



Georgia Courts Automation Commission

Strategic Plan for Information Technology
For
State Courts

February 28 – March 3, 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 State Court's Leadership team met to:

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

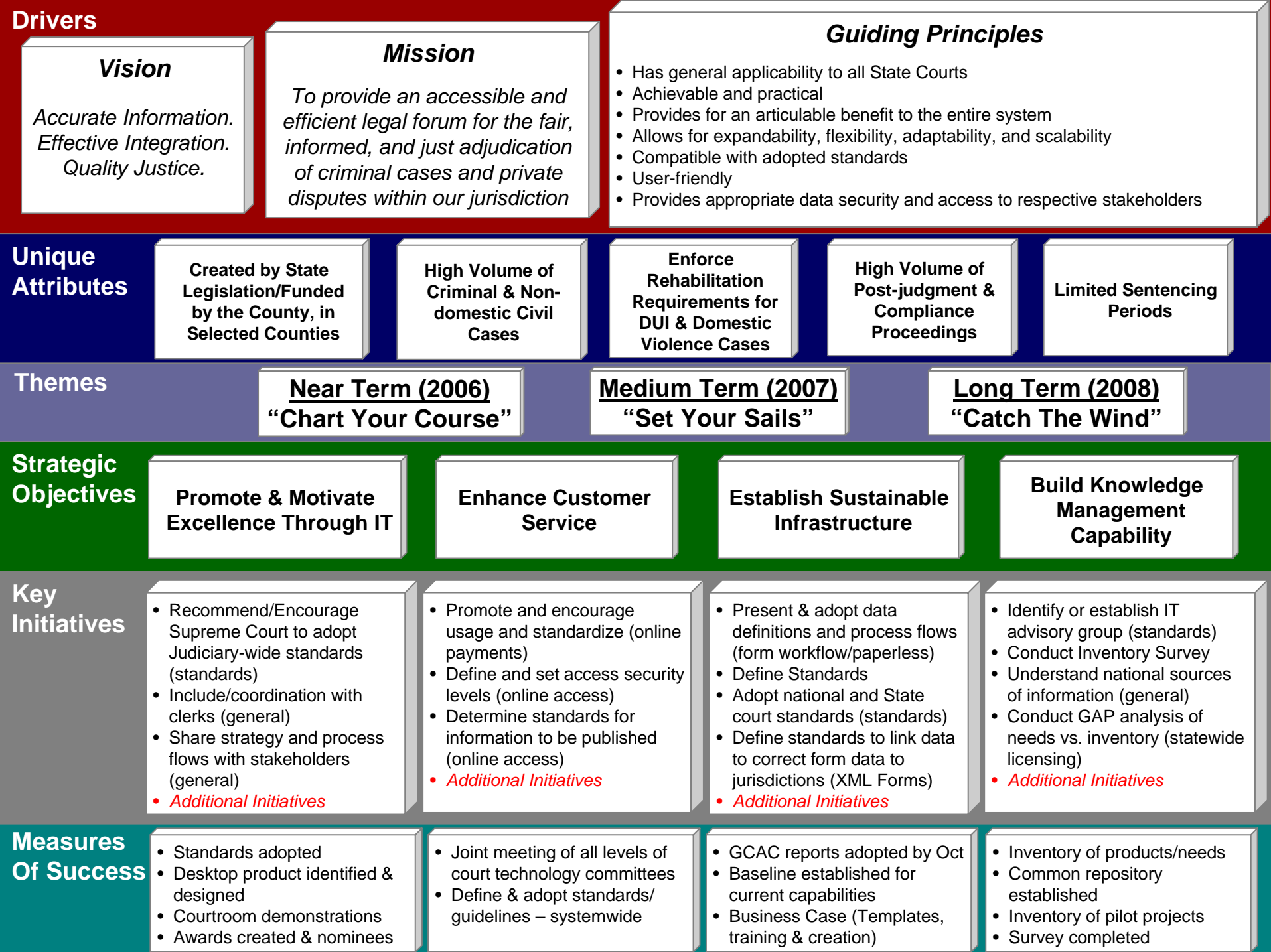
With the completion of this effort along with the Data Requirements and Definitions effort, a Strategic Vision and Map for 2006 through 2008 was developed that will enable the State Court to begin to prioritize and deliver the IT services that will best support the court across the judicial system of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

State Courts IT Strategy Articulation Map





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

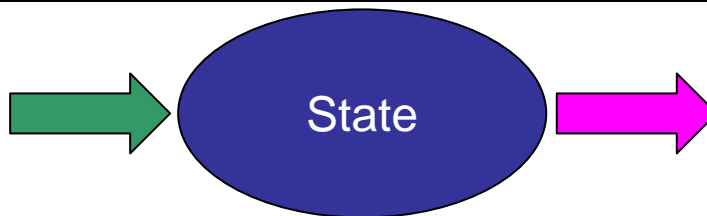
- Confirming the contents of the Data Definition Summary Report;
 - Finalizing the State Court's customer interactions;
 - Identifying the services and programs currently supported by the State Courts to support IT needs;
 - Gaining an understanding of the State Court's IT priorities of current and future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



State Court Interactions

Suppliers (In)

1. Attorneys
2. Prosecutors
3. Probation Dept
4. Warrant Dept
5. Bonding Co.
6. State Patrol
7. Police Dept.
8. Sheriff's Office
9. Marshals Office
10. DNR
11. Special Police
12. Municipal Courts
13. Other GA State Courts
14. Superior Court
15. Juvenile Court
16. Magistrate Court
17. Appellate Courts
18. Federal Court
19. Victims Assistance
20. Court Reporters
21. Crime Labs
22. GCIC
23. DDS
24. Defendants
25. Witnesses
26. Plaintiffs
27. Treatment Providers
28. DHR – DFCS
29. Media Requests
30. Legislature
31. GBI
32. DOC
33. Clerk
34. Judges
35. Private Process Server



State

- Subpoenas
- Orders
- Accusations
- Judgments
- Sentences
- Supplemental Sentence Forms
- Notices
- Calendars
- Suspensions
- Appeal Bond
- Probation Orders
- OBTS
- UTC
- DUI Forms
- Jury Summons
- Summons
- **Reports**
 - Case Counts
 - Financial Reports
 - Collections and Disbursements
 - Payroll Reporting

Customers (Out)

1. Attorneys
2. Prosecutors
3. Probation Dept
4. Warrant Dept
5. Bonding Co.
6. State Patrol
7. Police Dept.
8. Sheriff's Office
9. Marshals Office
10. DNR
11. Special Police
12. Municipal Courts
13. Other GA State Courts
14. Superior Court*
15. Juvenile Court*
16. Magistrate Court
17. Appellate Courts
18. Federal Court
19. Victims Assistance
20. Court Reporters
21. Crime Labs
22. GCIC
23. DDS
24. Defendants
25. Witnesses
26. Plaintiffs
27. Treatment Providers
28. DHR – DFCS
29. Media
30. GBI
31. AOC
32. CSCJ
33. DOC
34. County Commissioners
35. Beneficiaries
36. Clerks Authority
37. General Public
38. DOR
39. Clerk
40. Judges
41. Court Staff
42. Jury Manager
43. Jurors
44. Interpreter
45. Private Process Server
46. Pardons and Paroles



Internal/External Influencing Factors

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

- **Council of State Court Judges** – require support/adoption; funding source; provides comments and suggestions for changes; support the judges on the alignment of the plan.
- **State Court Judges** – influence; succeeds or fails based on each of their actions; can implement via mandate vs. enthusiasm; potential for Judge/Clerk conflicts; need change champions.
- **Clerks Authority (GSCCCA)** – major influencer of technology decisions; influence/control over funding; political motivations – individuals and the group.
- **Superior Court Clerks (appointed/elected Clerks)** – support required to implement changes; train; operators of the systems; funding – they could go to the county commissioners with funding requests; ownership/control of the data; focus on efficiencies.
- **Governor's Office** – support grants; influences funding; veto power can impact initiatives.
- **Governing Authorities:**
 - **County Commissions** – funding; infrastructures; priorities.
 - **City Councils** – information sharing strategies.
 - **State Legislature** – funding; rule changes to impact priorities (e.g.: SB82, SB50, electronic signatures).



Internal/External Influencing Factors (continued)

- **Contributing Agencies** - alignment of processes between agencies and State Courts; buy-in and cooperation.
 - **Law Enforcement**
 - **State Agencies**
 - **Attorneys General**
 - **Bar Association**
- **Judicial Branch Agencies** – support; provide direction or challenge; provide check and balance; may be a controlling force.
 - **Council of Superior Court Judges (CSCJ)**
 - **Administrative Office of the Courts**
 - **Judicial Council**
- **Supreme Court** – could mandate standards; could be a filter to eliminate some obstacles/barriers; internal/external communication agent.
- **Federal Agencies** – grants; funding; impose federal mandates (e.g.; mandatory reporting with 72 hours for traffic tickets, child support).



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 State Courts Strategic Objectives to:

- **Promote & Motivate Excellence through IT**
- **Enhance Customer Service**
- **Establish Sustainable Infrastructure**
- **Build Knowledge Management Capability**



Products and Services – Current and Future

Current Products and Services consist of:

- Lexis/Nexis
- Trial Court Desktop
- Bench book on CD (slated to become part of Trial Court Desktop)
- Listserv
- Website (Council's)
- Case Management
- eFiling (pilots/limited usage throughout State Courts)
- Office Productivity Software (e.g. MS Office)
- Imaging Software
- Email
- Internet and Intranet Access
- Calendaring/Scheduling Software
- Video Conferencing
- Public Access Website
- Online Payment of Fines
- Courtroom Evidence/Presentation Software
- Real-time Court Reporting Equipment



Products and Services – Current and Future

Current Products and Services consist of (continued):

- Document Generation from Forms (e.g. generating the sentence)
- Electronic Reporting
- Physical Security (e.g. using access cards; cameras; hot switches; etc.)
- Accounting (tie to Case Management)
- Jury management (e.g. creation of lists; etc.)
- Barcoding (e.g. fines; documents – traffic court citations; badges; etc.)
- Telephone Services (includes faxes)
- Office Hardware (copiers; printers, etc.)



Products and Services – Current and Future

Future Products and Services that would assist the Court are:

- Electronic Stylus (for signing documents)
- Form Workflow – automation of the workflow
- Electronic Signatures (can be just pushing a button that says that judge has signed it)
- Real-time Digitized Court Reporting (voice digitized into output capable record)
- Fail-over; Backups (e.g. seamless switchover if a box or hardware goes down)
- Law Version of “Google” (legal search engine)
- Desktop Interface Designed for a Judge (e.g. a portal or “my yahoo”-like)
- Sidebar Software (for desktop as well as peer-to-peer consulting and communication)
- Instant Messaging Capabilities
- Electronic Interpreter (subtitles going across the Judge’s computer when someone is speaking)
- Receive Document “envelope” Information Electronically and Update System with that Information then Store the Actual Document in the System (receives and stores documents – with timestamp)
- XML Forms
- Paperless Processing
- Electronic Courtroom (all exhibits need to be in digital formats to allow for indexing)
- Remote Proceedings
- Teleworking



Products and Services – Current and Future

Future Products and Services that would assist the Court are:

- Video Arraignment; Sentencing; Revocation
- Electronic Jury Management (so only those that will actually sit on the jury for a case actually come to the court house – e.g. Just-in-Time Jury Inventory)
- Automated/Electronic Management of Conflict Letters (includes Leaves of Absence) (Statewide database for conflicts and Leaves of Absence that notifies everyone involved/impacted)
- Statewide Database of Persons on Probation linked with GCIC
- Knowledge-based Systems
- Protective Orders Statewide Database
- “Smart Sentencing” (to help determine which type of sentencing will work for which types of people/crime)
- State-wide Licensing
- Functional Standards



Prioritization Considerations

In order to prioritize the products and services identified within the State 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. Must Meet Guiding Principles**
- 2. Impact on Society (includes Criminal vs. Civil)**
- 3. Cost Effective**
- 4. Politically Feasible**
- 5. System-wide (Judiciary) Impacts**



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?
- **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.



State Court IT Mission

IT Mission

To provide an accessible and efficient legal forum for the fair, informed, and just adjudication of criminal cases and private disputes within our jurisdiction.



State Court IT Vision

IT Vision

Accurate Information.

Effective Integration.

Quality Justice.



State Court IT Guiding Principles

IT Guiding Principles

- Has general applicability to all State Courts
- Achievable and practical
- Provides for an articulable benefit to the entire system
- Allows for expandability, flexibility, adaptability, and scalability
- Compatible with adopted standards
- User-friendly
- Provides appropriate data security and access to respective stakeholders



Unique Attributes of the State Courts

Unique Attributes

- Created by State Legislation/Funded by the County, in Selected Counties
- High Volume of Criminal and Non-domestic Civil Cases
- Enforce Rehabilitation Requirements for DUI and Domestic Violence Cases
- High Volume of Post-judgment & Compliance Proceedings
- Limited Sentencing Periods



High Level Milestones

Chart Your Course

Near Term:

- Standards
- Backups
- TPO Database
- Communication/Research Tools (i.e. Combines Sidebar, “my yahoo” for law, etc. to encourage the judges as supporters)
- Statewide Licensing – getting the framework/procedures in place to benefit from statewide licenses



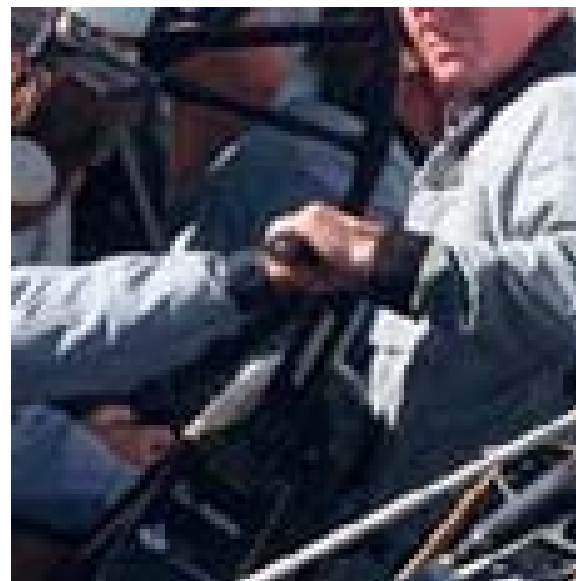


High Level Milestones

Set Your Sails

Midrange Term:

- XML Forms
- Conflict/Leave of Absence Database
- Probation Database
- e-Filing/Imaging
- Online Access and Payments
- Jury Management





High Level Milestones

Catch the Wind

Long Term:

- Form Workflow/Paperless (Automating the Entire Workflow)
- Expert Systems (see Future Needs list)
- Barcoding
- Electronic Evidence Presentation /Video /Remote Systems
- Voice Recognition Systems





Key IT Initiatives for State 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.



Prioritized Key Initiatives – Promote and Motivate Excellence through IT

High:

- Recommend/Encourage Supreme Court to adopt Judiciary-wide standards (Standards)
- Include/coordinate with clerks (General)
- Share strategy and process flows with stakeholders (General)
- Creation of State Court Judges desktop (Communication and Research Tools)
- Promote/encourage usage of eFiling (eFiling)
- Promote integration of images to Case Management capabilities (Imaging)
- Innovation in technology award(s) (General)
- Intra-court (State) communication (e.g. sharing innovation and solutions in specific courts) (General)
- Communicate the need for backups (Backup)
- Share “Lessons Learned” (Form Workflow/Paperless)

Medium

- Promote Judiciary-wide participation (Online Access)
- Encourage usage (Jury Management)

Low

- Promote the creation of a conflict/ Leave of Absence database for all courts and statewide (Conflict /LOA Database)
- Cross-selling / communication with court reporters (Voice Recognition Systems)



Prioritized Key Initiatives – Enhance Customer Service

High:

- Promote and encourage usage and standardize (Online Payments)
- Define and set access security levels (Online Access)
- Determine standards for information to be published (Online Access)

Medium:

- Market capability to customers (online access)



Prioritized Key Initiatives – Establish Sustainable Infrastructure

High:

- Present and adopt data definitions and process flows – GCAC Report (Form Workflow/Paperless)
- Define standards (Standards)
- Adopting national and State court standards (Standards)
- Define standards to link data to correct form data to jurisdictions (XML Forms)
- Security to authenticate/ electronic signatures (XML Forms)
- Define standards for case management and retention of imaging (Imaging)
- Determine/establish current costs (e.g.: build business case for future) (Form Workflow/Paperless)
- Implement form workflow/paperless (Form Workflow/Paperless)

Medium:

- Mandate usage by parties (eFiling)

Low:

- Define TPO database State court needs (TPO Database)
- Conduct GAP analysis (TPO Database)
- Coordinate implementation of changes (TPO Database)
- Identify funding sources (Electronic/Video/Remote systems)
- Develop business case and intangibles are important (Electronic/Video/Remote systems)
- Electronic stylus for signatures (Electronic/Video/Remote systems)



Prioritized Key Initiatives – Build Knowledge Management Capabilities

High:

- Identify or establish IT advisory group (Standards)
- Inventory of current products and licenses – all inclusive (Statewide Licensing) (Survey)
- Identify or establish pilot paperless project for high/medium/low volume courts (Form Workflow/Paperless) (Survey)
- Identify pilots (Electronic/Video/Remote Systems) (Survey)
- Council identifies technology a court has applied and document projects and benefits (write-ups like done for consulting proposals) (General) (Survey)
- Understand national sources of information (General)
- Conduct GAP analysis of needs vs. inventory (Statewide Licensing)
- Cross-court sharing of ideas/pilots/successes (General)
- Identify candidates and buyers for leveraged buying (Statewide Licensing)
- Eliminate overlaps/excess (Statewide Licensing)

Medium:

- Determine appropriate usage – from any business/court/state (Electronic/Video/Remote Systems)



Prioritized Key Initiatives – Build Knowledge Management Capabilities (con't)

Low:

- Verify the existence and capabilities of a TPO database (TPO Database)
- Establish access procedures (TPO Database)
- Identify and promote state court needs for accessing and sharing probation information (Probation Database)
- Build business case for usage (Jury Management)
- Identify knowledge management needs (Expert Systems)
- Identify the need for barcoding (Barcoding)
- Develop case studies of usage and where appropriate (Voice Recognition Systems)
- Identify available technologies (Voice Recognition Systems)



Defining Success

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

Promote and Motivate Excellence through IT

- Adoption of standards
- Public support of plan by Clerks
- Desktop icon
- Demonstrations
- Awards

Enhance Customer Service

- Collaborative effort defining public access standards

Establish Sustainable Infrastructure

- Adoption of process flows and data definitions
- Electronic Signature usage
- Data definitions mapped to GJXDD
- Use of forms in the courts
- Business Cases (Justifications) developed



Defining Success (con't)

Build Knowledge Management Capabilities

- Existence of a Knowledge Management repository
- Pilot projects
- Survey
- Existence of IT Advisory Group
- Statewide licensing



Measures of Success (Targets) – Promote and Motivate Excellence through IT

Measure	Near Term	Medium Term	Long Term
Adoption of Standards			
<ul style="list-style-type: none"> Adoption 	<ul style="list-style-type: none"> Standards identified and communicated Accepted by State Court 	<ul style="list-style-type: none"> Identification of common standards Accepted by all courts Adoption by suppliers and customers 	<ul style="list-style-type: none"> Identification and adoption of evolving standards
<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Determine courts where standards are already implemented 	<ul style="list-style-type: none"> Standards are followed by State Court Establish baseline of suppliers and customers that are following the same standards 	<ul style="list-style-type: none"> Increase percentage of suppliers and customers that are following the same standards
<ul style="list-style-type: none"> Public Support of Plan by Clerks 	<ul style="list-style-type: none"> Collaborate with clerks regarding the plan Reach consensus with clerks Implement plan 	<ul style="list-style-type: none"> Establish means for continued dialog 	<ul style="list-style-type: none"> Continued dialog



Measures of Success (Targets) – Promote and Motivate Excellence through IT (con't)

Measure	Near Term	Medium Term	Long Term
Desktop Icon	<ul style="list-style-type: none"> • Define product/links • Design product 	<ul style="list-style-type: none"> • Rollout product – 100% distribution • 25% usage 	<ul style="list-style-type: none"> • Increase usage
Demonstrations	<ul style="list-style-type: none"> • Sell training committee that there should be a technology agenda item for each meeting • Invitation for judges to see other courts' implemented technology 	<ul style="list-style-type: none"> • Conduct demonstrations at council/district meetings 	<ul style="list-style-type: none"> • Encourage participation for demonstrations
Awards	<ul style="list-style-type: none"> • Define awards • Solicit nominations 	<ul style="list-style-type: none"> • Present awards 	<ul style="list-style-type: none"> • Continue awards



Measures of Success (Targets) – Enhance Customer Service

Measure	Near Term	Medium Term	Long Term
Collaborative effort defining public access standards and usage of public access	<ul style="list-style-type: none"> • Joint meeting of all levels of court technology committee • Define and adopt standards/ guidelines – system-wide 	<ul style="list-style-type: none"> • Establishing baseline of percent of courts providing access 	<ul style="list-style-type: none"> • Continued increase of information to and usage of online access



Measures of Success (Targets) – Establish Sustainable Infrastructure

Measure	Near Term	Medium Term	Long Term
Adoption of process flows and data definitions	<ul style="list-style-type: none"> • Publish report • Adoption by October 2006 	<ul style="list-style-type: none"> • Continued review and revision 	<ul style="list-style-type: none"> • Continued review and revision
Electronic Data Exchange with External Stakeholders	<ul style="list-style-type: none"> • Identify current capabilities (baseline) • Identify “big bang”/required candidates 	<ul style="list-style-type: none"> • Buy-in from stakeholders • Establish collaborative pilots using standards 	<ul style="list-style-type: none"> • Measure success of implemented pilots • Increased usage • Expand exchange capabilities (more)
Electronic Signature Usage	<ul style="list-style-type: none"> • Baseline capability in State courts 	<ul style="list-style-type: none"> • Identify the target applications • Identify the capability-ready State courts 	<ul style="list-style-type: none"> • Full integration with digital documents
Data Definitions Mapped to GJXDD	<ul style="list-style-type: none"> • Publish report • Assignment and completion of mappings 		
Use of Electronic Forms in the Courts	<ul style="list-style-type: none"> • Develop baseline 	<ul style="list-style-type: none"> • Percent increase 	<ul style="list-style-type: none"> • Percent increase



Measures of Success (Targets) – Establish Sustainable Infrastructure (con't)

Measure	Near Term	Medium Term	Long Term
Business Cases (Justifications) Developed	<ul style="list-style-type: none"> • Agree upon Business Case template • Communicate and train on Business Case templates • Start developing Business Cases for identified initiatives 	<ul style="list-style-type: none"> • Business cases presented and accepted 	<ul style="list-style-type: none"> • Tracking against the Business Case • Adoption of Business Cases (e.g. # adopted or % approved)



Measures of Success (Targets) – Build Knowledge Management Capabilities

Measure	Near Term	Medium Term	Long Term
Existence of a knowledge management repository	<ul style="list-style-type: none"> • Inventory of products • Inventory of needs • Establish common storage location 	<ul style="list-style-type: none"> • Contribution Rate/% • Usage Level • Evaluate Effectiveness 	<ul style="list-style-type: none"> • Establish a Knowledge Manager • % Increase Contribution/Usage
Pilot projects	<ul style="list-style-type: none"> • Inventory of existing pilots • Document and communicate lessons learned and benefits 	<ul style="list-style-type: none"> • Identify new pilot needs and participants • Rollout of capabilities system-wide (#) 	<ul style="list-style-type: none"> • Rollout of capabilities system-wide (#)
Survey	<ul style="list-style-type: none"> • Create survey • Distributed to all State Courts • 100% participation from every State Court 	<ul style="list-style-type: none"> • Publish (by Mar 2007) • Present session (May 2007 Conference) 	<ul style="list-style-type: none"> • Periodic Update Surveys
Existence of IT advisory group	<ul style="list-style-type: none"> • Define and communicate State Courts Expert needs 	<ul style="list-style-type: none"> • Identify and retain services with the other courts 	<ul style="list-style-type: none"> • Value of Services



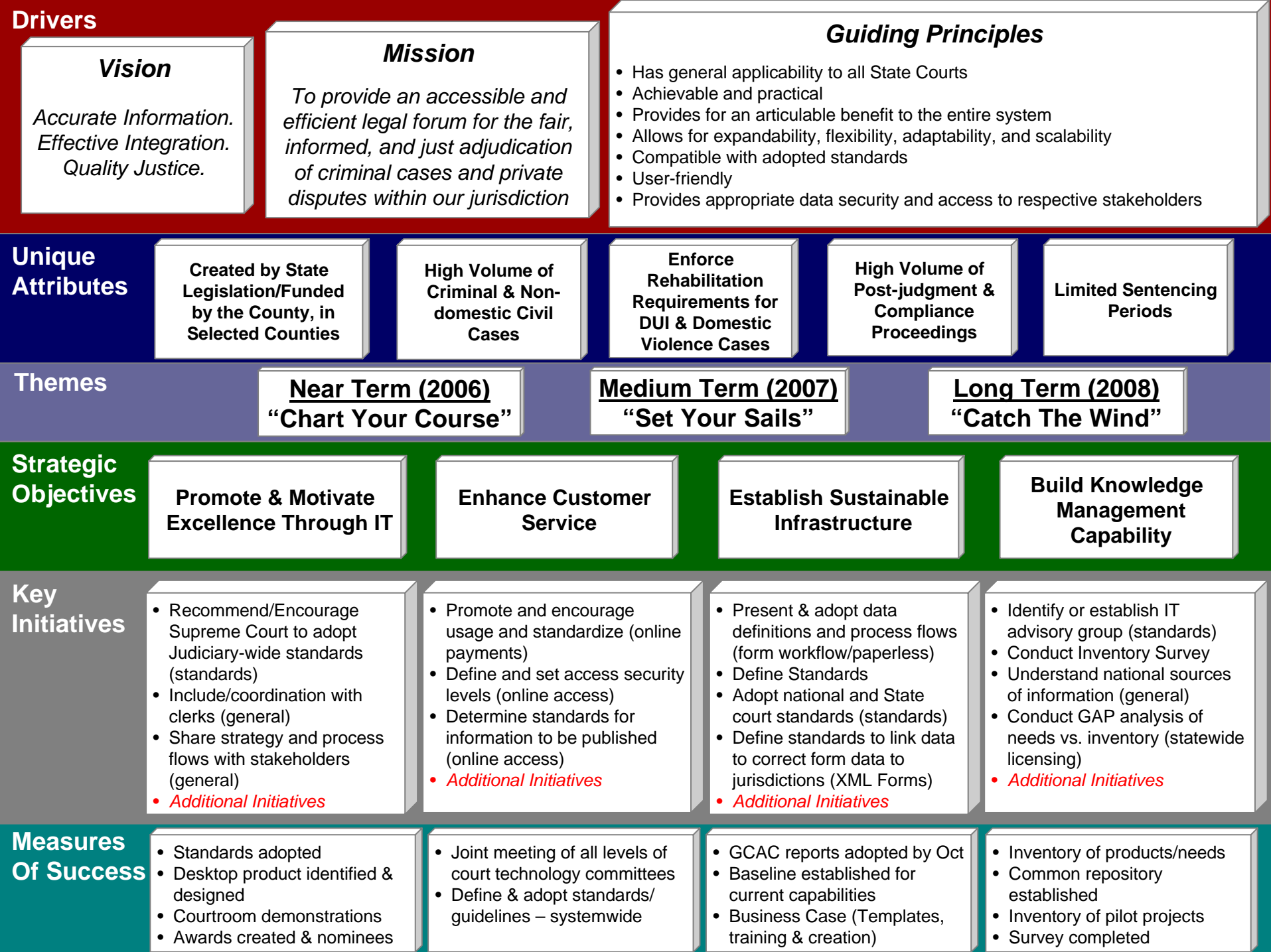
Measures of Success (Targets) – Build Knowledge Management Capabilities (con't)

Measure	Near Term	Medium Term	Long Term
Statewide licensing	<ul style="list-style-type: none">• Determine barriers	<ul style="list-style-type: none">• Compile survey results• Identify overlaps and gaps• Candidates and contracts for negotiation identified	<ul style="list-style-type: none">• Cost Savings



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





Next Steps

Future Use of Plan:

- Common Communication Tool for the Court
- Input to Judiciary-wide IT Strategic Plan
- Foundation for State Court IT Planning
- Initial Indicator to begin seeking available and alternative funding sources

Approval of Plan:

- IT Committee
- Executive Committee
- Council of State Court Judges

Stakeholder Group:

- Owner: Council of State Court Judges
- External: GCAC, AOC, Other Councils, Clerks



Next Steps

Communication Method and Timeframe:

- Draft Report for Executive Committee Meeting – Map and Data Definitions Report (**March 22, 2006**)
- Present IT Strategy to full Council (**May 17-19, 2006**)
- Distribute IT Strategy Plan report to Council (**May 17-19, 2006**)
- Draft survey and present to Council (**May 17-19, 2006**)
- Publish article about Strategic Planning in Newsletter (**April 2006**)
- Start talks with Sidebar for licensing – agreement in place (**May 2006**)
- Judges Desktop design (**Aug 2006**)
- Rollout Judges Desktop (**Oct 2006**)
- Define Technical Awards for excellence (criteria, scoring, nominations) (**May 2006**)
- Present first Technical Awards (**Oct 2006**)
- Create Business Case templates – present to Technology Committee (**May 2006**)
- Spearhead restart of Collaboratives (**Summer 2006**)
- Determine JTCC representatives from the State Courts (**May 2006**)
- Identify current examples of technology implemented in the State Courts and send invites for judges/clerks to visit to see technology in play (**begin immediately** – publish information in newsletter/Listserve/Sidebar)



Next Steps

Communication Method and Timeframe (con't):

- Publish Survey results (**Aug/Sep 2006**)
- Share IT Strategic Plan and Data Definitions reports to external stakeholders after coordinating with other courts (**End of Year 2006**)
- Create Roles and Responsibilities of the IT Advisory Board (**End of Year 2006**)

Ongoing Maintenance of Plan:

- Initiative updates every 6 months
- Strategic Objective reviews/updates every 12-24 months



Next Steps

Provide Final Strategic Plan to GCAC/CSCJ (End of April)

Develop Communication Plan (May)

- Develop communication strategies for external stakeholders (e.g. clerks, etc.)
- Develop communication strategies for High/Medium/Low volume Courts

Develop Implementation Plan for each Strategic Objective (May)

- 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 State Court Leadership team:

- Participate in the creation of the Judiciary-wide IT Strategic Plan to ensure State initiatives are represented.
- Develop a Business Strategic Plan for the State 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:

- Harold Benefield
- Carlton Blair
- Bob Bray
- Maureen Gottfried
- Joseph Iannazzone
- Lawana Moore
- Russ McClelland