



Georgia Courts Automation Commission

Strategic Plan for Information Technology

For

Magistrate Courts

March 13 - 15, 2006



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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 Magistrate Court's Leadership team met to:

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

Magistrate Courts IT Strategy Articulation Map

Drivers

Vision

Leadership in justice through innovative and accessible technology.

Mission

Promote an efficient, user-friendly and uniform process that enables the court to provide impartial and effective resolution of disputes, protection of rights and accurate accounting of funds.

Guiding Principles

- Applicable to All Magistrate Courts
- Available Support and Training Resources
- Acceptable to Stakeholders
- Meets Information Exchange Requirements
- Complies with Statutory Requirements
- Flexible and Adaptable

Unique Attributes

High Volume / Wide Diversity of Services

Predominately Self-Represented Environment

Charged by Statute to Receive/Record Oral Answers

Accelerated Disposition Time Schedule

Required to Provide Emergency On-Call Services

Lawyer/Non-Lawyer Judges and Non-Uniform Selection

Themes

Near Term (2006)
“Enroll”

Medium Term (2007)
“Equip”

Long Term (2008)
“Empower”

Strategic Objectives

Improve Information Management

Serve The Public

Establish Internal Communication and Education

Encourage and Implement Consistency

Promote External Coordination

Key Initiatives

- Get all Magistrate courts on computers
- DSL/ internet access (pool with existing access; join some group plans)
- Central technical support - AOC support (SLA – establish)
- Backups
- Document management
- *Additional Initiatives Exist*

- Access options for citizens (web; kiosks)
- Using links and websites effectively to direct to Magistrate
- Publish forms to web
- Translation and court reporting services (technical translation)
- Online filing
- *Additional Initiatives Exist*

- Central technical support - Advisory council
- Creation of Magistrate court support groups to help “like” courts (circuit)
- Communication improvements within Magistrate courts
- Inventory of what Magistrate courts have
- *Additional Initiatives Exist*

- Unify (159) - Standard operating procedures
- Standard forms
- Develop standards for Magistrate courts
- Workflow and Automation

- Pass/support legislation for statewide tech fees
- Establish fair district/allocation of tech fees for Magistrate courts
- Investigate private/self funding options
- Public/private partnerships with software vendors
- *Additional Initiatives Exist*

Measures Of Success

- Baselines gathered
- SLA activated
- Educate on important topics
- Audit Conducted

- Audit conducted
- Pilots identified
- # online forms and filing capabilities

- Requirements defined
- Audits conducted
- Communication channels improved

- % of Courts using standard forms
- Publish and adopt Data Definitions Report

- Funding identified
- Future legislation needs defined
- Communication efforts defined



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 Magistrate Courts. Additionally, the Magistrate 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 Council of Magistrate Court Judge's Leadership met in a four day off-site session to focus on:

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



Magistrate Court Interactions

The Magistrate Courts interact with a large, diverse group of organizations:

Suppliers (In)

1. General Public
2. Credit Agencies
3. GCIC
4. Law Enforcement – GBI, PD, Sheriff, GSP, DNR, Constable, Marshall
5. Pro Se
6. Attorneys
7. US Bankruptcy Court
8. Solicitor, DA, County Attorney
9. Probation Officer
10. Code Enforcement Officer
11. Public Defender
12. 911
13. Interpreters
14. Court Reporters
15. LEXIS/NEXIS
16. AOC
17. Council Mag. CT. Judges
18. Institute of Continuing Judicial Ed.
19. Council of Mag. Clerks and Secretaries
20. GSCCCA
21. Superior Court
22. Probate Court
23. County Finance Dept.
24. Banks / Financial Institutions
25. Local Business
26. Secretary of State
27. Vendors
28. Bonding Companies
29. Other Magistrate Courts
30. Auditors
31. Alternative Dispute Resolution



Magistrate

Documents:

- Warrants
- Pleas
- Dispositions
- Judgments/ Order
- Attorney Appointment
- FIFA
- Subpoenas
- Notices / Summons
- Stays
- Citations
- Affidavits
- Accusations
- Bond Orders
- Answers
- Writs
- Payments/ Checks/ Receipts
- Applications
- Deposits

Reports:

- General Ledger
- Accounts Payable
- Bank Reconciliation
- Monthly Reports
- Calendars
- AOC Quarterly
- GCIC

Customers (Out)

1. General Public
 2. Credit Agencies
 3. GCIC
 4. Law Enforcement – GBI, PD, Sheriff, GSP, DNR, Constable, Marshall
 5. Pro Se – Defendant/Respondent
 6. Attorneys
 7. Solicitor, DA, County Attorney
 8. Probation Officer
 9. Code Enforcement Officer
 10. Public Defender
 11. Interpreters
 12. Court Reporters
 13. AOC
 14. Council Mag. CT. Judges
 15. Institute of Continuing Judicial Ed.
 16. Council of Mag. Clerks and Secretaries
 17. GSCCCA
 18. Superior Court
 19. Probate Court
 20. County Finance Dept.
 21. Banks / Financial Institutions
 22. Local Business
 23. Secretary of State
 24. Vendors
 25. Bonding Companies
 26. Other Magistrate Courts
 27. Auditors
 28. State Court
 29. Sheriff Retirement Fund
 30. POABF
 31. Alternative Dispute Resolution
 32. Law Library
 33. Jail Fund
- County Commissioners/ Manager
 - Superior Court Clerks Retirement Fund
 - Judge
 - Clerk
 - Court Staff
 - Pro Se – Plaintiff/ Complainant
 - Witness
 - US Bankruptcy Court/ Trustee
 - Garnishee
 - Claimant
 - Governor's Office
 - Victim



Internal/External Influencing Factors

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

- **Law Library Committee:** Approval for IT expenditures
- **County IT:** Support; Hardware/Software requirements; Impact to priorities; Standards decisions; Contract Vehicle/Purchasing Agent
- **County Commissioners:** Funding; Local legislation; Impact to public perception of Court; Influence/control personnel decisions and positions
- **Association of County Commissioner (ACCG):** Statewide legislation; Funding
- **Superior Court Judges:** Supervisory (limited); Courtroom decisions; IT decisions; Set the number of Magistrates; Purchasing approval/oversight
- **Magistrate Courts:** Buy-in; Communicate IT needs; Efficiency; Training
- **Sheriff's Office/Law Enforcement:** Needs often drive IT priorities; Provide support and political influence; Funding
- **Superior Court Clerks:** Can influence Judges for funding/budget; Provide support for Magistrate Court; Can drive/influence IT decisions
- **Local Legislators:** Funding; Pass local ordinances requiring new needs/requirements; Can override county level decisions
- **General Public (High volume users – e.g. landlords and credit associations):** Perception of Court; Can provide support and lobby for change
- **Magistrate Court Personnel:** Support required to ensure success of Plan; Resistant to change; Varying levels of understanding/skills in IT
- **District Attorneys/Public Defenders Office:** Provides political support; Funding



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 Magistrate Courts Strategic Objectives to:

- **Improve Information Management**
- **Serve The Public**
- **Establish Internal Communication and Education**
- **Encourage and Implement Consistency**
- **Promote External Coordination**



Products and Services – Current and Future

Current Products and Services consist of:

- Metatomics
- Harris
- Icon
- MCIS
- Westlaw
- Lexis/Nexis
- IJCM
- Sustain
- EWI
- Email
- nCourt (limited)
- Quicken/QuickBooks
- MS Office (e.g. Word, Excel, Powerpoint, etc.)
- WordPerfect (Corel)
- Listserv
- Magistrate's Council Webpage
- SQL Server/MS2000 Server
- Courtrax
- Bench Book



Products and Services – Current and Future

Current Products and Services consist of:

- County Websites
- Local Websites
- Other Court Websites
- Forms
- FCDR
- Bankruptcy Court Websites
- Credit Reporting Agencies
- Secretary of State Website
- Legislative Websites
- GCIC
- AOC Website
- Video Conferencing
- NetMeeting
- Recording Devices (Audio)
- Scanning (Limited)
- Manual Document Management
- Online Banking (Limited)
- Timesheets



Products and Services – Current and Future

Future Products and Services that would assist the Court are:

- Paperless Operations
- Scanners
- Kiosks (Public Access/Self Service)
- Electronic Filing
- Touchscreen capabilities
- Internet Connectivity
- Document Management
- Evidence Management
- Audio Management
- Electronic Security Devices
- Web Transactions
- Electronic Signatures
- Credit Cards for Fine and Fees
- Electronic Payment
- Remote Proceedings/Access
- Automatic Workflow
- Integration and Connectivity to External Customers
- Translation Services



Prioritization Considerations

In order to prioritize the products and services identified within the Magistrate 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. Logically Ordered**
- 3. Available Funds**
- 4. Applicable to All Levels of Courts**



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 Articulation Map included defining a:

- **Mission Statement** – Why are we here? What do we do?
- **Vision** – What do we aspire to be?
- **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.



Magistrate Court IT Mission

IT Mission

Promote an efficient, user-friendly and uniform process that enables the court to provide impartial and effective resolution of disputes, protection of rights and accurate accounting of funds.



Magistrate Court IT Vision

IT Vision

*Leadership in justice through innovative
and accessible technology.*



Magistrate Court IT Guiding Principles

IT Guiding Principles

- Applicable to All Magistrate Courts
- Available Support and Training Resources
- Acceptable to Stakeholders
- Meets Information Exchange Requirements
- Complies with Statutory Requirements
- Flexible and Adaptable



Unique Attributes of the Magistrate Courts

Unique Attributes

- High Volume / Wide Diversity of Services
- Predominately Self-Represented Environment
- Charged by Statute to Receive/Record Oral Answers
- Accelerated Disposition Time Schedule
- Required to Provide Emergency On-Call Services
- Required to Provide Emergency On-Call Services



High Level Milestones

Enroll

Near Term:

- Establish a SLA for central technical support - AOC support **(Key)**
- Improve communication within the Magistrate Courts **(Key)**
- Collect an inventory of what IT capabilities the Magistrate Courts currently have **(Key)**
- Create Magistrate Court support groups to help “like” courts (circuits)
- Investigate private/self funding options
- Develop inventory of pilots and identify pilot solutions that are successful
- For small and/or resource constrained courts, assistance in “selling” ideas and advise on smart buying (IT mentoring)
- Educate on benefits of IT across all Magistrate Courts
- Establish entry-level IT awareness training (e.g. for new judges/clerks/etc.) to enhance awareness of the importance of IT
- Market IT to selves (e.g. benefit awareness)
- Initiate creative hiring within the pay constraints
- Budget for automation through IT - Educate county commissioners
- Lobby for external support for the Magistrate Court through the users of the Court’s services (e.g. lobbying by high volume customers)
- Implement backups throughout the Magistrate Courts
- Identify existing legislation that impacts Magistrate Courts
- Using links and websites effectively to direct to Magistrate



High Level Milestones

Equip

Midrange Term:

- Develop IT standards for Magistrate Courts **(Key)**
- Establish/Utilize an Advisory Council for central technical support **(Key)**
- Implement online filing
- Unify the Magistrate Courts (159) through the use of Standard Operating Procedures
- Implement standard forms
- Get all Magistrate Courts on computers
- Pass/support legislation for statewide technology fees
- Establish fair district/allocation of technology fees for Magistrate Courts
- Encourage better coordination with the Superior Courts
- Provide IT training classes or documentation or Computer-Based Training (from vendor) opportunities
- Develop justification for IT initiatives
- Communicate/Seek IT lessons learned to/from all levels of courts
- Investigate and establish public/private partnerships with software vendors
- Implement online payment capabilities
- Enable credit card processing (handling fees)



High Level Milestones

Equip

Midrange Term (continued):

- Develop creative funding options
- Create a technology support call-in/service desk (answer questions like “has anyone done this before?”, etc.)
- Document IT lessons learned
- Budget for automation using IT (e.g. need to educate & go to the circuit for funding)
 - > Educate courts
 - > Provide specifications/requirements for purchases
 - > Identify recurring costs/plan/ refresh
- Execute a capacity planning initiative (i.e. scalability)
- Provide DSL/ Internet access (pool with existing access; join some group plans)
- Determine archive and recovery requirements (i.e. timeframes and retention schedule)
- Publish forms to web
- Enable electronic signatures
- Implement workflow and automation



High Level Milestones

Empower

Long Term:

- Provide onsite support from a central technical support team **(Key)**
- Coordinate IT initiatives with other courts/districts (example: Superior and Juvenile have a district administrative “office” that coordinates internally) **(Key)**
- Enable mass filing electronically
- Provide multiple access options for citizens (web; kiosks)
- Conduct Disaster Recovery/ Business Continuity planning projects
- Enable and encourage scanning/imaging (varies by level)
- Enable and implement document management solution
- Provide electronic forms with data separation (extraction) capability
- Utilize an evidence management (store and keep) system
- Create centralized backup location(s)
- Utilize touch screen or similar user-friendly applications
- Provide for the capture, storage and management of audio and video
- Enable remote proceedings and remote access
- Incorporate translation and court reporting services (technical translation)
- Identify effective interpretation applications



Key IT Initiatives for Magistrate 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 – Improve Information Management

High:

- Get all Magistrate courts on computers
- Provide DSL/ Internet access (pool with existing access; join some group plans)
- Establish a SLA for central technical support - AOC support **(Key)**

Medium:

- Conduct Disaster Recovery/ Business Continuity planning projects
- Implement backups throughout the Magistrate Courts
- Enable and implement document management solution
- Determine archive and recovery requirements (i.e. timeframes and retention schedule)
- Create centralized backup location(s)

Low:

- Execute a capacity planning initiative (i.e. scalability)
- Enable and encourage scanning/imaging (varies by level)
- Utilize an evidence management (store and keep) system
- Provide for the capture, storage and management of audio and video



Key Initiatives – Serve The Public

High:

- Provide multiple access options for citizens (web; kiosks)
- Using links and websites effectively to direct to Magistrate Court
- Publish forms to web
- Incorporate translation and court reporting services (technical translation)

Medium:

- Implement online filing
- Implement online payment capabilities
- Enable credit card processing (handling fees)
- Utilize touch screen or similar user-friendly applications
- Enable electronic signatures
- Identify effective interpretation applications

Low:

- Enable mass filing electronically
- Provide electronic forms with data separation (extraction) capability
- Enable remote proceedings and remote access



Key Initiatives – Establish Internal Communication and Education

High:

- Establish/Utilize an Advisory Council for central technical support **(Key)**
- Create Magistrate Court support groups to help “like” courts (circuits)
- Improve communication within the Magistrate Courts **(Key)**
- Collect an inventory of what IT capabilities the Magistrate Courts currently have **(Key)**
- Provide IT training classes or documentation or Computer-Based Training (from vendor) opportunities
- Develop inventory of pilots and identify pilot solutions that are successful
- Develop justification for IT initiatives
- Develop creative funding options
- For small and/or resource constrained courts, assistance in “selling” ideas and advise on smart buying (IT mentoring)
- Create a technology support call-in/service desk (answer questions like “has anyone done this before?”, etc.)
- Document and share lessons learned
- Educate on benefits of IT across all Magistrate Courts
- Establish entry-level IT awareness training (e.g. for new judges/clerks/etc.) to enhance awareness of the importance of IT
- Market IT to selves (benefit awareness)



Key Initiatives – Establish Internal Communication and Education

High (continued):

- Budget for automation using IT (e.g. need to educate & go to the circuit for funding)
 - Educate courts
 - Provide specifications/requirements for purchases
 - Identify recurring costs/plan/ refresh
- Identify existing legislation that impact Magistrate Courts
- Communicate lessons learned related to backup and disaster recovery/business continuity



Key Initiatives – Encourage and Implement Consistency

High:

- Unify the Magistrate Courts (159) through the use of Standard Operating Procedures
- Implement standard forms
- Develop standards for Magistrate Courts
- Implement workflow and automation



Key Initiatives – Promote External Coordination

High:

- Pass/support legislation for statewide technology fees
- Establish fair district/allocation of technology fees for Magistrate Courts
- Investigate private/self funding options
- Investigate and establish public/private partnerships with software vendors
- IT budgeting for automation (need to education folks on what it takes – need to go outside the court to the circuit to get some money)
 - Educate county commissioners
- Lobby for external support for the Magistrate Court through the users of the Court's services (e.g. lobbying by high volume customers)

Medium:

- Coordinate IT initiatives with other courts/districts (example: Superior and Juvenile have a district administrative “office” that coordinates internally) **(Key)**

Low:

- Encourage better coordination with the Superior Courts
- Communicate/Seek IT lessons learned to/from all levels of courts



Defining Success

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

Improve Information Management

- Timely reporting of caseloads
- Computers in courts – baseline
- Service Level Agreements with AOC
- Timely submission of Fees and Fines
- Disbursement of collections
- Backups / Disaster Recovery and Business Continuity communicated and baselined
- Audit conducted to establish a baseline

Serve the Public

- Audit of capabilities – baseline and growth
- Success Examples / Pilots identified – Feedback and perception gathered
- Communication to rest of the Magistrate Courts
- Training
- Citizen feedback on needs / desires / experience
- Access Points (e.g. web, links, kiosks, etc.)



Defining Success (con't)

Establish Internal Communication and Education

- Advisory Council defined, established and utilized
- Publish information about the Magistrate Court using web, surveys, mailings, FAQs, Grant identification and writing
- Audit of existing capabilities
- Training – Materials, Attendance, and working with ICJE for credits
- Awards for projects that meet Guiding Principles and address Strategic Objectives

Encourage and Implement Consistency

- Standard forms - Usage
- Publish / Adopt – Data Definition Report and Defined Process and Information Flows

Promote External Coordination

- Legislation
- Funding options
- Communication
- Learn (from Superior Court)



Measures of Success (Targets) – Improve Information Management

Measure	Near Term	Medium Term	Long Term
Timely reporting of caseloads	<ul style="list-style-type: none"> • Baseline percentage of courts reporting as expected • Identification of non-compliant courts 	<ul style="list-style-type: none"> • Measurement process is established for manual and automated • Increase in percentage compliance (target 90%) 	<ul style="list-style-type: none"> • 100% compliant
Computers in courts – baseline	<ul style="list-style-type: none"> • Baseline inventory 	<ul style="list-style-type: none"> • Increase in percentage compliance (target 90%) 	<ul style="list-style-type: none"> • 100% compliant
Service Level Agreements with AOC	<ul style="list-style-type: none"> • Establish SLAs (formal understanding) • Customer satisfaction baseline 	<ul style="list-style-type: none"> • Increase in customer satisfaction 	<ul style="list-style-type: none"> • Increase in customer satisfaction
Timely submission of fees and fines	<ul style="list-style-type: none"> • Baseline percentage of courts submitting as expected • Identification of non-compliant courts • Inventory manual vs. .automated method 	<ul style="list-style-type: none"> • Increase in percentage compliance • Processes and personnel available for assistance for compliance 	<ul style="list-style-type: none"> • Increase in percentage compliance (target 100%) • Percent increase in electronic compliance



Measures of Success (Targets) – Improve Information Management (continued)

Measure	Near Term	Medium Term	Long Term
Disbursement of collections	<ul style="list-style-type: none"> • Educate on the time criteria for disbursement • Create and send disbursement Survey 	<ul style="list-style-type: none"> • Survey completed by all courts • Percentage of Courts complying with Timely disbursement (by type of disbursement) 	<ul style="list-style-type: none"> • Increase in percentage compliance (target 100%)
Backups / Disaster Recovery and Business Continuity	<ul style="list-style-type: none"> • Information sent regarding importance • Baseline participation 	<ul style="list-style-type: none"> • Increase in percentage executing 	<ul style="list-style-type: none"> • Increase in percentage executing
Audit conducted	<ul style="list-style-type: none"> • Survey developed and sent • Percentage of surveys returned (target 80%) 	<ul style="list-style-type: none"> • Increase in percentage of surveys returned (target 100%) 	<ul style="list-style-type: none"> • Creating a mechanism for updating the inventory



Measures of Success (Targets) – Serve the Public

Measure	Near Term	Medium Term	Long Term
Audit of technology capabilities	<ul style="list-style-type: none"> Identifying courts with public facing technology (e.g. Kiosks, web links, etc.) 		
Examples / pilots identified	<ul style="list-style-type: none"> Identify who has capabilities Map pilots to key initiatives 		
Communication to rest of the Magistrate Courts	<ul style="list-style-type: none"> Present one pilot success to Council 	<ul style="list-style-type: none"> Publish audit results Present one pilot quarterly 	<ul style="list-style-type: none"> Identifying and executing on a new pilot on a key initiative
Citizen feedback on needs / desires / experience	<ul style="list-style-type: none"> Creation of a feedback mechanism Website usage 	<ul style="list-style-type: none"> Collect ongoing feedback Increase Website usage 	<ul style="list-style-type: none"> Collect and act upon ongoing feedback Increase Website usage



Measures of Success (Targets) – Serve the Public (continued)

Measure	Near Term	Medium Term	Long Term
Access	<ul style="list-style-type: none"> • Number of courts with web pages • count of Link usage • Number of courts with Kiosks • Identify other channels of access (e.g.: TDD) 	<ul style="list-style-type: none"> • Increase number of courts with web pages • Increase count of Link usage • Pilot additional Kiosks 	<ul style="list-style-type: none"> • Increase number of courts with web pages (Target 100%) • Increase count of Link usage • Each court has at least 1 Kiosk



Measures of Success (Targets) – Establish Internal Communication and Education

Measure	Near Term	Medium Term	Long Term
Advisory council	<ul style="list-style-type: none"> • Define requirements 	<ul style="list-style-type: none"> • Establish council • Utilization of council 	<ul style="list-style-type: none"> • Increase in Utilization of council
Publish	<ul style="list-style-type: none"> • Survey – what tools/ channels are being used • FAQs related to technology • Lessons learned are published 	<ul style="list-style-type: none"> • “Push” of information (e.g.: listserv, broadcasting) • FAQs related to technology • Lessons learned are published 	<ul style="list-style-type: none"> • FAQs related to technology • Lessons learned are published
Audit of existing capabilities	<ul style="list-style-type: none"> • Survey of communication tools 	<ul style="list-style-type: none"> • Follow-up on results 	<ul style="list-style-type: none"> • Follow-up on results
Training	<ul style="list-style-type: none"> • Survey on who is attending IT training • Survey of training capabilities (online training, company/ vendor training) and value of the training 	<ul style="list-style-type: none"> • Coordinating training between judges and clerk • Develop a skills inventory (to identify training needs) 	<ul style="list-style-type: none"> • Attendance at training events
Awards	<ul style="list-style-type: none"> • Identification of awards to give and criteria by which to judge them • Solicit and receive nominations • Give one award 	<ul style="list-style-type: none"> • Have an award in two categories 	<ul style="list-style-type: none"> • Have an award in each category



Measures of Success (Targets) – Encourage and Implement Consistency

Measure	Near Term	Medium Term	Long Term
Standard forms	<ul style="list-style-type: none"> Percentage/ number of courts using standard forms 	<ul style="list-style-type: none"> Increase in percentage/ number of courts using standard forms Adoption of uniform rule 	<ul style="list-style-type: none"> 100% usage of standard forms
Publish / adopt	<ul style="list-style-type: none"> Publishing and adopting the data definitions report 	<ul style="list-style-type: none"> Develop continuous improvement mechanism 	<ul style="list-style-type: none"> Implementation of automated workflows in a percentage of courts (target 50%)



Measures of Success (Targets) – Promote External Coordination

Measure	Near Term	Medium Term	Long Term
Legislation	<ul style="list-style-type: none"> Identify potential legislation needs 	<ul style="list-style-type: none"> Percent legislation adopted vs. submitted 	<ul style="list-style-type: none"> Percent legislation adopted vs. submitted
Funding options	<ul style="list-style-type: none"> Identify options for funding 	<ul style="list-style-type: none"> Develop “How To” Guide on funding options 	<ul style="list-style-type: none"> Percentage of funding options applied for vs. received Identify additional methods of funding
Communication	<ul style="list-style-type: none"> Identification of communication needs (e.g. comparison data, getting budgets from other counties, tools needed) 	<ul style="list-style-type: none"> Adequacy of budget Number of initiatives funded Effectiveness of communication (number of joint projects) 	<ul style="list-style-type: none"> Adequacy of budget Number of initiatives funded Effectiveness of communication (number of joint projects)
Learn (from Other Levels of Courts)	<ul style="list-style-type: none"> Identify funding sources Identify organizational operations Requesting / receiving their lessons learned Representatives on the JTCC (and any other committees) 	<ul style="list-style-type: none"> Number of cross court field trips 	<ul style="list-style-type: none"> Participation in judiciary wide training



Magistrate 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 Magistrate Courts for the next 2-3 years was developed and is providing on the following page.

Drivers

Vision

Leadership in justice through innovative and accessible technology.

Mission

Promote an efficient, user-friendly and uniform process that enables the court to provide impartial and effective resolution of disputes, protection of rights and accurate accounting of funds.

Guiding Principles

- Applicable to All Magistrate Courts
- Available Support and Training Resources
- Acceptable to Stakeholders
- Meets Information Exchange Requirements
- Complies with Statutory Requirements
- Flexible and Adaptable

Unique Attributes

High Volume / Wide Diversity of Services

Predominately Self-Represented Environment

Charged by Statute to Receive/Record Oral Answers

Accelerated Disposition Time Schedule

Required to Provide Emergency On-Call Services

Lawyer/Non-Lawyer Judges and Non-Uniform Selection

Themes

Near Term (2006)
“Enroll”

Medium Term (2007)
“Equip”

Long Term (2008)
“Empower”

Strategic Objectives

Improve Information Management

Serve The Public

Establish Internal Communication and Education

Encourage and Implement Consistency

Promote External Coordination

Key Initiatives

- Get all Magistrate courts on computers
- DSL/ internet access (pool with existing access; join some group plans)
- Central technical support - AOC support (SLA – establish)
- Backups
- Document management
- *Additional Initiatives Exist*

- Access options for citizens (web; kiosks)
- Using links and websites effectively to direct to Magistrate
- Publish forms to web
- Translation and court reporting services (technical translation)
- Online filing
- *Additional Initiatives Exist*

- Central technical support - Advisory council
- Creation of Magistrate court support groups to help “like” courts (circuit)
- Communication improvements within Magistrate courts
- Inventory of what Magistrate courts have
- *Additional Initiatives Exist*

- Unify (159) - Standard operating procedures
- Standard forms
- Develop standards for Magistrate courts
- Workflow and Automation

- Pass/support legislation for statewide tech fees
- Establish fair district/allocation of tech fees for Magistrate courts
- Investigate private/self funding options
- Public/private partnerships with software vendors
- *Additional Initiatives Exist*

Measures Of Success

- Baselines gathered
- SLA activated
- Educate on important topics
- Audit Conducted

- Audit conducted
- Pilots identified
- # online forms and filing capabilities

- Requirements defined
- Audits conducted
- Communication channels improved

- % of Courts using standard forms
- Publish and adopt Data Definitions Report

- Funding identified
- Future legislation needs defined
- Communication efforts defined



Next Steps

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

Future Use of This Plan:

- Common Communication Tool for the Court
- Input to Judiciary-wide IT Strategic Plan
- Foundation for Magistrate Court IT Planning
- Support Requests for Funding at the Local Level
- Coordinate with Other Stakeholders

Approval of This Plan:

- Executive Committee
- Council of Magistrate Court Judges

Stakeholder Group:

- **Owner:** Magistrate IT Committee
- **External:** GCAC, AOC, JTCC, County Commissioners and other county offices, other judicial committees, Council of Magistrate Court Clerks and Secretaries



Next Steps

Communication Method and Timeframe:

Task	Owner	Due Date
Report to Executive Committee	Betsy Kidwell	By 4/7/06
Report to Council	Betsy Kidwell	By 4/9/06
Draft Inventory Letter / Survey	Gayle	By 4/7/06
Get Approval from Executive Committee and Council to Send Survey	Betsy Kidwell	By 4/9/06
Get Approval from Executive Committee and Council to do the Awards	Betsy Kidwell	By 4/9/06
Met with IT Committee to Define Awards, Criteria, and Nomination Forms	Betsy Kidwell	By 4/7/06
Add Clerk/Secretary to IT Committee	Betsy Kidwell	By 4/7/06
Coordinate with Awards Committee	Betsy Kidwell	By 4/7/06
Send Inventory Letter / Survey	Unassigned	By 5/06
Survey Completed, Returned, Compiled	Unassigned	By 9/06



Next Steps

Communication Method and Timeframe:

Task	Owner	Due Date
Determine JTCC Candidates	Unassigned	April – June 2006
GCAC Presents to IT Committee (April 7 or June 2006) – George Nolan	George Nolan	April 7 or June 2006
Introduce Data Definition Report (April or June 2006)	Unassigned	April or June 2006
Feedback and Adoption (June or October)	Unassigned	June or October 2006
Meet with AOC, ICJE, etc. to Share Results (December)	Unassigned	December 2006
Highlight one Pilot project (June)	Unassigned	June 2006
Agenda Item Coordination (April, June, October)	Unassigned	April, June, October 2006
Baseline Measures (September or December)	Unassigned	September or December 2006



Next Steps

Ongoing Maintenance of This Plan:

- **Frequency:**
 - > Review at Quarterly Meetings;
 - > Update Annually;
 - > Major “Overhaul” Every Other Year



Next Steps

- **Provide Executive Summary (April 5)**
- **Provide Final Strategic Plan to GCAC (End of April)**
- **Develop Communication Plan (July)**
- **Develop Implementation Plan for each Strategic Objective (July)**
 - Define Tasks/Activities
 - Develop Schedule/Timeline
 - Identify Resources
 - Determine Funding Requirements
 - Include Training initiatives
- **Acquire External Support (as needed)**



Future Topics for Discussion and Consideration

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

- Participate in the creation of the Judiciary-wide IT Strategic Plan to ensure Magistrate initiatives are represented.
- Develop a Business Strategic Plan for the Magistrate 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) on a regularly defined basis.



Appendices

Appendices



Appendix A - Participants

The following individuals participated in the four day facilitated session:

- Ben Abney
- Carla Brown
- Gayle Collins
- Jean Crane
- Glenda Dowling
- Betsy Kidwell
- Pete Pfeiffer
- Kim Warden
- Pamela Whiteside
- Barrett Whittemore