission
 Report to the Judicial Council of Georgia
 December 2007**

Accomplishments	Next Steps/Activities	Comments
<ul style="list-style-type: none"> • Vendor support of additional potential Gwinnett County RFP respondents. 	<ul style="list-style-type: none"> • Meet with AOC on Data Definitions • Develop draft education plan. 	<ul style="list-style-type: none"> • May want to tie education plan to training defined in Product Definitions.
600 – Implementation		
<ul style="list-style-type: none"> • Daily management and update of plan 		