



# Georgia Courts Automation Commission

Strategic Plan for Information Technology  
For  
Juvenile Courts

December 6-9, 2005



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## Executive Summary

The GCAC began the Strategic Planning process by developing a high-level plan focused on Information Technology for all levels of the courts. In this session, input from a broad group of the Juvenile Court's Leadership team met to:

- Confirm the contents of the Data Definition summary report;
- Finalize the Juvenile Court's customer interactions;
- Identify the services and programs currently supported by the Juvenile Courts to support IT needs;
- Gain an understanding of the Juvenile Court's IT priorities of current and future information and service needs;
- Establish a strategic map for the Juvenile IT organization; and
- Align and prioritize the services and programs with the strategic map.

With the completion of this effort along with the Data Requirements and Definitions effort, a Strategic Vision and Map for 2006 through 2008 was developed that will enable the Juvenile Court to begin to prioritize and deliver the IT services that will best support the court across the judicial system of Georgia.

Additionally, an action plan has been created to outline the next steps required for the Courts to begin to implement this vision across the Judiciary.



## Executive Summary

# Juvenile Court IT Strategy Map

## Drivers

### Vision

Best judicially relevant information uniformly available

### Mission

Provide access to timely and reliable information through technology to facilitate court administration and decision-making consistent with protecting children and the community

### Guiding Principles

- Usable in the smallest to largest courts
- Designed for statewide juvenile court applicability (not county specific)
- Appropriately current with technology changes
- Ensures products and services are integrated, standards & rules based, and uniformly available/accessible
- Addresses security and confidentiality
- Facilitates communication of information that is timely and accurate
- Provides affordable, user-friendly and intuitive products and services which improve the efficiency and effectiveness of court processes

## Unique Attributes

Higher Information Security Requirements

Results Oriented Decision Making and Tracking

Adherence to Time Limits

Need for Greater Physical Security

Record and Archive Hearings

Collaboration with External Agencies

## Themes

**Near Term (2006)**  
“Set the Standard”

**Medium Term (2007)**  
“Come to the Table”

**Long Term (2008)**  
“Just do IT”

## Strategic Objectives

Provide Customer Service

Propose & Respond to Legislation

Enable Court Integration

Establish IT Governance

Conduct Ongoing Operations

## Key Initiatives

**Provide Customer Service**  
• Public Access to Court Information through Website

**Propose & Respond to Legislation**  
• Reports based on trends  
• Provide/respond to ad hoc requests for information  
• Budget (program based budgets)

**Enable Court Integration**  
• Case Management (JCATS)  
• Interaction with Agency Databases (DHR, DJJ)  
• Integrated Justice  
• Access to case specific court info from 159 counties

**Establish IT Governance**  
• IT Governance, Policies and Procedures  
• Certification of software  
• Communication  
• Change Mgmt  
• Set Standards for eFiling/Confidentiality

**Conduct Ongoing Operations**  
• Sidebar (enhanced usage)  
• Financials – Fees, Fines and Restitution  
• JCATS Enhancements  
• Workflow technology and automation

## Measures Of Success

• Time to Respond (# days)  
• Site statistics (public awareness and use of service)

• Time to Respond (# days)  
• Accuracy of Information (0 errors)

• Standards Defined  
• % Reduction in Data Entry Points/Time  
• County Participation

• High Priorities written  
• Certification Process Defined and Piloted  
• # of Certified Products in Use

• Baseline Sidebar usage/% increase  
• Agencies participation  
• % Statutory deadlines met



## Approach Overview

GCAC began the Strategic Planning process by developing a high-level plan focused on Information Technology that will be used to set the IT direction for the Juvenile Courts. Additionally, the Juvenile Courts IT Strategic Plan will be used as input to a Judiciary-wide IT strategy that contains similar input from the other levels of courts in Georgia.

Using facilitators to guide the information gathering process, a subset of the Juvenile Court Judge's Council Leadership met in a three day off-site session to focus on:

- Confirming the contents of the Data Definition summary report;
  - Finalizing the Juvenile Court's customer interactions;
  - Identifying the services and programs currently supported by the Juvenile Courts to support IT needs;
  - Gaining an understanding of the Juvenile Court's IT priorities of current and future information and service needs;
  - Establishing a strategic map for the Juvenile IT organization; and
  - Aligning and prioritizing the services and programs with the strategic map.
- **Note:** See Appendix A for attendees list.

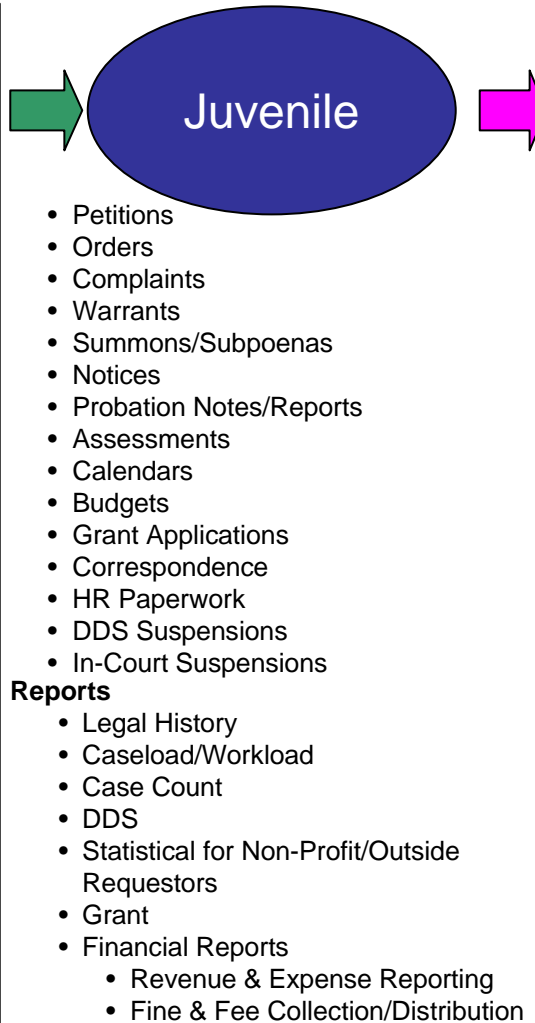


# Juvenile Court Interactions

The discussion began by confirming organizations with which Juvenile Courts interact:

## Suppliers (In)

- |                                |                        |
|--------------------------------|------------------------|
| 1. Sheriff                     | 31. County Commiss.    |
| 2. Police Department           | 32. County Departments |
| 3. City Police                 | 33. Juvenile           |
| 4. State Patrol                | 34. AOC                |
| 5. DNR                         | 35. Court of Appeals   |
| 6. DFCS/SAAG                   | 36. GA Supreme Court   |
| 7. Schools (City & County)     | 37. Juv. Judge         |
| 8. Dept. of Juvenile Justice   | 38. Juv. Admin.        |
| 9. Citizens                    | 39. Juv. Clerk         |
| 10. Parents                    | 40. Intake Off.        |
| 11. n/a                        |                        |
| 12. Citizen Panels             |                        |
| 13. Service Prov. (Drug, MH)   |                        |
| 14. Prosecutors                |                        |
| 15. Indigent Defense/Pub. Def. |                        |
| 16. Guardian Ad Litem/CASA     |                        |
| 17. Superior                   |                        |
| 18. Probate                    |                        |
| 19. Other Juvenile Courts      |                        |
| 20. Adult Jails                |                        |
| 21. YDC                        |                        |
| 22. Interstate Compact         |                        |
| 23. Legislature                |                        |
| 24. Grant Providers/CYCC       |                        |
| 25. CJCJ                       |                        |
| 26. Software Vendors           |                        |
| 27. Labs                       |                        |
| 28. Attorneys                  |                        |
| 29. GCIC                       |                        |
| 30. NCIC                       |                        |



## Customers (Out)

- |                                  |  |
|----------------------------------|--|
| 1. Sheriff                       | 31. Press                                      |
| 2. Police Department             | 32. GSCCCA                                     |
| 3. City Police                   | 33. Sheriffs Retirement Fund                   |
| 4. DDS                           | 34. Law Library                                |
| 5. DFCS/SAAG                     | 35. POABF                                      |
| 6. DHR                           | 36. General Fund (County)                      |
| 7. Schools (City & County)       | 37. Child Abuse Protocol/Child Fatality Review |
| 8. Dept. of Juvenile Justice     | 38. AOC  |
| 9. Citizens                      | 39. Military Recruiters                        |
| 10. Parents                      | 40. Federal Courts (Probation)                 |
| 11. n/a                          | 41. Job Corps                                  |
| 12. Citizen Panels               | 42. Court of Appeals                           |
| 13. Service Providers (Drug, MH) | 43. GA Supreme Court                           |
| 14. Prosecutors                  | 44. Juv. Judge                                 |
| 15. Indigent Defense/Pub. Def.   | 45. Juv. Admin                                 |
| 16. Guardian Ad Litem/CASA       | 46. Juv. Clerk                                 |
| 17. Superior                     | 47. Intake Off.                                |
| 18. Probate                      | 48. Foster Parents                             |
| 19. Other Juvenile Courts        |  |
| 20. Adult Jails                  |  |
| 21. YDC                          |  |
| 22. Interstate Compact           |  |
| 23. CYCC/Grant Providers         |  |
| 24. CJCJ                         |  |
| 25. Labs                         |  |
| 26. Attorneys                    |  |
| 27. GCIC                         |  |
| 28. County Commissioners         |  |
| 29. County Departments           |  |
| 30. Juvenile                     |  |



## Internal/External Influencing Factors

Next, the group discussed the factors, both internal and external to the Juvenile Courts, that will have an influence on the prioritization and implementation of the initiatives in its IT Strategic Plan. The following influencers were identified:

- **Judiciary-wide Strategic Plan** – may cause updates to the Juvenile Plan
- **Legislature** – funding and may change prioritization and/or implementation timeframes
- **GCAC (or JTCC)** – timing to complete and implement Judiciary-wide Strategic Plan
- **Other State Agencies** – agency direction on technology directs policy including the sharing of information, and changes driven due to legislative changes and policy
- **Local Funding and Support for Plan** – acceptance of plan and support of local implementation
  - Different courts/localities vary in their ability/desire to fund their portion of the plan
- **Judicial Support** – embracing the plan uniformly and consistently
- **CJCJ Staffing Levels** – ability to implement (capabilities and capacity)
- **Consistency of Judge Leadership** – could change direction of plan
- **Council Funding capacity** – ability to continue planning and implementation efforts
- **Superior Courts conflict rules** – may cause updates to prioritization of initiatives



## Strategic Objectives of IT

Further discussion yielded the IT products and services of interest to the court and its customers which were divided into two main categories – *Current and Future* needs. Within each of these categories, the products and services were then further subdivided into specific areas of interest that aligned to what would become the Juvenile Courts Strategic Objectives to:

- Provide Customer Service
- Propose and Respond to Legislation
- Enable Court Integration
- Establish IT Governance
- Conduct Ongoing Operations



## Products and Services – Current and Future

### **Current Products and Services consist of:**

#### **Customer Service:**

- Public Access (website) to view court information online (currently county-by-county)
  - ❑ Provide general Juvenile Court information

#### **Legislative:**

- Budget (Program-based Budgets)
  - ❑ Integration with the Office of Planning and Budget
  
- IT Legislation



## Products and Services – Current and Future (cont'd)

### Current Products and Services (con't):

#### Court Integration:

- Case Management (JCATS)
- Interaction with other Agency Databases (e.g. DHR CPRS, DJJ)
- Statewide Unique Family Identifier – desire future expansion
- Interstate/Intrastate access for courtroom to perform background checks and DFCS record – currently externally limited; desire future expansion
- Electronic transmission of Court Orders – currently email; future database enabled
- Integrated Justice – single point of data entry/one time capture of data – current pilots; future expansion
- Douglas County SACWIS Pilot
- Gwinnett JCATS Web-based Pilot
- Traffic Software Certification
- County Local Integration
- CPRS (DHR Web/DB)



## Products and Services – Current and Future (con't)

### **Current Products and Services (con't):**

#### **Operations:**

- Word Processing
- Sidebar
- Listserv
- Legal Research – Lexis/Nexis – State contract (add'l County by County)
- Financials – Fees, Fines and Restitution – include in future
- Courtroom audio/video capabilities – current for courtroom monitoring
- Time and Attendance – currently County by County
- HR Evaluations – currently County by County
- Courtroom Security (physical) – currently County by County
- Paper file Security (e.g. barcodes, magnetic strips)
- Electronic storage of information – currently warehouse storage
- Email
- JCATS Enhancements
- Detention Reports



## Products and Services – Current and Future (con't)

### **Future Products and Services that would assist the Court are:**

#### **Legislative:**

- Reports based on trends (for funding and operational/statutory changes)
- Provide/respond to ad hoc requests for information

#### **Court Integration:**

- Integration with other Agency Databases (e.g. DHR CPRS, DJJ)
- Web-based access to case specific court information (Secured)
  - ❑ Case Information
- Access to availability for placement of juveniles
- Statewide/County-wide Integrated Calendar (with Judges, attorneys, etc.)
- Probation database and/or integration
- Access select portions of 159 courts (e.g. Statewide database access)
- Interstate data sharing (Nationwide Putative Father Registry)
- Genogram capability



## Products and Services – Current and Future (con't)

### Future Products and Services (con't):

#### Court Integration (con't):

- Statewide Child History
  - Intake Processing
  - Disposition Processing
- Statewide Family History Integration
- DFCS Placement Historical Access
- Document/Form and Database Integration

#### Governance:

- Certification of software to Juvenile Court standards (includes National standards)
- Communication
- Change Management
- Electronic Record Confidentiality Standards
- IT Governance, Policies and Procedures
  - Prioritization, Approvals, Metrics, Evaluation



## Products and Services – Current and Future (cont'd)

### **Future Products and Services (con't):**

#### **Operations:**

- Convert audio recordings to transcript
- Electronic photos of Juvenile
- Video conferencing
- Remote access
- Secure wireless technology – County by County
- Workflow technology (to automate Court processes)
- Detention Management
- Interpreter Automation
- eFiling



## Prioritization Considerations

In order to prioritize the products and services identified within the Juvenile Courts within each Objective group, the participants first had to agree on the key drivers behind the priorities. The following criteria was established and adopted by the group:

- 1. Meets Guiding Principles**
- 2. Legislative Mandates**
- 3. Available Funds**
- 4. Capability to Support (e.g. skills, availability)**
- 5. Judiciary-wide Applicability**



## IT Strategy Map Development

Once a common understanding of high-level priorities and needs was established amongst the group, the focus shifted to developing a the plan or “roadmap” for IT. The development of each component of the map incorporated feedback from the entire group.

The activities included in developing the components of the IT Strategy Map included defining a:

- **Mission Statement** – Why are we here?
- **Vision** – What do we aspire to?
- **Guiding Principles** - How will we operate and what rules guidelines will we use?
- **Unique Attributes** – Points to remember that guide our work.
- **Themes** – Catch phrase/Slogans
- **Strategic Objectives** – Groupings of what we want to do.
- **Key Initiatives** – Projects or major activities to be done.
- **Measures of Success** – How do we measure the success of our objectives?

The following slides contain the results of the group discussion in each of the above areas. These points were individually agreed upon by the group in order to confirm that consensus among the group was achieved.



## Juvenile Court IT Mission

### IT Mission

**Provide access to timely and reliable information through technology to facilitate court administration and decision-making consistent with protecting children and the community**



# Juvenile Court IT Vision

## IT Vision

**Best judicially relevant information uniformly available**



# Juvenile Court IT Guiding Principles

## IT Guiding Principles

- Usable in the smallest to largest courts
- Designed for statewide juvenile court applicability (not county specific)
- Appropriately current with technology changes
- Ensures products and services are integrated, standards & rules based, and uniformly available/accessible
- Addresses security and confidentiality
- Facilitates communication of information that is timely and accurate
- Provides affordable, user-friendly and intuitive products and services which improve the efficiency and effectiveness of court processes



# Unique Attributes of the Juvenile Courts

## Unique Attributes

- Higher security requirements for records and information
- Results oriented decision making and tracking
- Adherence to time limits
- Need for greater physical security
- Record and archive proceedings
- Extensive collaboration with external agencies



# High Level Milestones

## Set The Standard

### Near Term:

- Uniform Data Standards
- Establish data sharing plan with DHR and DJJ
- Intrastate court communication (basics)
- Strategic Planning revisions



# High Level Milestones

## Come To The Table

### **Midrange Term:**

- State adopts certification standards for courts and agencies
- Begin court to court integration (Case Management)
- Intrastate court communication (advanced)
- Workflow Technology
- Integration of databases and documents
- eFiling/electronic distribution of documents
- Strategic Planning revisions



# High Level Milestones

**Just Do IT!**

## **Long Term:**

- Web-based access for all courts
- Integrated Justice
- Strategic Planning revisions



## Key IT Initiatives for Juvenile Courts

Next, using the previously defined prioritization process, the inventory of IT initiatives that the group thought was needed over the next 2-3 years was subdivided to align with specific Strategic Objectives and then prioritized within each area.



## Key Initiatives – Provide Customer Service

### High:

- Public Access (website) to view court information online
  - General Court Information



## Key Initiatives – Propose and Respond to Legislation

### High:

- Reports based on trends (for funding and operational/statutory changes)
- Provide/respond to ad hoc requests for information
- Budget (program based budgets) – 3
  - OPB integration

### Low:

- IT Legislation



## Key Initiatives – Enable Court Integration

### High:

- Case Management (JCATS)
- Interaction with other Agency Databases (e.g. DHR “CPRS/SACWIS”, DJJ)
- Integrated Justice – single point of data entry/one time capture of data
- Web-based or other access to case specific court information from 159 counties (Secured)
  - Case Information
  - Statewide Child History
    - Intake Processing
    - Disposition Processing
  - Statewide Family History Integration
- Probation database and/or integration
- Document/Form and Database Integration



## Key Initiatives – Enable Court Integration

### Medium:

- Interstate/Intrastate access for courtroom to perform background checks and DFCS record
- Electronic transmission of Court Orders
- DFCS Placement Historical Access
- Access to availability for placement of juveniles

### Low:

- Statewide/County-wide Integrated Calendar (with Judges, attorneys, etc.)
- Interstate data sharing (Nationwide Putative Father Registry)
- Statewide Unique Family Identifier
- Genogram capability
- Gwinnett JCATS Web-based Pilot
- Traffic Software Certification
- County Local Integration



## Key Initiatives – Establish IT Governance

### High:

- IT Governance, Policies and Procedures
  - Prioritization, Approvals, Metrics, Evaluation
- Certification of software to Juvenile Court standards (includes National Standards)
- Electronic Record Confidentiality Standards
- Communication
- Change Management
- Set Standards for eFiling



## Key Initiatives – Establish IT Governance

### Medium:

- Set Standards for Courtroom audio/video capabilities
  - Video conferencing
- Set Standards for Courtroom Security (physical)
- Set Standards for Paper file Security (e.g. barcodes, magnetic strips)
- Set Standards for Electronic storage of information
- Set Standards for Remote access

### Low:

- Set Standards for Secure wireless technology



## Key Initiatives – Conduct Ongoing Operations

### High:

- Sidebar (enhanced usage)
- Financials – Fees, Fines and Restitution
- JCATS Enhancements
- Workflow technology (to automate Court processes)

### Medium:

- Detention Management
  - Detention Reports

### Low:

- Convert audio recordings to transcript
- Electronic photo storage of Juvenile
- Listserv (retire)
- Interpreter Automation



## Defining Success

Next, the group discussed how it would track and measure success of the objectives resulting in the following:

### **Provide Customer Service**

- Answer Public's questions quickly and accurately
- Better Public understanding of the Court and its operations

### **Propose and Respond to Legislation**

- Respond to proposed legislation with hard data
- Less errors (better data integrity)
- Better Legislative understanding of the Court and its operations

### **Enable Court Integration**

- Provide uniformity of court operations throughout state
- Reduction in data entry
- Judges have access to agency information (promptly)
- Make better/more informed decisions
- Grow to 159 County access



## Defining Success (con't)

### **Establish IT Governance**

- Written and adopted policies, procedures and standards
- Certified Products and Services
- Utilize Certified Products and Services (6)

### **Conduct Ongoing Operations**

- Accurate measures of workload
- Full utilization of Sidebar
- Courts do not miss statutory deadlines



## Measures of Success

With the guidance that measures of success must be meaningful to all stakeholders and should provide an indication of progress, an discussion yielded the following measures for consideration:

### **Provide Customer Service**

- Timeliness of Response (# days)
- Accuracy of Information (# errors)
- Site Statistics (usage)

### **Propose and Respond to Legislation**

- Average time to comply with Ad Hoc requests
- # Ad Hoc requests
- Accuracy of Information (# errors)

### **Enable Court Integration**

- Are there standards established for integration?
- How many data sources need to be integrated?
- What are the time savings to the courts for single/reduced points of data entry?
- Is there an architecture and strategy for integrating data?

### **Establish IT Governance**

- Have standards been developed and adopted?
- Are products and services certified against standards?
- Do communication processes exist?

### **Conduct Ongoing Operations**

- How many processes/applications are automated?
- Have baselines been established for usage? Performance?
- Are Statutory deadlines being met?
- % of remote users
- Survey results

**Note:** Once the implementation of the plan has been finalized, these metrics and measures will need to be reviewed and updated accordingly.



## Measures of Success (Targets)

Measure	Near Term	Medium Term	Long Term
Answer Questions			
- Quickly			3 days
- Accurately			0 errors
Respond to Proposed Legislation			
- Time			3 days
- Accuracy			0 errors
Provide Uniformity of Court Op			
- Standards and Certified Products	Complete Data Definitions	Publish, Communicate and Adopt	Certification of Products against Standards
Reduction in Data Entry (better data integrity)			
- Number of times information is entered	Establish baseline	Track against baseline	% Reduction
Make Better/More Informed Decisions			Related to Integration
Establish Accurate Measures of Workload	Reinstitute Committee/Collect Data	Set Standard Measures	Implement and Track
Better Public/Legislative Understanding of Court and its Operations	Establish higher web presence	Publish Local Statistical Information	Consolidated Statistical Information



## Measures of Success (Targets)

Measure	Near Term	Medium Term	Long Term
Written and Adopted Policies, Procedures and Standards	High Priority written	Medium and Lows written/ Highs begin adoption	All adopted
Certified Products and Services	Process established; Pilot Complete	Identify & Prioritize Product and Services Categories	# of Products and Services Certified
Utilize Certified Products and Services			# of Products and Services Utilized
Grow to 159 counties access			Participation Rate
Full Utilization of Sidebar	Establish Baseline; Increased Percentage of Courts; Retire LISTSERV by 2/1/2006	50% increase over baseline	100% of Courts
Agency Integration (Data sharing between Court and other agencies)	Collaborate on standards and processes	MOU's	Pilots; Full integration
Tracking and Alerting on Statutory Deadlines within Database	Establish Standard; Determine DB Capability	Provide workflow and alerting capability	Track effectiveness



## Juvenile Court IT Strategy Map

Now that each of the components of the IT Strategy Map have been developed and agreed upon, the map outlining the IT strategy for the Juvenile Courts for the next 2-3 years was developed and is providing on the following page.

## Drivers

### Vision

Best judicially relevant information uniformly available

### Mission

Provide access to timely and reliable information through technology to facilitate court administration and decision-making consistent with protecting children and the community

### Guiding Principles

- Usable in the smallest to largest courts
- Designed for statewide juvenile court applicability (not county specific)
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**Long Term (2008)**  
“Just do IT”

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Enable Court Integration

Establish IT Governance

Conduct Ongoing Operations

## Key Initiatives

**Provide Customer Service**  
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**Propose & Respond to Legislation**  
• Reports based on trends  
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• Budget (program based budgets)

**Enable Court Integration**  
• Case Management (JCATS)  
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• Integrated Justice  
• Access to case specific court info from 159 counties

**Establish IT Governance**  
• IT Governance, Policies and Procedures  
• Certification of software  
• Communication  
• Change Mgmt  
• Set Standards for eFiling/Confidentiality

**Conduct Ongoing Operations**  
• Sidebar (enhanced usage)  
• Financials – Fees, Fines and Restitution  
• JCATS Enhancements  
• Workflow technology and automation

## Measures Of Success

• Time to Respond (# days)  
• Site statistics (public awareness and use of service)

• Time to Respond (# days)  
• Accuracy of Information (0 errors)

• Standards Defined  
• % Reduction in Data Entry Points/Time  
• County Participation

• High Priorities written  
• Certification Process Defined and Piloted  
• # of Certified Products in Use

• Baseline Sidebar usage/% increase  
• Agencies participation  
• % Statutory deadlines met



## Next Steps

By completing this first step in defining a high-level IT Strategic Plan, the Juvenile Courts are positioned to begin considering and implementing these next steps:

### ➤ **Future Use of This Plan:**

- Provide as input to the Judiciary-wide IT Strategic Plan
- Serves as a foundation for Juvenile Courts IT initiatives

### ➤ **Approval of This Plan:**

- Executive Committee
- Garner buy-in through internal champions to smaller groups and localities

### ➤ **Stakeholder Group:**

- Owner – CJCJ
- External – GCAC, AOC, DJJ, DHR, Legislature, GTA

### ➤ **Communication Method and Timeframe:**

- Session members to Executive and IT Committee plus additional interested parties (Feb 2)
- Identified champions to small groups (1st and 2nd quarter) – e.g. via conference calls
- Presentation to CJCJ at Spring Conference (May 1-3, 2006)



## Next Steps

- **Ongoing Maintenance of This Plan:**
  - Executive Committee/ IT Committee/ President Group
- **Provide Final IT Strategic Plan to CJCJ (GCAC)**
- **Develop Communication Plan (CJCJ)**
  - Utilize the Strategy as a communication tool to provide insight to the Juvenile Court's customer group
  - Develop a Communication Plan that defines how information will be gathered and how to communicate plan on an ongoing basis
- **Develop Implementation Plan (CJCJ)**
  - Identify/retain dedicated resources to drive the implementation of the strategic plan
  - Assign an owner for each Strategic Objective
    - Have each owner build a plan to make progress by year for the next three years
    - Create a map for each Strategic Objective for the next three years
    - Identify needs/resources/ timelines required to support each Strategic Objective initiative
  - Integrate all Strategic Objective plans together and determine dependencies
    - Assess current Juvenile Court IT resources (HW, SW, People, Budget) against prioritized needs to implement/support Key Initiatives
    - Perform a Gap Analysis of current IT resources vs. future needs to support requests for additional resources or 3<sup>rd</sup> party assistance
  - Determine Implementation funding requirements



## Future Topics for Discussion and Consideration

The following points are additional suggestions and recommended topics for discussion/consideration by the Juvenile Court Leadership team:

- Participate in the creation of the Judiciary-wide IT Strategic Plan to ensure Juvenile initiatives are represented.
- Develop a Business Strategic Plan for the Juvenile Courts and ensure the IT initiatives support the business appropriately
- Keep balance between Strategic Objectives to progress in all areas
- Allocate resources across Strategic Objectives
- Develop process for ongoing prioritization and reviews (portfolio management)
- Define standards and architectures that will rollup to key initiatives to help support vision
- Refine measures (internal and external)



# Appendices

# Appendices



## Appendix A - Participants

The following individuals participated in the two day facilitated session:

- Timothy Pape
- Eric John
- Jim McDonald
- Robin Schearer
- Cliff Jolliff
- Velma Tilley
- Steve Andrews

Not Present:

- O.T. Nichols
- Warner Kennon