FISCAL YEARS 2016—2018

ARIZONA JUDICIAL BRANCH INFORMATION TECHNOLOGY STRATEGIC PLAN

ARIZONA SUPREME COURT

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ARIZONA JUDICIAL BRANCH
INFORMATION TECHNOLOGY STRATEGIC PLAN: 2016 - 2018

EXECUTIVE SUMMARY

The Arizona Judicial Branch is using technology to reach its goals of connecting with and protecting the community. Having built the basic infrastructure to support information gathering and sharing, the judiciary is now working to provide the public, the media, law enforcement, and the legal community convenient access to appropriate court information, especially on such sensitive topics as criminal case dispositions and domestic violence matters as well as general case information.

Chief Justice Scott Bales provides direction for both the courts' business and technology efforts. His vision for the Arizona Judicial Branch is embodied in the publication *Advancing Justice Together: Courts & Communities 2014-2019*.

Having built a robust infrastructure and key "back-office" functions, Arizona court automation continues making major improvements through implementation of "second generation" automated systems, continuing the journey to exploit process efficiencies and economies of scale to better serve citizens.

- At the state level, the supporting infrastructure includes the Arizona Judicial Information Network (AJIN), various database and application servers, and the attached PCs with desktop software.
- Back-office functions at the state level include the limited and general jurisdiction case, cash, jury, juvenile and adult probation and other record management systems statewide, email, Internet/Intranet access, and the central data repositories that support public access, statistical reporting, and analysis.
- For larger courts, especially those jurisdictions having their own self-contained tracking systems, back-office functions include continued maintenance, enhancement, and development of local systems, networks, and desktop environments.

Maintaining, operating, and enhancing this infrastructure and back-office functionality remains a priority to allow courts to keep better records, perform case management functions more efficiently and effectively, and promote greater accountability. Some of these back-office applications have reached the end of their useful life and require replacement. A continued focus in this plan is to replace those systems and expand from back office to front office automation while increasing public access to justice-related information.

Arizona courts will continue to improve their business practices, especially ones to better serve the participants in the judicial process, including law enforcement, the legal community, jury members, victims, self-represented litigants, the media, and the public at large. To that end, the *Arizona Judicial Branch Information Technology Strategic Plan: 2016-2018* aligns with the judiciary's business goals found in the Arizona Judicial publication *Advancing Justice Together: Courts & Communities 2014-2019*, which defines its vision for connecting with and protecting the community.

SERVING THE PUBLIC

Public safety remains a key governing principle that directs automation. Where more complete and timely information is available on criminals, the public is better served. Integration of justice information, especially among criminal justice agencies, supports this goal. The courts continue working for better, closer, and more automated interaction with law enforcement, the Department of Corrections, prosecution and defense agencies, as well as social services agencies, integrating with those systems to the extent possible. Criminal justice agencies are able to respond in the best interests of the public when they have ready access to juvenile and adult probation information, orders of protection, arrest information, and pending DUI cases. The courts have been building their processes and infrastructure to record this information electronically and are now focusing, in cooperation with other criminal justice agencies, on sharing information in real-time, especially warrant information and relevant data for instant background checks associated with firearms purchases.

Being responsive to the public is a key initiative. With enhanced public safety and public service as goals, initiatives include providing for public information access; enhanced "self-service" support for the self-represented, including interactive and Spanish language forms accepted statewide; improved interaction with potential jurors; technological improvements in courtrooms; and an improved ability to provide court functions and interact with the courts remotely. This complements the State of Arizona's initiative for e-government. The Judicial Branch will continue to use technology to improve its ability to offer service in the e-government arena.

IMPROVING EFFICIENCY WITH NEW TECHNOLOGIES

Improving the efficiency of the Judicial Branch processes is an important goal. Several technologies are being implemented to support it. Electronic document management, electronic filing, and judge automation can help the courts manage records more efficiently. The use of audio and video to record court proceedings is another technology solution that is proving both cost-efficient and effective. Use of video conferencing for remote hearings and appearances saves time and transportation costs, and contributes to public safety. Several rural superior courts are continuing to expand its use to address chronic court reporter and court interpreter shortages.

Efforts to address the records management challenges of the court system are maturing. The acquisition of electronic document management systems (EDMS) that include abilities for imaging, electronic filing, document storage, and document archiving for long-term preservation is complete at the superior court and appellate court levels. Several of the largest limited jurisdiction courts have also selected and implemented electronic document management systems. The focus on providing a centralized EDMS along with procedures and processes for more than 100 smaller limited jurisdiction courts that lack the local resources to manage a standalone system continues with more than 50 courts already using the facility. EDMS forms the vital foundation for accepting electronic documents from the public and legal community (e-filing) as well as for providing remote access to case documents. Automated systems and processes have matured to the point where a paper "safety net" may not be as vital as it once appeared to be. Since no paper exists for e-filed documents, minimum technical requirements have been communicated to courts desiring to substitute an electronic record for paper "originals." Business continuity solutions are being examined to ensure that multiple copies of electronic court records are stored in geographically diverse locations to ensure they remain available when needed.

With e-government, integration, electronic documents, and other remote electronic access services comes the need for security and authentication. The Judicial Branch continues stepping up its emphasis on the availability of electronic records as paper becomes less prevalent. As mentioned above, the business continuity critical to preserving the electronic supply chain of justice is being put in place. A statewide approach for electronic authorizations and electronic signatures using a systemic, "simplify and unify" approach is still needed. The interactions with state and local agencies, their needs, and technological capabilities are being reviewed along with

internal branch needs to ensure the appropriate controls are in place for different types of filings.

Maintaining a systemic view continues to be a philosophical foundation that requires adoption of a broader perspective, looking at ways not just to meet an immediate need but also examining and revising business processes for global improvements and solutions. The approach encourages questioning structures, terminology, processes, and procedures, as they exist. It promotes solutions that simplify and bring standardization and uniformity to court interactions statewide. It also complements a heightened awareness of our interdependence – among courts and with other government agencies or justice partners.

ENTERPRISE ARCHITECTURE AND STANDARDS

For more than a decade, the direction of technology in the courts has been towards shared resources, standards, and elimination of duplicate efforts and systems. The 2016-2018 Information Technology Strategic Plan continues projects that foster cooperation and leveraging. Leveraging has become institutionalized as a process, yielding a standards-based technology environment. At the recommendation of the Commission on Technology (COT), a statewide committee providing technology oversight, and its subcommittee, the Technical Advisory Council (TAC), the Arizona Judiciary has adopted technical standards for automation statewide so that development can be shared, training leveraged, and cooperative projects undertaken. The enterprise architecture includes technical industry standards, protocols, and methodologies, and, where business value can be identified, even products and detailed specifications. Arizona Code of Judicial Administration § 1-505 adopted the architecture. See http://www.azcourts.gov/cot/EnterpriseArchitectureStandards.aspx for the details. These detailed standards and specifications provide needed direction to projects conducted at all levels of courts and between courts and justice partners. New procurements of vendor-developed software are also being aligned with the architecture targets.

STANDARDIZING CODES AND PROCESSES

Automation table code standardization supports statewide uniformity of information recorded in case management systems (CMSs). It is difficult to transfer data to other local and state entities, write standardized reports, and aggregate statewide statistics when every court uses different words, abbreviations, or codes for the same thing. This currently presents a problem in the remaining AZTEC courts. Mapping local codes to statewide codes has proven to be very labor intensive with unsatisfactory results. Differences from court to court and bench to bench are being resolved as part of the rollout of the AJACS statewide case management system. Superior Court Clerks and limited jurisdiction court representatives are well into this standardization effort and have delivered both standard codes and associated terms for use with the statewide case management system. The COT maintains and governs these standardized codes and terms for all levels of courts through a code standardization subcommittee.

Creation of standardized processing workflows that take into account the size and level of a court is also a COT recommendation. The approach enables more standardized training and less complex automation since fewer unique practices have to be addressed. "Best practices" for courts' workflow processes are contained within the second-generation case management systems, a direction approved by the Arizona Judicial Council (AJC) several years ago.

NEW SYSTEMS BECOMING REALITY

The drivers for projects to develop and implement second-generation automated systems include:

- Outdated technologies
- Business process inefficiencies
- High maintenance costs and complexities

In the fast-paced world of technology, it is an extraordinary accomplishment to sustain and support an automation system for 10 to 15 years. Many of the courts' systems are this old or older and beyond the end of their life cycles, making technical support very expensive or even impossible. They must be replaced. A project to replace the over-20-year-old JOLTS system using state-of-the-art technology is deploying around the state beginning in Yuma County.

COT and steering committees keep close tabs on the CMS development and implementation efforts as they traverse through critical milestones, to ensure that the finished systems meet the processing needs of a vast majority of courts statewide. Oversight also exists for requested enhancements and new releases of the software.

AZTEC, a statewide case management system (CMS) developed in the late 1980's and implemented in Arizona courts beginning in the early 1990's, is also in the process of being replaced. One final enhancement to AZTEC will likely be necessary for continued supportability of its underlying infrastructure. Other requests are being carefully weighed against the estimated return on investment over the remaining life of the program while the multi-year roll out of AJACS to limited jurisdiction courts takes place. Implementation of AJACS in rural general jurisdiction courts is complete and planned enhancements to the software continue, including consolidation of both levels of court into the very same codeset.

Appellamation, the appellate court CMS developed in the 1990's, is also nearing the end of its design life. A study of possible alternatives concluded that porting the product to supported technology was a far more economical alternative than a total replacement. Several of the larger municipal courts and consolidated justice courts in the state not using AZTEC also find themselves with end-of-life CMSs and the need to undertake expensive, complex development projects to replace them. Adoption of a statewide limited jurisdiction case management system provides the most economical solution to

their technology dilemma. Having been involved in the governance, gap analysis, development, and testing efforts, the remaining courts are now being asked for their adoption plans and timelines.

Simplifying and making more uniform the financial rules and fund allocation procedures remain an important priority. The complexity of the distribution of funds collected by courts increases the challenge of implementing any off-the-shelf vendor software package and makes the maintenance of existing financial systems costly and resource consuming. The judiciary continues to examine financial procedures and statutory requirements to identify ways in which the financial business of courts could be handled more easily. Realistically, courts will not be able to effect change of all the complexity at once. This will be a long-term effort to reduce complexity while resisting efforts or legislation that might introduce additional complexity into the system.

PENALTY ENFORCEMENT PROGRAM

The automation portion of the Penalty Enforcement Program is the Fines, Fees and Restitution Enforcement Project (FARE). One hundred seventy-three courts in all fifteen counties have now implemented the unified FARE process whereby all citations and payments entered into their AZTEC case management system are automatically passed to a collections agency that will:

- Send a reminder notice before the court date (Phoenix only)
- Set up a Web and interactive phone payment service
- Send out delinquency notices
- Perform skip tracing
- Interact with MVD to suspend drivers licenses and vehicle registration renewals (TTEAP)
- Automate the TIP interface
- Set up, bill, and track payment contracts
- Provide outbound calling for further collections effort after noticing has completed.

FARE has collected over $505 million to date on outstanding local debts, disbursed to statutory funds at the local, county, and state levels. Of that amount, over $106 million has been collected via electronic media, the Web, and telephone IVR. Over 787,000 TTEAP holds have been placed with just over 473,000 releases, thus far, a release rate of 60 percent.

CONTINUED FUNDING CHALLENGES

The judiciary faces many challenges in pursuit of these strategic initiatives. Perennially among the greatest challenges, appropriate funding looms even larger in the wake of costly deployment of a new case management system in limited jurisdiction courts and of

the next-generation juvenile probation tracking system, and of electronic case filing statewide with ancillary projects for electronic access to case-related data and documents as well as judge automation tools necessary to enable decision making in an all-electronic environment. In addition, ever increasing technology debt necessitates changes in the acquisition and licensing model for servers, client access device (PC) operating systems, and software used to support courts. New centralized solutions continue to come online, increasing the vital importance of providing necessary business continuity. Achieving justice integration and statewide electronic access to critical court information requires coordination of efforts, detailed standards, and funding. This is difficult when funding is so limited and dispersed among so many different entities statewide. Worse, planned funding for various initiatives has been interrupted by reallocations of JCEF (a state-level automation funding source) by the legislature. Courts continue working to enhance both local and centralized pools of automation funding to leverage the success of what has already been built and carry the judiciary forward in a consistent way to support its goals of improving public safety and public service. Although funding streams currently in place are projected to be sufficient for development, testing, and implementation of currently committed projects, no funding exists for any additional statewide automation system. Without an increase in revenue over time, courts will be able to only maintain automation systems in place by the end of the plan period.

TECHNOLOGY PRIORITIES

The Arizona Judicial Branch's information technology initiatives support its strategic agenda outlined in *Advancing Justice Together: Courts & Communities 2014-2019.* At its June 2015 strategic planning session, the Commission on Technology addressed frustrations of technology project managers by establishing overarching strategic priorities that transcend any specific project. The priorities were affirmed in the order indicated below:

1. Production Support
2. Improve Security
3. Replace Aging Business Systems (e.g., AZTEC, JOLTS)
4. Mitigate Aging Technology Risk (NT Servers, Mumps CMS)
5. Enhance Core Systems with New Functionality
6. Increase Public Facing Services (e.g., eFiling, eAccess)
7. Increase Revenue Flow (e.g., FARE, eAccess)
8. Integrate Systems to Improve Productivity and Capability

COT members also reaffirmed the importance of existing strategic projects while removing a couple of completed projects from the mix. Categories of projects from previous years were removed in light of the newly adopted strategic priorities. Projects were placed in in the order indicated below:

- Deploy New eFiling Engine
- Deploy Judge Automation
- Launch eAccess
- Build Online Citation Payment
- JOLTSaz Deployment
- AJACS - AZTEC Replacement
- AJACS - GJ eFiling & Enhancements
- NICS Reporting
- FARE - Infrastructure Port
- Time Standards Reporting
- eWarrant Pilot
- Data Destruction
- Appellate CMS
- Disaster Recovery Move

The *Advancing Justice Together: Courts & Communities 2014-2019* reflects technology planning for all Arizona courts. Typically, State Appellate Courts and the Superior Court in each county, on behalf of their general and limited jurisdiction courts, prepare or update their information technology strategic plans as the foundation for the statewide planning process. Due to the continuing economic challenges government is facing at all levels, the Commission on Technology voted to require formal plan input from rural courts only every other year. Those accomplishments and directions received in the current planning cycle have been incorporated into the statewide technology activities coordinated by the Administrative Office of the Courts. The most recent individual plans or updates received by county appear in Appendix D.

I. INTRODUCTION

BACKGROUND

The Arizona Judicial Branch consists of the Supreme Court, the Court of Appeals, the Superior Court, Justice of the Peace Courts, and Municipal Courts. The Supreme Court has administrative supervision over all courts in the state and the authority to make rules governing all procedural matters in any court.

The Arizona Judicial Council (AJC), established in 1990, assists the Supreme Court in developing and implementing policies that will provide central direction for court management, consistency in court operations, and coordination of services within the courts. Under the direction of the Chief Justice, the Administrative Office of the Courts provides the necessary support for the supervision and administration of all courts.

The Commission on Technology (COT), under whose auspices the Judicial Branch Information Technology Strategic Plan is developed, is a standing committee of the Arizona Judicial Council. The Commission plays both an advisory and a review role with respect to statewide technology policies, standards, and applications. The Information Technology Division of the Administrative Office of the Courts staffs the Commission and its subcommittees, and typically provides the technical resources for statewide technology projects.

Both the AJC and the COT are statewide, multi-disciplinary, governance groups having representation from all levels of the judicial branch, as well as the executive branch, the State Bar, local government, the legal community, and the general public.

The Arizona Judicial Branch has turned to technology as one means to meet its goal to provide an independent, accessible, and integrated judicial system in accordance with constitutional mandates. There are many compelling reasons that the court is looking to automation to meet today's demands for information and efficient processing. The following strategic plan maps out the future direction of Arizona's Judiciary in information technology architecture and projects for the three-year period including Fiscal Years 2016 through 2018.

The Arizona Judicial Branch is proud of its accomplishments in information technology over the 25 years since statewide efforts towards technology planning and statewide systems and standards began in earnest.

- Most juvenile court-related functions are automated on JOLTS (now being updated as JOLTSaz and integrated with a youth assessment tool to implement evidence-based practices).
- All superior courts are automated using the same, centrally supported and managed system, AJACS, apart from the high volume courts in Maricopa and Pima counties. Only a handful of limited jurisdiction courts continue to use legacy case management systems. Development of enhancements to AJACS to

meet limited jurisdiction court requirements are now in use at the pilot municipal court, Apache Junction.

- Adult probation offices in all 15 counties continue to use the same statewide reporting and statistical data collection system and a second-generation adult probation tracking system. APETS, initially developed and implemented in Maricopa County, is implemented statewide, placing all adult probation information within a single database.
- A training program to support common court "best practices" processes and procedures has been developed and implemented. It addresses the automation training needs of the courts, providing both partial funding for staffing a training function in each county court system and also statewide training programs.
- A centralized repository of all court protective orders is available for query by law enforcement. A similar path is continuing to be pursued for arrest warrants throughout the state.
- Public access to case information consolidated from 153 Arizona courts is available via a central Internet location for lookup of cases by name or case number. In addition, certain courts in the state provide Internet access to information about cases within their jurisdiction. A subscription feature also exists for public case information. Efforts to enable public access to case-related documents online to the extent allowed by court rule are nearing completion.
- All clerks of the superior court continue digitizing paper filings using electronic document management systems. Several prominent limited jurisdiction courts have implemented standalone electronic document management systems, as well. Because document management is a key enabler for electronic case filing, the AOC has constructed a central document repository for both public access and enhancing courts' business continuity. More than 50 smaller limited jurisdiction courts are already employing the central solution, enabling their paper documents to be disposed of after quality assurance steps have been taken.
- Efforts to meet judges' needs for decision making using electronic documents are underway in two courts. As the digital tipping point is reached, judges will be provided the tools necessary to track and perform their vital work with the digital ecosystem.

The *Fiscal Year 2015 Accomplishments* section provides a detailed listing of last year's major information technology accomplishments.

The demands of the public to access court records, information sharing among the courts and other criminal justice agencies, plus the sheer volume and complexity of justice transactions are focusing the Judiciary on modernizing the courts' use of technology. The court continues addressing technology-hostile court rules and inconsistent local practices, especially in the arena of electronic case filing/access. In this era of reduced revenues, Court leadership continues to use technology to improve the effectiveness of court business processes as well as to improve the entire criminal justice system.

The Arizona Judicial Branch recognizes its role in the enhancement of the criminal justice system as a whole in the state. While much progress has been made within each criminal

justice function to improve operational effectiveness, it is now widely acknowledged that criminal justice agencies must collaborate to bring about much needed systemic improvements. The first project to address the justice integration initiative was the electronic reporting of criminal dispositions to the Department of Public Safety (DPS). Related projects are planned to improve the exchange of accurate data among the various criminal justice functions before submittal to the common criminal justice history files. Being central to the criminal justice system, the courts play a critical part in the successful accomplishment of local integration initiatives.

Electronic Document Management (EDM), which includes electronic filing, document imaging, and the integration of documents with other applications, remains an important initiative of the chief justice. An EDM project addresses both back- and front-office functions. Without a basic infrastructure made up of document repositories, software to manage them, and sufficient network bandwidth to support document transmissions, courts cannot begin to accept electronic documents from other agencies. Now that the basic infrastructure is in place, along with a systemic analysis to alter existing document handling and filing processes, courts are able to respond to requests to accept electronic filings from the law enforcement, prosecution, and legal communities. Efforts continue to enable process and technology changes that provide judicial officers with access to electronic documents from the bench, in chambers, and from remote locations.

New case management system development projects address replacement of two core systems, AZTEC and JOLTS, as they are approaching the end of the automation life cycle. Next-generation systems significantly reduce the level of clerical effort needed for data entry and update functions by enabling automated exchange of data among criminal justice agencies. Rather than placing all functionality within a single enterprise system controlled by the court, the integration model being pursued calls for loosely coupling disparate systems using defined standards for data exchange like GJXML and the NIEM as well as an enterprise service bus (ESB) for transaction-based services.

The 2016-2018 Information Technology (IT) Plan continues to support the core functionality of the existing statewide applications. In particular, the AZTEC case management system will be maintained and modified, as required, to provide its remaining user courts with benefits that will exceed the level of effort necessary to maintain it as it approaches the end of its long life. The new AJACS CMS will be maintained and enhanced to address legislated changes as well as critical business needs.

The Arizona Judicial Branch's IT Strategic Plan for Fiscal Years 2016-2018 offers a strategic direction for the information technology resources and activities in the Judiciary. It results from a formal planning process, which began with updates to various IT plans at the county level. These supporting plans are included in Appendix D. Rural courts' plans are now updated only every other year, following a decision by the Commission on Technology several years ago.

This plan first presents the Judiciary's business strategic initiatives. Those initiatives are defined in Sections III and IV. Then, the IT initiatives supporting these business needs are outlined.

The IT strategic initiatives are:

- Promote a Systemic Thinking Approach to Problem Solving with Technology
- Provide Infrastructure that Facilitates Effective Communication and Integration
- Enhance Security and Disaster Recovery to Protect Court Technology-Related Assets and the Reputation of the Judiciary
- Standardize Processes and Solutions to Improve Efficiency and Effectiveness
- Complete and Enhance Second-Generation Statewide Automation Projects
- Improve Data Exchange, Communications, and Public Access
- Digitize the Court Environment
- Provide Administrative Support Functions

Finally, major IT strategic projects are outlined.

The Commission on Technology and its subcommittees provide a strong, active force for directing technology efforts and funding. Its members deserve special thanks for the fine job they are doing in providing leadership in technology to the Arizona Judicial Branch. Members of Commission on Technology and its subcommittees, Court Automation Coordinating Committee, the Technical Advisory Council, and the Probation Automation Coordinating Committee are provided below.

COMMISSION ON TECHNOLOGY- (COT) 2014-2015 MEMBERSHIP LIST	
CHAIR **HON. JOHN PELANDER** Vice Chief Justice Arizona Supreme Court	**STAFF** **STEWART BRUNER** Strategic Planning Manager Arizona Supreme Court, AOC
KENT BATTY Court Administrator Superior Court in Pima County	**BENNETT EVAN COOPER** Partner, Steptoe & Johnson AZ State Bar
MICHAEL BAUMSTARK Deputy Administrative Director Arizona Supreme Court, AOC	**RAYMOND BILLOTTE** Court Administrator Superior Court in Maricopa County
RANDOLPH A. BARTLETT Judge Superior Court in Mohave County	**JOHN REZZO** Information Technology Director Snell & Wilmer L.L.P.
JOHN LUCAS IT Director/CIO, Graham County County Supervisors' Association of Arizona	**DIANE JOHNSEN** Chief Judge Court of Appeals, Division I
MICHAEL JEANES Clerk of the Court Superior Court in Maricopa County	**TIVO ROMERO** Chief Probation Officer Santa Cruz County
THOMAS L. SCHOAF Mayor, City of Litchfield Park League of Cities and Towns	**ROXANNE K. SONG ONG** Chief Presiding Judge (Retired) City of Phoenix Municipal Court
GARY KRCMARIK Court Administrator Superior Court in Coconino County	**MICHAEL MILLER** Judge Court of Appeals, Division II
VIRLYNN TINNELL Clerk of the Court & Jury Commissioner Mohave Superior Court	**CHRISTOPHER HALE** Court Administrator Tucson City Court

TECHNICAL ADVISORY COUNCIL- (TAC) 2014-2015 MEMBERSHIP LIST	
CHAIR **KARL HECKART** Chief Information Officer, ITD Director Arizona Supreme Court, AOC	
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RANDY KENNEDY Court Automation Manager City of Scottsdale Municipal Court	**CARY MEISTER** Information Technology Manager Superior Court of Yuma County
JARED NISHIMOTO Court IS Coordinator Superior Court in Coconino County	**LAURA JOHNSTON** IT Director Superior Court in Pima County
PAUL COULOMBE Court Information Specialist Superior Court in Gila County	**KYLE RIMEL** Court Technology Services Director Superior Court in Mohave County
JAMES TOWNER IT Director Court of Appeals, Div I	**RJ HURLEY** Technology Operations Director Superior Court in Pinal County
	STAFF **STEWART BRUNER** Strategic Planning Manager Arizona Supreme Court, AOC

COURT AUTOMATION COORDINATING COMMITTEE- (CACC) 2014-2015 MEMBERSHIP LIST	
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JULIE DYBAS Deputy Court Administrator City of Scottsdale Municipal Court	**CHRISTOPHER HALE** Court Administrator City of Tucson Municipal Court
DONALD JACOBSON Court Administrator City of Flagstaff Municipal Court	**PHILLIP KNOX** General Jurisdiction Court Administrator Superior Court in Maricopa County
RONA NEWTON Director of IT and Research Pima County Juvenile Court Center	**RON OVERHOLT** Deputy Court Administrator Superior Court in Pima County
JANIE RANDALL Court Administrator Cottonwood Municipal Court	**JEFF MANGIS** Chief Deputy Clerk Superior Court in Coconino County
PAUL THOMAS Court Administrator City of Mesa Municipal Court	
	STAFF **STEWART BRUNER** Strategic Planning Manager Arizona Supreme Court, AOC

PROBATION AUTOMATION COORDINATING COMMITTEE- (PACC) 2014-2015 MEMBERSHIP LIST	
CHAIR **RONA NEWTON** Director of IT and Research Pima County Juvenile Court Center	
BARBARA BRODERICK Chief Juvenile Probation Officer Maricopa County Adult Probation	**DELCY G. SCULL** Director Cochise County Juvenile Court Services
DAVID F. SANDERS Chief Probation Officer Superior Court of Pima County	**AMY STUART** Information & Research Manager Arizona Supreme Court
KIP ANDERSON Court Administrator Superior Court of Mohave County	**PAULA TAYLOR** APETS Business Manager Arizona Supreme Court
	STAFF **BOB MACON** Probation Automation Manager Arizona Supreme Court, AOC

II. PLANNING METHOD AND PARTICIPANTS

The Judiciary's planning process is a major Judicial Branch activity involving many people and organizations. It includes:

- The Chief Justice
- The Director of the Administrative Office of the Courts (AOC)
- Division Directors of the AOC
- The Arizona Judicial Council and its subcommittees, which includes the Commission on Technology
- Members of the public
- Presiding judges
- Clerks of the court
- Judges
- Court administrators
- Chief probation officers
- Court staff throughout the state

The planning process emphasizes the alignment of business goals and the IT strategies and projects.

Building on the foundation of former Chief Justices Ruth V. McGregor and Rebecca White Berch, who targeted five main business goals through the Judicial Branch's strategic agenda, ***Advancing Justice Together: Courts & Communities 2014-2019***, adopted in June 2014 with the ascension of Chief Justice Scott Bales, identifies the following as the Judiciary's goals:

- Promoting Access to Justice;
- Protecting Children, Families, and Communities;
- Improving Court Processes to Better Serve the Public;
- Enhancing Professionalism within Arizona's Courts; and
- Improving Communications and Community Participation.

The process by which the goals were updated involved stakeholder collaboration as well as meetings with presiding judges, clerks of court, members of the Arizona Judicial Council and key court staff throughout the Judiciary. This agenda focuses on collaboration between courts and communities in the effort to increase public trust in court systems and to sustain confidence that individual rights are being protected and all Arizona citizens are being treated fairly.

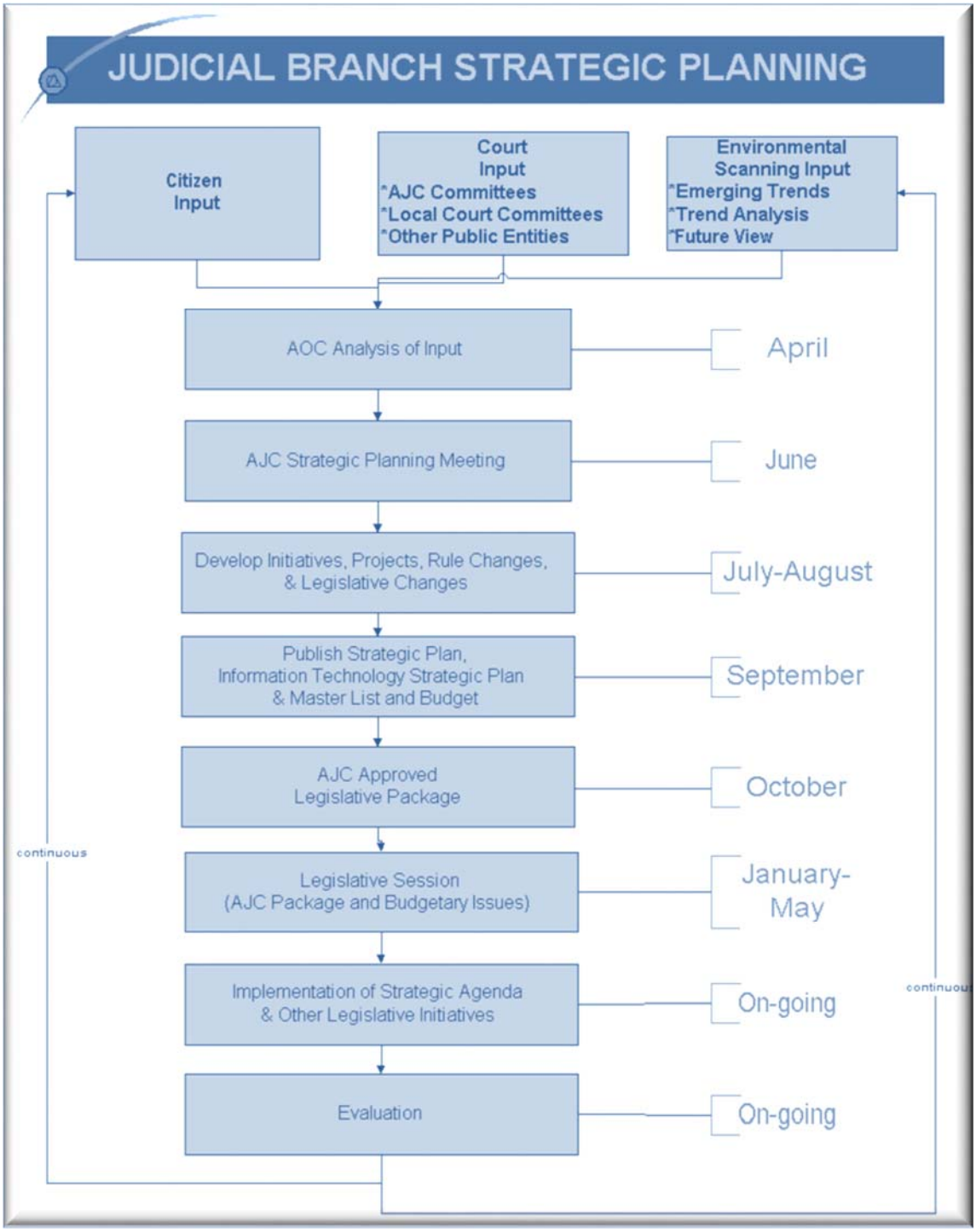
This is the nineteenth year that the Judiciary has published a formal information technology plan; each year the strategic IT initiatives have been reassessed and re-prioritized to assure they meet the stated mission and strategic organizational initiatives of the Judiciary. IT initiatives were crafted to support business goals that appear in

Advancing Justice Together: Courts & Communities 2014-2019. The timeline for the development of this IT strategic plan was as follows:

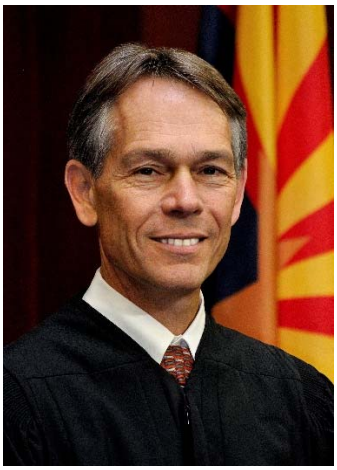
SEPTEMBER 2014
Commission on Technology continued its requirement for only biennial updates from the rural counties and for separating the business drivers update process from the technology updates. COT directed an ad hoc subcommittee to propose a "minimum-effort" update process for Maricopa and Pima courts for use in the plan cycle.
OCTOBER 2014
Previous plans were distributed to the seven counties not updating their strategic plans last year. Representatives from AOC, Maricopa, and Pima proposed an "off-year" minimum effort process and an "on-year" process having a more traditional effort level.
JANUARY 2015
Business input from counties was reviewed and prepared for presentation to Commission on Technology. In addition, project and technical portions of the document were distributed to contacts in the counties for update.
MARCH/APRIL/MAY 2015
Seven updated County Court Information Technology Strategic Plans were submitted to AOC for review and analysis along with the Maricopa and Pima "lite" updates. Staff prepared summaries of the plans for the use of COT members in the annual planning meeting.
JUNE 2015
Commission on Technology members identified project priorities for FY2016. COT also reviewed the revised County Court Information Technology Strategic Plans and "lite" updates submitted. AJC subsequently reviewed the project priorities and approved funding for the strategic priorities recommended by COT.
SEPTEMBER 2015
Commission on Technology approved the Arizona Judicial Branch Information Technology Strategic Plan for 2016-2018 at its September meeting. Following final edits, the plan was submitted to ADOA ASET and JLBC as required by A.R.S. 41-3504(f).

Figure 1 below illustrates the typical processes and timing of the Arizona Judicial Branch Strategic Planning effort.

FIGURE 1. ARIZONA JUDICIAL BRANCH STRATEGIC PLANNING



III. JUDICIAL BRANCH VISION



By implementing electronic case filing and access statewide, identifying best practices for various court operations, and developing new programs like veterans courts and the use of video remote interpreters, we will strive to better serve our communities, including those who are most vulnerable, such as children, the elderly, and victims of human trafficking or other crimes..

From… Advancing Justice Together: Courts & Communities 2014-2019

The Honorable Scott Bales assumed the leadership of the Judiciary in June 2014, becoming Chief Justice of the Arizona Supreme Court. He has provided direction to the Arizona Courts with his statement of Judicial Branch strategic initiatives in *Advancing Justice Together: Courts & Communities 2014-2019,* released in June 2014. The vision encompasses five broad goals, each associated with several key strategic business needs. This agenda is a road map to increasing the public's trust in and access to the court system.

PROMOTING ACCESS TO JUSTICE

Arizonans look to our courts to protect their rights and to resolve disputes fairly and efficiently. To serve these ends, Arizona's judicial branch must work to ensure that all individuals have effective access to justice. This goal is advanced not only by examining legal representation for moderate and low-income persons, but also by helping self-represented litigants and others navigate the judicial process and by using technology to make courts more accessible to all.

PROTECTING CHILDREN, FAMILIES, AND COMMUNITIES

The Arizona Judiciary has long made it a priority to protect our state's most vulnerable populations. We have reformed our juvenile courts to provide timely hearings and due process in child neglect and dependency cases. We have reformed our probate rules and laws to ensure our elderly have adequate protections against exploitation and abuse. Every day, we protect our communities by holding juvenile and adult probationers

accountable and providing the treatment and rehabilitative services they need to once again become productive and law-abiding members of the community.
While continuing our commitment to protecting the young and elderly, we also should expand the use of problem-solving courts to better serve individuals who may have specialized needs. Our communities look to courts not only to decide cases, but also to solve problems.

IMPROVING COURT PROCESSES TO BETTER SERVE THE PUBLIC

Providing access to justice requires our courts to continually strive to maintain and improve upon existing processes and systems which ensure effective and efficient case management and use of information and resources. Judges and court staff need the appropriate resources and training to ensure all cases are heard in a timely manner and processed efficiently. Also, our justice system partners and the public should be able to access courts and court information in the most efficient ways possible. While implementing planned technology improvements, we must also find ways to improve existing practices and policies to further ensure that public resources are used effectively, efficiently, and accountably.

ENHANCING PROFESSIONALISM WITHIN ARIZONA'S COURTS

Judicial excellence, staff competency, and professionalism are critical to maintaining Arizona's national reputation for innovation and leadership within its judiciary. Court personnel at every level must maintain the high level of service and professionalism exhibited daily in courts across the state.

IMPROVING COMMUNICATIONS AND COMMUNITY PARTICIPATION

Public awareness of the role of the judicial branch and what courts do on a daily basis is essential to ensuring trust and confidence in a judicial system that seeks to provide fair and impartial access to all. With so many media and social networking choices available today, courts can improve how they inform the public about court events and opportunities to serve as volunteers.

IV. JUDICIAL BRANCH STRATEGIC INITIATIVES

ADVANCING JUSTICE TOGETHER

COURTS & COMMUNITIES

2014 - 2019

GOAL 1
PROMOTING ACCESS TO JUSTICE

Arizonans look to our courts to protect their rights and to resolve disputes fairly and efficiently. To serve these ends, Arizona's judicial branch must work to ensure that all individuals have effective access to justice. This goal is advanced not only by examining legal representation for moderate and low-income persons, but also by helping self-represented litigants and others navigate the judicial process and by using technology to make courts more accessible to all.

To serve these ends, Arizona's judicial branch must work to ensure that all individuals have effective access to justice. This goal is advanced not only by examining legal representation for moderate and low-income persons, but also by helping self-represented litigants and others navigate the judicial process and by using technology to make courts more accessible to all.

1-A
ACCESS TO JUSTICE

Our courts should work with others in government and our communities to assess the legal needs of modest to low-income individuals and to develop strategies to better serve those needs.

ACTION PLAN

- **Create a statewide commission, including members of the public, to study and recommend ways to promote access to justice**
- **Identify ways to promote participation by lawyers in access to justice initiatives and recognize them for their professional and financial contributions.**
- **Identify ways to improve funding for the judicial branch and the courts' ongoing ability to provide access to court services.**

1-B
SERVICES FOR SELF-REPRESENTED LITIGANTS

Many people cannot afford or choose not to obtain legal representation in court proceedings. Consequently, the courts must be prepared to assist self-represented individuals in understanding court processes and legal procedures.

ACTION PLAN

- **Expand access to web-based forms, e-filing, and information describing legal terms and court procedures.**
- **Ensure court forms and information, whether in electronic or paper form, are easily understandable.**
- **Collaborate with legal services agencies and the Arizona Foundation for Legal services and education to develop strategies to expand legal and other self-help services for modest- to low- income litigants.**
- **Provide front-end triage and referral services to assist self-represented litigants in identifying and obtaining appropriate services.**
- **Explore programs to recruit and train college students and other volunteers to work in legal self-help centers to:**
  - Assist with legal workshops,
  - Help complete legal forms, and
  - Provide information and referrals.
- **Explore the use of technology-based access to justice solutions being developed in other courts.**

1-C
SERVICES FOR LIMITED ENGLISH PROFICIENT LITIGANTS, DEFENDANTS, AND OTHER COURT PARTICIPANTS

Limited English language skills should not be a barrier to accessing justice. Arizona's courts have significantly expanded access to interpreter services and translated forms, instructions, and court information. Work remains to be done, however, particularly given our evolving and diverse population and changing technology.

ACTION PLAN

- **Develop strategies for increasing the availability and quality of court interpreters and interpreter services, including:**
  - Expanding the remote video interpreting project, and,
  - Identifying other opportunities to use technology in providing language assistance services to litigants, witnesses, and others.
- **Develop strategies to expand the use of alternative language court forms, instructions, and information both at courthouses and online.**

1-D

ACCESS TO COURTS AND COURT INFORMATION USING TECHNOLOGY

Technological change provides ongoing opportunities for the court system to enhance and increase access to courts, court proceedings and court information. Previous strategic agendas have set Arizona courts on a path to increased electronic access for the public and court community alike. This agenda continues those efforts and seeks to further advance the ability for court users to locate information, file documents and receive court notifications electronically, and remotely participate in court proceedings.

ACTION PLAN

- **Expand electronic access to court documents and data with appropriate protections for security and privacy.**
- **Extend e-filing to courts statewide.**
- **Establish a web-based online payment system for drivers wanting to plead responsible and pay civil traffic tickets and minor misdemeanor charges.**
- **Create an electronic noticing system to remind parties, probationers, and other court participants of upcoming court dates.**
- **Identify other opportunities for video hearings and other remote electronic court appearances.**

GOAL 2
PROTECTING CHILDREN, FAMILIES, AND COMMUNITIES

The Arizona Judiciary has long made it a priority to protect our state's most vulnerable populations. We have reformed our juvenile courts to provide timely hearings and due process in child neglect and dependency cases. We have reformed our probate rules and laws to ensure our elderly have adequate protections against exploitation and abuse. Every day, we protect our communities by holding juvenile and adult probationers accountable and providing the treatment and rehabilitative services they need to once again become productive and law-abiding members of the community.

While continuing our commitment to protecting the young and elderly, we also should expand the use of problem-solving courts to better serve individuals who may have specialized needs. Our communities look to courts not only to decide cases, but also to solve problems.

2-A
CENTER FOR EVIDENCE-BASED PRACTICES

"Evidence-based practices" are identified by rigorously studying the effects of different policies and processes. Important research regarding evidence-based practices in the legal system is underway throughout the nation. Although the Arizona judiciary has successfully incorporated evidence-based practices in probation services, Arizona's courts must stay current with this research and remain a leader in implementing successful approaches. The Arizona Center for Evidence-Based Practices will support these efforts. The Center will bring together judicial leaders, researchers, and practitioners to design the best programs to promote juvenile and adult offender accountability, rehabilitation, crime reduction, and community protection.

ACTION PLAN

- **Improve and expand the use of evidence-based practices to determine pre-trial release conditions for low-risk offenders.**
- **Evaluate and, as appropriate, implement new or expanded evidence-based programs for Arizona's Adult and Juvenile Probation services. Programs to evaluate include:**
  - Supervision of the seriously mentally ill,
  - Positive adult mentoring of juvenile probationers,
  - Effective practices to reduce the risk of violence, especially gun violence involving probationers,
  - Effective community re-entry for adults and youth after incarceration or detention,
  - Family inclusive probation supervision and services, and
  - Effective community supervision programs to reduce adult and juvenile recidivism
- **Encourage and support the use of evidence-based services and interventions for children and families for reunification and permanency in dependency cases.**
- **Encourage and support the educational needs of all youth under court supervision as a critical factor in future well-being.**

2-B
PROBLEM-SOLVING COURTS

Problem-solving courts must also follow evidence-based practices to succeed. Although some Arizona courts have implemented problem-solving courts, there is a continuing need to create courts designed to serve the distinct needs of certain individuals, such as homeless courts, drug courts, veterans courts, and mental health courts.

ACTION PLAN

- **Collaborate with justice partners, treatment providers, and other community service entities to expand problem-solving courts including drug, homeless, veterans, mental health, and domestic violence courts.**
- **Develop evidence-based practices bench books, training, and other information for judges assigned to problem-solving courts.**
- **Identify strategies, including statutory changes, allowing multi-court collaboration and use of technology to establish and expand problem-solving courts across jurisdictional boundaries.**

2-C
REGULATING THE PRACTICE OF LAW TO PROTECT THE PUBLIC

The Supreme Court regulates the practice of law in order to protect the public. Litigants and other represented parties expect competency and professionalism from their lawyers. The Supreme Court promotes these goals by establishing and enforcing standards of competency and ethical conduct and by taking disciplinary action against those who violate these standards.

ACTION PLAN

- **Review attorney admission requirements and protocols to determine if changes are needed to promote higher standards of lawyer competency and professionalism.**
- **Review the current Supreme Court Rules establishing the State Bar to assess how well the current governance structure allows the State Bar to fulfill its mission of protecting the public and improving the legal profession.**
- **Review rule changes proposed by the American Bar Association's "Commission on Ethics 20/20" to determine if changes to the ethical rules for Arizona attorneys are desirable.**
- **Continue to evaluate the Arizona Bar examination requirements to ensure that the exam is evidence-based, tests lawyer competency, protects the public, and improves the legal profession.**
- **Develop best practices training for parents' counsel in juvenile dependency cases.**
- **Explore ways to enhance mentoring for new attorneys.**

2-D
HUMAN TRAFFICKING

Human trafficking, often referred to as modern-day slavery, is commanding increased attention from courts and communities across the nation. Trafficking threatens some of our most vulnerable individuals, including young people who have been involved in the foster care system or juvenile courts. Human trafficking raises many challenges for state courts, which need to better identify human trafficking crimes

and victims, develop strategies to handle such cases, assist persons who are victimized, and protect those at particular risk of becoming victims.

ACTION PLAN

- **Collect and analyze information on the scope and impact of human trafficking-related cases in Arizona courts and develop recommendations on the appropriate role of the state court system in addressing this issue.**

GOAL 3
IMPROVING COURT PROCESSES TO BETTER SERVE THE PUBLIC

Providing access to justice requires our courts to continually strive to maintain and improve upon existing processes and systems which ensure effective and efficient case management and use of information and resources. Judges and court staff need the appropriate resources and training to ensure all cases are heard in a timely manner and processed efficiently. Also, our justice system partners and the public should be able to access courts and court information in the most efficient ways possible. While implementing planned technology improvements, we must also find ways to improve existing practices and policies to further ensure that public resources are used effectively, efficiently, and accountably.

3-A
JUDICIAL SYSTEM PROCESS IMPROVEMENT

As case filings increase and more people interact with the courts each day, the court system must continue to identify ways to improve judicial system processes. This effort requires that judges, clerks, court administrators, and staff have the tools needed to timely and efficiently process cases.

ACTION PLAN

- **Improve timeliness and efficiency of civil, criminal, juvenile, family, and probate case processing in Arizona courts by:**
  - Adopting case processing time standards,
  - Revitalizing caseflow management efforts statewide, including principles of differentiated case management, court control over the pace of litigation, and compliance with rules governing case processing time requirements,
  - Providing case management system enhancements, including reporting capabilities,
  - Implementing e-bench tools that allow judges to more efficiently manage and resolve cases,
  - Providing judicial workload tools to assist presiding judges when making case assignments, and
  - Implementing relevant performance, customer service, and case management measures.
- **Identify and implement ways to improve the process of jury selection and service.**
- **Review certain Arizona Rules of Court to restyle, simplify, and clarify the rules.**
- **Identify and implement case management and judicial officer assignment practices for commercial litigation to timely resolve cases and reduce costs to litigants and the court.**

3-B
COURTHOUSE FACILITIES AND SECURITY

Arizona's courts are forums for resolving difficult issues that affect people in vital aspects of their lives, including cases involving domestic relations, parental rights, and individual liberty. Emotions can run high in court proceedings. Our courthouses must be a safe place for all who enter their doors.

ACTION PLAN

- **Establish courthouse and courtroom security standards.**
- **Conduct a needs assessment for courthouse security infrastructure.**

- **Develop training standards and skill development opportunities for court security officers.**

3-C
NEXT GENERATION CASE MANAGEMENT SYSTEMS

Case management systems support the work of the courts and probation services. Many of these systems have been in place for more than a decade and require updating or replacement. This effort will take time and considerable investment of human and financial capital.

ACTION PLAN

- **Implement Arizona Judicial Automated Case System (AJACS) in limited jurisdiction courts.**
- **Fully implement Juvenile On-Line Tracking System (JOLTSaz) in juvenile courts.**
- **Integrate Adult Probation Enterprise Tracking System (APETS) with AJACS.**
- **Enhance or replace appellate case management systems.**

3-D
COURT DATA REPOSITORIES AND JUSTICE SYSTEM DATA EXCHANGES

Technology has enabled the court system to vastly improve court processes and provide quick access to court information. New technologies and data exchange protocols create new opportunities for data sharing among justice system entities. The judicial branch must continue initiatives to provide criminal justice system participants access to accurate and complete data needed to perform their duties.

ACTION PLAN

- **Implement the Central Case Index system to enable the flow of critical court data to and from federal, state, and local justice system entities.**
- **Collaborate with other justice system entities to develop and implement data collection and exchange strategies that leverage technology, including:**
  - Expanding e-warrants project to other justice system entities,
  - Modernizing the state's warrant repository system,
  - Making mental health court orders available to appropriate criminal justice and treatment officials,
  - Making condition of release information available to appropriate criminal justice officials, and
  - Improving accuracy and completeness of the state's criminal history repository and National Instant Criminal Background Check System (NICS).

GOAL 4
ENHANCING PROFESSIONALISM WITHIN ARIZONA'S COURTS

Judicial excellence, staff competency, and professionalism are critical to maintaining Arizona's national reputation for innovation and leadership within its judiciary. Court personnel at every level must maintain the high level of service and professionalism exhibited daily in courts across the state.

4-A
JUDICIAL EXCELLENCE

A highly respected judiciary is at the core of judicial excellence. The judicial branch must continue the professional development of new and veteran judges to ensure they adhere to the highest standards of competence, conduct, integrity, professionalism, and accountability.

ACTION PLAN

- **Examine current systems for ensuring new and veteran judges are well-prepared for the courtroom, including but not limited to:**
  - Assessing new judge training and orientation,
  - Establishing a skill enhancement program for experienced judges based on mentoring and education services, and
  - Ensuring an efficient and effective judicial oversight process exists to monitor judges' performance and to address public concerns.
- **Expand educational opportunities for appellate judges.**
- **Collaborate with the State Bar on educational programs of mutual interest to judges and lawyers.**
- **Conduct a judicial education needs assessment to identify new or enhanced training for judges including, but not limited to:**
  - Cultural competency and implicit bias
  - Procedural fairness,
  - Forensic science,
  - Delinquency case processing, and
  - Effective use of technology on the bench, in chambers, and remotely.
- **Develop web-based training on best judicial practices for protective order procedures and criminal case proceedings involving child victims.**

4-B
JUDICIAL BRANCH LEADERSHIP

Developing effective court leadership is essential to maintaining a high level of professionalism and competency within the judicial branch.

ACTION PLAN

- **Develop judicial leadership and leadership team programs.**
- **Prepare court leadership for next generation case management systems and technology.**

- **Provide resources for presiding judges and other court leaders to effectively plan for succession in court management.**

4-C
WORKFORCE DEVELOPMENT

Judicial branch employees who are not judges must possess the tools and skills needed to properly and timely process cases, accurately maintain court records, and properly supervise juvenile and adult offenders in the community. Our workforce development plans must include training methods that are convenient, timely, and relevant.

ACTION PLAN

- **Enhance the use of web-based video/audio conference capability to train court employees.**
- **Develop guidelines on the use of social media by court employees in the workplace.**
- **Continue efforts to recruit and retain a culturally diverse workforce at all levels within the judicial branch.**
- **Evaluate the need for wellness initiatives for judicial and other court staff.**

GOAL 5
IMPROVING COMMUNICATIONS AND COMMUNITY PARTICIPATION

Public awareness of the role of the judicial branch and what courts do on a daily basis is essential to ensuring trust and confidence in a judicial system that seeks to provide fair and impartial access to all. With so many media and social networking choices available today, courts can improve how they inform the public about court events and opportunities to serve as volunteers.

5-A
VOLUNTEERISM

Arizona's courts at all levels depend on volunteers to assist in fulfilling the judiciary's many functions and responsibilities—from judicial selection and performance review, to foster care review boards and CASA volunteers, to providing community outreach. While each component of the judiciary continually seeks out a talented and diverse volunteer base, the judicial branch as a whole can do more to enhance the importance and reward of serving as a volunteer in court programs.

ACTION PLAN

- **Establish public service recruitment and recognition programs to further engage community participation in our judicial system.**
- **Identify ways to enlist the help of retired judges and lawyers to provide community outreach and to act as ambassadors for the judiciary.**
- **Continue efforts to recruit volunteers who reflect the diversity of our communities.**

5-B
COMMUNICATION WITH THE PUBLIC AND EDUCATION COMMUNITIES

In a world of nearly instantaneous access to information, Arizona courts must be proactive in communicating with the general public, elected officials, and other government entities.

ACTION PLAN

- **Communicate effectively with the public about the role of courts in a free society, how courts serve our communities, and progress in achieving this agenda's goals.**
- **Promote civic education by supporting programs such as "We the People," mock trial, and iCivics; partnering with teachers and others in the education community; and conducting appellate arguments in local schools and other community locations.**
- **Use juror "downtime" to provide prospective jurors with information about the role of courts and public involvement in the justice system.**
- **Update speaker's toolkit for judges and other court leadership to use when making presentations.**
- **Increase use of social media to improve communications with the public.**

5-C
COMMUNICATIONS WITHIN THE BRANCH AND WITH OTHER BRANCHES OF STATE AND LOCAL GOVERNMENT

The judicial branch has many components. Although increased integration and technology have improved communications, Arizona courts should strive to further enhance communications across programs, jurisdictions, and branches of government.

ACTION PLAN

- **Reinstitute the "View from the Bench" program for the Superior Court and limited jurisdiction courts and invite local and state policy makers to participate.**
- **Publish an electronic newsletter and identify other ways to improve communication within the branch regarding projects and important events.**
- **Use juror "downtime" to provide prospective jurors with information about the role of courts and public involvement in the justice system.**
- **Identify ways to improve communication among the branches of county and city governments.**

V. TECHNOLOGY GOVERNANCE, INITIATIVES & ALIGNMENT

BACKGROUND

The Commission on Technology has identified information technology goals, strategic initiatives, and strategic projects that support the vision and strategic initiatives of ***Advancing Justice Together***. Together, they set technology direction for the Judiciary and the Information Technology Division of the Administrative Office of the Courts, which staffs and supports statewide projects.

The Commission on Technology's authority and responsibility for the identification of the information technology priorities for the Judiciary are outlined below.

COMMISSION ON TECHNOLOGY: BACKGROUND

The Commission on Technology, established in 1990, a standing committee of the Arizona Judicial Council (AJC), has identified the strategies for automation statewide to support goals aligned with the overall vision and goals of the Judiciary. The Commission was charged with "providing strategic leadership for the successful application of information technology to improve access, efficiency and the quality of justice of the Arizona Court System." The Commission's charge to oversee the application of technology in the courts is consistent with the strategic initiatives and priorities of the Judiciary.

The Commission typically meets five times per year; subcommittees meet more often. Members include judges, clerks of court, court administrators, a State Bar representative, a Legislative Branch representative, a Governor's Office representative, a League of Cities and Towns representative, a County Supervisors' Association representative, and the public. Commission subcommittees provide technical advice and counsel to Commission members. A list of the Fiscal Year 2015 Commission on Technology membership and that of its subcommittees is included in the Introduction.

COMMISSION ON TECHNOLOGY: AUTHORITY

The Commission on Technology is similar in function to the Arizona Executive Branch's Information Technology Authorization Committee (ITAC). For instance, it reviews and approves Judicial Collections Enhancement Fund (JCEF) grant requests for automation projects. The Commission approves funding requests and provides support for projects that further the goals contained in this document. The Commission's authority and responsibility are to:

- Establish the goals, policies, and priorities for the statewide Judicial Information Technology Plan.
- Determine the allocation of available Judicial Collection Enhancement Funds for automation grant requests and projects consistent with the direction, standards,

and priorities of the Judicial Strategic Business and Information Technology Plans. The Arizona Judicial Council determines the amount of funds available for this purpose.

- Oversee the statewide judicial branch data communications network, including establishing security standards and procedures.
- Develop and submit for approval statewide technical standards, which shall be used in all court automation projects, including security, disaster recovery, and communication standards.
- Oversee the selection, development, and support of automation systems used by multiple courts and supported by the Administrative Office of the Courts.
- Encourage projects which utilize technology to increase accessibility to the courts, improve court efficiency, and improve court management.
- Review and approve countywide court information technology plans for consistency with the Judiciary's Strategic Business and Information Technology Plans.
- Review and approve or disapprove court technology projects that exceed a cost of $250,000. The Commission also establishes the policies and procedures for the submission of project plans.
- Monitor the progress of all court automation projects pursuant to county-wide court information technology plans.

COMMISSION SUBCOMMITTEE: TECHNICAL ADVISORY COUNCIL

The Technical Advisory Council (TAC) is a subcommittee of the Commission on Technology whose members provide a technical perspective and expertise to the Commission. They are charged to respond to Commission requests to recommend specific standards and technologies needed to carry out statewide policies and priorities. They may also be requested to review technical aspects of automation plans and grant requests and make recommendations regarding technical standards and approaches. Technical standards, technology architectures, and recommendations for specific technology solutions come from this group.

COMMISSION SUBCOMMITTEE: COURT AUTOMATION COORDINATING COMMITTEE

The Court Automation Coordinating Committee (CACC) is charged with coordinating the automation initiatives and integration efforts that affect the trial courts, including the dependence of any statewide project on other local projects and construction of local interfaces to statewide automation functions. It oversees development of statewide automation systems to ensure they can be implemented in other Arizona courts as well as local technology implementations to ensure COT's goals are being met.

COMMISSION SUBCOMMITTEE: PROBATION AUTOMATION COORDINATING COMMITTEE

The Probation Automation Coordinating Committee (PACC) functions as a conduit between business users of probation automation and the technologists who provide and support that automation. Probation automation tools include the statewide records management systems for adults (APETS) and juveniles (JOLTS/JOLTSaz).

COMMISSION: SUPPORT STAFF

Staff in the Information Technology Division (ITD) of the Administrative Office of the Courts serves as support to the Commission on Technology, much as the Arizona Strategic Enterprise Technology Office (ASET) performs the staffing function for ITAC. Beyond staffing, ITD provides development and support as well as vendor management resources for many of the statewide initiatives currently in process. ITD personnel, under the direction of Mr. Karl Heckart, CIO, plan to continue to staff the implementation, support, and enhancement of such statewide activities as replacement of case and financial management systems, the Arizona Judicial Information Network (AJIN), the Judicial Intranet, the customer service center, and all other centralized services. ITD staff members also provide support to ad hoc subcommittees created by a motion of the COT.

COURT STRATEGIC INITIATIVES (GOALS AND INITIATIVES NAMES)

COMMISSION IDENTIFIED STRATEGIC BUSINESS NEEDS

In the fall of 1993 during a strategic planning retreat, the Commission on Technology identified the following strategic business needs related to automation. These needs support the overall mission and goals statement of the Judiciary. (For the purposes of this plan “effectiveness” is defined as including both quantity and quality.)
In order of the Commission’s assigned priority, they are:

- Improved effectiveness in the maintenance of court records.
- Improved effectiveness in case management.
- Improved effectiveness in courts’ communications among themselves and with other justice and law-enforcement agencies.
- Improved effectiveness in the courtroom by employing technology in courtroom activities.
- Improved effectiveness in the business functions of court operations.
- Improved effectiveness in the enforcement of court orders, including collections.
- Improved effectiveness of probation tracking.
- Provide education to court staff and the public regarding the justice system and technology as used in the courts.
- Improved effectiveness in the maintenance of official appellate court records.
- Improved effectiveness in jury management.

- Improved effectiveness in juvenile court and juvenile detention records and case management.
- Improved effectiveness of facilities management.

In September of both 1996 and 1998 at its second and third strategic planning retreats, the Commission identified and reaffirmed information technology automation goals for the Judiciary and the strategic IT initiatives to support them. In its April and May 1998 meetings, the Commission on Technology reviewed the strategic initiatives in published IT Strategic Plans and reaffirmed them, adding Year 2000 readiness.

The Commission has recently reaffirmed these goals and strategic initiatives yet again. The initiatives have been aligned with and in support of *Advancing Justice Together's* goals, and with the previously identified business needs of the court.

The information technology automation goals are:

STATEWIDE
INFORMATION TECHNOLOGY
AUTOMATION GOALS
FISCAL YEARS 2016 – 2018

1. Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.
2. Improve information access and communication from and to judicial entities as well as the other criminal justice system functions.
3. Investigate and invest in technology solutions that improve judicial effectiveness in handling growing caseloads.

To achieve these goals, the Commission on Technology has identified the following broad strategic initiatives. This strategic agenda is both consistent with previous years' IT Plans and with the updated focus provided by Chief Justice Bales in *Advancing Justice Together: Courts & Communities 2014-2019.*

The information technology strategic initiatives are:

INFORMATION TECHNOLOGY

STRATEGIC INITIATIVES

FISCAL YEARS 2016 – 2018

1. Promote a *systemic thinking* approach to technological solutions.
2. Provide infrastructure (including the network, data center, centralized help desk, field support, training, and distributed systems management capabilities), processes, and procedures to support statewide court communication, automation, and integration.
3. Enhance information security and disaster recovery policies, procedures, and technology to protect statewide court technology-related assets and the reputation of the judiciary.
4. Standardize processes and solutions to improve efficiency and effectiveness of court operations.
5. Complete, maintain, and enhance second-generation statewide automation projects.
6. Improve data exchange and communications with the public, the other criminal justice functions, and outside agencies while appropriately safeguarding confidential information.
7. Digitize the entire court environment.
8. Provide divisions of the Administrative Office of the Courts with automated solutions to meet internal goals and objectives.

STRATEGIC TECHNOLOGY PROJECT ALIGNMENT WITH BUSINESS INITIATIVES

Given the information technology business needs, goals, and strategic initiatives, the Commission has elected to give high priority to several strategic technology projects. The strategic technology projects, aligned with the strategic business initiatives, are as follows:

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2016-2018	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "ADVANCING JUSTICE TOGETHER COURTS & COMMUNITIES 2014-2019"**
Electronic Filing Related Projects including eServices	Expand access to web-based forms, e-filing, and information describing legal terms and court procedures. Extend e-filing to courts statewide. Explore the use of technology-based access to justice solutions being developed in other courts. Create an electronic noticing system to remind parties, probationers, and other court participants of upcoming court dates.
Integration-Related Projects	Modernize to improve court processes and information gathering, tracking, and sharing. Expand use of e-Citation to electronically transfer citation information from law enforcement to the courts. Modernize the state's warrant repository system.
New Case Management Systems Development / Enhancements	Implement Arizona Judicial Automated Case System (AJACS) in limited jurisdiction courts. Enhance or replace appellate case management systems.
Improved Statistical Reporting	Improve timeliness and efficiency of civil, criminal, juvenile, family, and probate case processing in Arizona courts by: • Adopting case processing time standards, • Providing case management system enhancements, including reporting capabilities.
Probation Automation Development / Enhancements	Fully implement Juvenile On-Line Tracking System (JOLTSaz) in juvenile courts. Integrate Adult Probation Enterprise Tracking System (APETS) with AJACS. Evaluate and, as appropriate, implement new or expanded evidence-based programs for Arizona's Adult and Juvenile Probation services.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2016-2018	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "ADVANCING JUSTICE TOGETHER COURTS & COMMUNITIES 2014-2019"**
Online Citation Payment	Establish a web-based online payment system for drivers wanting to plead responsible and pay civil traffic tickets and minor misdemeanor charges.
Automation Training	Conduct a judicial education needs assessment to identify new or enhanced training for judges including, but not limited to effective use of technology on the bench, in chambers, and remotely. Prepare court leadership for next generation case management systems and technology.
Enterprise Architecture	Increase use of social media to improve communications with the public.
Electronic Document Access	Implement the Central Case Index to enable the flow of critical court data. Explore the use of technology-based access to justice solutions being developed in other courts. Expand electronic access to court documents and data with appropriate protections for security and privacy.
Judge/Bench Automation	Improve timeliness and efficiency of civil, criminal, juvenile, family, and probate case processing in Arizona courts by • Implementing e-bench tools that allow judges to more efficiently manage and resolve cases, • Providing judicial workload tools to assist presiding judges when making case assignments. Conduct a judicial education needs assessment to identify new or enhanced training for judges including, but not limited to effective use of technology on the bench, in chambers, and remotely.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2016-2018	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "ADVANCING JUSTICE TOGETHER COURTS & COMMUNITIES 2014-2019"**
Data Exchanges	Implement the Central Case Index system to enable the flow of critical court data to and from federal, state, and local justice system entities. Collaborate with other justice system entities to develop and implement data collection and exchange strategies that leverage technology, including: • Expanding e-warrants project to other justice system entities, • Modernizing the state's warrant repository system, • Making mental health court orders available to appropriate criminal justice and treatment officials, • Making condition of release information available to appropriate criminal justice officials, and • Improving accuracy and completeness of the state's criminal history repository and National Instant Criminal Background Check System (NICS).

VI. FISCAL YEAR 2015 ACCOMPLISHMENTS

Below is a summary of the accomplishments of the Arizona Judicial Branch with respect to its information technology efforts during the 2015 fiscal year. Considerable progress was made on statewide strategic projects, despite continued budget and staffing challenges.

PROGRAM	DESCRIPTION	FY 2015 ACCOMPLISHMENTS
AZTEC Support and Maintenance	The modification project is enhancing AZTEC, the statewide ACAP software, to provide for enhanced functionality and usability, balanced with end-of-life considerations.	Enhanced AZTEC to automatically generate amended protective order forms as part of the protective order process. Performed 32 updates to AZTEC databases as a result of legislative changes. Continued maintenance activities including 126 setups of local ordinances in court databases.
AZTEC Court Support	Provide reporting and support to AZTEC courts.	Average of 355 support calls for AZTEC courts received each month with 93.6% being resolved within 5 days. 304 ad hoc reports were provided upon request to assist courts in their daily activities.
E-Citation	Opening court cases automatically using ticket data from law enforcement.	Continued support for existing eCitation implementations, completing two more new projects this year. Total e-citation projects in production is now 163. Accommodated individual courts' changes in vendors and additional DPS AzTraCS implementations. Continued to prepare for AJACS LJ pilot of e-citation in Apache Junction Muni. Prep included bug identification and tracking, writing test cases, and testing with ITD.
Process and Code Standardization	Support CMS transition by standardizing court processes and case-related codes then mapping the standard set of event, activity, and other codes.	Continued to establish and maintain standard code sets for AJACS GJ and LJ CMS projects. Standardization workgroups met monthly to add or modify codes for statewide use in both GJ and LJ environments. Developed and published Event Code Dictionary, including definitions and proper

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		usage of 1700 CMS event codes and minute entries. Developed and published Statewide Standard Violation Code Table in a collaborative effort with AAPAC, local judges, ACJC and MVD. The table standardizes codes Prosecutors use when charging defendants with violations of statute. Developed and published standard Federal Motor Carrier violation codes in collaboration with ADOT and local judges for use in all court case management systems.
Penalty Enforcement Program (PEP)	The Fines, Fees and Restitution Enforcement (FARE) program and the Debt Set-Off (DSO) program are the current automation portions of PEP.	FARE is implemented in 174 courts statewide, including all 13 General Jurisdiction AJACS courts and 26 Maricopa County Justice Courts. To date, over 2.4 million backlog cases have been submitted by courts life-to-date. Backlog collections over the life of the program total $505.5 million in outstanding local debts disbursed to statutory funds at the local, county, and state levels. The highest backlog collection month in program history was February 2012 with $7.5 million. The Traffic Ticket Enforcement Assistance Program (TTEAP) holds total 787,387 and releases total over 473,067 (60%) life-to-date. Support Services fielded 4,596 public inquiries on the TTEAP program in FY2014. Another 19,739 calls were handled by automated front-end messaging that explained how to handle common end user issues.
Tax Intercept Program (TIP)	TIP sends courts' and other DSO participants' accounts receivable data electronically to the Department of Revenue and the State Lottery via a centralized clearinghouse at the Supreme Court. Any lottery or tax refund money for those	As of June 2015, the Debt-Set-Off program has collected $14.3 million dollars in CY2015 and the DSO Program collected a total of $15 million. The highest single interception for FY2015 totaled $7,000.00 from the Arizona Lottery.

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	who owe court fines is intercepted and paid to the courts.	
EQUIPMENT MAINTENANCE & UPGRADES	This includes the maintenance and upkeep of the equipment in 147 ACAP courts and 65 JOLTS sites across the state as well as a centralized data center with AS/400, RS/6000 and Windows servers supporting statewide AJIN, ACAP, APETS, JOLTS, TIP, and the Supreme Court.	Migrated 40 host environments from legacy IBM SAN to HP 3Par technology. Increased disk storage capacity in support of new application requirements and existing application growth. Began project to replace the HP 3Par legacy SAN at the DES alternate site. Upgraded the hardware and software application supporting the TIP IVR system. Upgraded List Server to supportable version of the application and OS. Upgraded the DataMart and Appellamation application environments to AIX 7.1 and Informix 11.7. Upgraded AOC Cisco UCCX Call Center application to better support Windows 8.1 and beyond. Decommissioned 5 Windows NT, 1 Windows 2000, and 20 Windows 2003 environments as part of the ongoing Microsoft Operating System Upgrade and Consolidation Project. Migrated the AJACS application middleware layer physical servers to VM-based environments supporting all GJ courts.
AJIN ENHANCEMENTS	Implement router-based software to maintain a database of previously seen traffic, provide compression, and aggregate multiple video streams into a single link at remote sites, thereby greatly accelerating network transport speed.	Replaced 82 ageing hub devices on the AJIN Network with Cisco smart switches to enhance and streamline network traffic. Installed new access control systems and upgraded all code on Wide Area Network switches to implement dynamic port security. Migrated remaining Frame Relay host circuits to QMOE and private lines, increasing capacity to courts while decreasing cost.

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		Designed and implemented an extended IT network in support of AOC East operations. Migrated all court VPN users to Cisco AnyConnect application. Designed and implemented new Services Wireless Network in support of BYOD at the AOC. Upgraded one Cisco Core Switch in the AOC Data Center to the latest code and firmware releases. Replaced the second core switch with new hardware.
SECURITY AND DISASTER RECOVERY	This threefold project will: Provide for statewide automation and network security, Develop disaster recovery strategies and acquire resources to implement them. Provide IT building security for the State Courts, JEC, and Tucson FCRB locations.	Upgraded and installed several more counties with new switches in support of port security strategy and enhanced data security. Upgraded all essential hardware and software to enable port security and active directory upgrade. Successfully completed annual AZTurboCourt Gamma and Production disaster recovery testing. Upgraded the MDI Access Control System with new hardware, database, and application software. Completed an internal and external security penetration audit, performed by CAaNES. Continued review of options to reduce overall implementation cost of disaster recovery for statewide systems.
INFRASTRUCTURE MAINTENANCE	This support activity encompasses the many projects required to support the shared judicial branch infrastructure.	Upgraded all IBM MQ host software to Version 7.1, providing automated failover and redundancy. Worked with development teams to upgrade all AOC applications to Version 7.1 of the MQ client software to take advantage of new host capabilities. Upgraded the MQ Broker to Version 8.0. Upgraded MQ monitoring software, IR360, to provide better monitoring coverage. Implemented 3 new VM host servers to production VM cluster to enable further

PROGRAM	DESCRIPTION	FY 2015 ACCOMPLISHMENTS
		migration from physical servers to a high availability (HA), VM-clustered environment. Implemented VM Operations Manager to improve cluster monitoring. Implemented VMWare Update Manager to improve ability to deploy security patches to HA VM clusters. Implemented Network Trunking to increase ability to deploy VMs to various network segments without additional hardware. Coordinated a year-long effort for rural superior courts to upgrade local OnBase document management systems in preparation for technology refresh project (TRP) replacement activities. Continued to connect local OnBase systems to the Central Document Repository (CDR), including bulk uploads of electronic documents from July1, 2010 to current, at five superior courts, increasing both business continuity and public access. Performed testing, conversion, and user support related to consolidating AOC's legacy OnBase system into the more robust system used for statewide document access. Accomplished post-consolidation metadata changes on over 1.2 million documents to enable proper query function on the CDR. Implemented McAfee security application and managed ongoing updates to it on 57 remote court servers as part of the TRP project to enhance AJIN security. Recovered from data center flooding that occurred over Easter weekend by rebuilding or relocating 13 Windows servers, 2 Windows enclosures, 4 AIX systems, 2 NAS units and 1 hardware rack. The courts experienced minimal downtime. Upgraded Vircom Mail Gateway to reduce mail-virus and malware exposures. Tested and applied numerous software application updates, including AJACS, APETS, JOLTSaz, NICS, and CCI.

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		Built a 4-physical-server and 12-VM-server environment in support of eBench, Built an 8-VM-Server environment in support of eUniversa, an 8-server environment in support of NICS, and a 5-VM-server environment in support of a local SharePoint application. Provided 2nd and 3rd level technical support for the deployment of the TRP hardware and software upgrades across the state. Successfully completed numerous statewide Windows 8.1, Office 365, and 3rd-party software updates utilizing new SCCM Configuration Manager.
AUTOMATION TRAINING	This program includes all activity to provide training in statewide automation software and related business processes. It includes training on site at courts or AOC, at Judicial and ACA conferences, and via WebEx.	The program for funding a field trainer in each county court system received continued funding. Most counties have a field trainer, which improves the volume and frequency of local training on AZTEC and AJACS. Three counties lost and replaced their field trainers this past year. Three counties are currently without trainers: Maricopa, Gila, and Santa Cruz. Involved the field trainers in training court employees within their counties on Windows 8.1 and Office 365 as part of the TRP. Provided 80 classes on AZTEC and AJACS with 694 participants, at AOC, two ACA, and two regional conferences. Continued to build a library of training videos and clips to supplement live training.
JUVENILE ONLINE TRACKING SYSTEM (JOLTS)	The Juvenile Online Tracking System (JOLTS) is used by all juvenile probation, detention and court staff. Centralized support is provided to 13 counties; Pima and Maricopa participate in enhancement projects and provide electronic data to the youth index and statistical database. JOLTS will	Support staff at AOC resolved problems and responded to questions and inquiries via Remedy tickets. Staff also responded to requests for county-level data statistical reports from the rural counties, JJSD, and DCSD. Duties include support for statewide year-end reporting and the data warehouse full load extracts for JJSD.

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	be decommissioned once the rollout and implementation of JOLTSaz is complete, due to reliance on COBOL and AS/400 platform.	
ARIZONA YOUTH ASSESSMENT SYSTEM (AZYAS)	An audit conducted by the Arizona Office of the Auditor General revealed needs assessment functionality used inconsistently and infrequently by Probation Officers across the state. The Arizona Youth Assessment System (AZYAS) is a web-based application that provides case management, assessment, and data tracking tools. Needs assessments and case plans can be completed and updated by probation officers and supervisors for all assigned juveniles. The system generates notifications and reports to assist with caseload management and compliance tracking. In addition, AZYAS stores accessible information on juveniles, previously completed assessments along with case plans, treatment providers, and user information.	AZYAS 2.0, a new, standardized base application and modular design to increase supportability, was rolled out statewide in November 2014.
JOLTSAZ	JOLTSaz will be a full juvenile tracking system, including both delinquency and dependency, for Pima and the 13 rural counties. It is being written with newer technology using VB.net, a single, centralized SQL database statewide and hosting a 3-tier open architecture design that best suits the organization's future needs.	The statewide version of JOLTSaz implemented in Pima County in January 2015. The rural county rollouts, beginning with the data conversion and implementation of Yuma County in May 2015, were then scheduled. Each rural county requires a separate and unique database conversion from their legacy JOLTS database to the new, statewide JOLTSaz database. La Paz County will follow Yuma, since they share a detention center. A Data Extract project was completed to ensure that JOLTSaz and Pima's AGAVE

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		financial data is sent to AOC's Juvenile Data Warehouse along with data from the other counties who still remain on JOLTS. As each county transfers from JOLTS and is added to the JOLTSaz family, the data extract feed will be modified so that all Juvenile data continues to flow to AOC's Juvenile Data Warehouse.
ADULT PROBATION ENTERPRISE TRACKING SYSTEM (APETS)	Probation departments across the state cooperated to develop APETS to track adult probation cases. APETS has a single database structure so departments can send probationers electronically for inter-county supervision. The project started as a consortium between Maricopa County, Pima County, and the AOC.	Staff continues to support and maintain the APETS production system, completing an annual enhancement build along with other customized builds and services. • Aspen Build implemented ahead of schedule in December 2014 with various enhancements of 35 features, improving security, the user experience, and data integrity. • Monthly Stats Service was enhanced in conjunction with the Aspen Build and implemented on schedule the same month. New Crime enhancements were made to the Monthly Stats Service improving the statistical count of New Crimes for all counties. • A new Monthly Stats Test Manager Application accompanied by mini individual APETS databases greatly improved the quality and speed of Monthly Stats testing. Test run times for individual records were reduced from hours to seconds.
ENTERPRISE ARCHITECTURE	This project focuses on developing enterprise wide software, methods, standards, guidelines, and expertise for the development, support and maintenance of technology solutions.	Continued quarterly developer's forum that included architecture processes and standards to be implemented across the AOC. Set standards and recommendations for application configuration and deployment. Completed automated build and configuration processes for the AJACS CMS. Completed the initial load of data from Pima Superior Court into CCI.

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		Completed functional design requirements for a proof-of-concept of a statewide eWarrant project involving several cross-agency and cross-jurisdiction teams. Continued coordinating migration testing for data warehouse environment. Supported migration activities necessary to extend life of the environment. Continued to improve development cycle and quality of AOC software projects by utilizing Team Foundation Server 2013 (TFS). TFS provides both the AJACS and architecture development teams with tools that include source code control, project management, and for a team collaboration platform. Trained Quality Assurance Dept. to use TFS test Manager as their primary software testing tool.
AUTOMATION TRAINING AND DESKTOP SUPPORT	This includes the many activities required to support existing applications and desktops statewide. It includes training, help desk, and field support staff activities and projects.	Initiated remote computer access via vPro to reduce onsite visits and provide quicker turnaround of open incidents while improving software update compliance using out-of-band management. Successfully rolled out over 3700 new devices that included Windows 8.1 and Office 365 to 188 ACAP and Probation locations around the state. Facilitated all Windows 8.1 and Office 365 training sessions within the AOC. Helped to create documentation and training media distributed to all ACAP and Probation locations to train personnel on Windows 8.1 and Office 365. Successfully transitioned all AOC employees to Windows phones to improve security and the ability to collaborate. Reviewed and updated all Helpdesk documentation to reflect Windows 8.1 and Office 365, where applicable. Created FAQ page on the Support Center Website to increase users' knowledge and

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		reduce contacts to the Support Center related to the Technology Refresh project.
INTERNET PUBLIC INTERACTIVE SERVICE	The Public Access to Court Case Information is an Internet site for the public to look up case information from 153 Arizona courts. It includes most criminal, civil, and traffic cases.	Public access to court case information showed an increase over the previous year. New sessions were 39.2% of access and the average time spent by each visitor was 6.1 minutes looking through 13 pages of information. In FY15, public access statistics are: PAGE VIEWS 52,402,267 VISITOR SESSION 3,995,748 AVERAGE VISITORS / HR 665 The Supreme Court's web site had 9,080,175 page views* generated by 2,841,156 visits during the fiscal year. Statistics for the AJB Web site for the year are: PAGE VIEWS* 9,080,175 VISITS 2,841,156 AVERAGE VISITORS PER HOUR 481 The three most popular areas on the web-site are Defensive Driving, the Child Support Calculator and. Court of Appeals Division 1 pages. Additional functionality was also developed and implemented during the year.

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		The Child Support Calculator was completely rewritten as an interactive web application and court documents benefited from a better search. *Page Views are the new standard for measuring web activity. One page view will generate approximately 15 to 50 hits.
STATEWIDE AUTOMATION TRAINING	Provide training statewide for automation projects supported by the Supreme Court.	Eighty AZTEC classes were held with 694 participants at AOC and local conferences -- a class increase of 23% and a participant increase of 19% over 2014 -- and 74 training documents were created or updated.
APPELLATE COURT AUTOMATION	Appellamation is the state standard appellate case, calendaring, and financial management system, designed to replace three separate and incompatible systems previously used. The Supreme Court and the Court of Appeals Division One use Appellamation.	Deployed Appellamation 6.1 supporting Windows 8 and participated in numerous OnBase upgrade initiatives. Finalized scope for next Appellamation release. Delivered new Judicial Conflict Management system. Provided new Court Reporter Performance reports. Implemented a new staff attorney writing assignment and management system with metric reporting. Added case decision salutation support for forms supporting the new opinion format. Provided a new Discretionary Review Matter Disposition report. Implemented electronic record transfer with the Commission on Judicial Conduct. Participated in the OASIS LegalXML Electronic Court Filing Technical Committee and provided substantive contributions to the LegalXML Electronic Court Filing 4.01 OASIS standard. Wrote electronic filing XML message standards for statewide use.

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		Participated in the Judicial Opinions Website upgrade effort. Delivered Appellate Automation Strategy Final Report and reconstituted the Appellate Automation Steering Committee.
CERTIFICATION & LICENSING	CLD Online is an Internet application created for the AOC's Certification & Licensing Division. It works in conjunction with CLD business applications to process certification renewals and fee payments via the Internet	Implemented new tracking module for Court Reporting firms. Deployed modifications to online renewal forms for Legal Document Preparers to incorporate new requirements. Collected $172,200 in renewal fees. Processed 334 online renewals. Participated in extensive testing for the migration of the web portal applications (online renewals and attorney admissions) to a new state payment engine. Migrated Process Servers database to new server.
VARIOUS AOC INTERNAL ACCOUNTING, FINANCE AND PAYROLL APPLICATIONS	The AOC maintains budget, accounting, and personnel records for the AOC and the Supreme Court.	Implemented new online employee comp/ leave reports in WETR. Modified interfaces with the state AFIS accounting system in preparation for replacement of current system with BREAZ. Maintained transfer of juvenile treatment invoice batch data to New World financial management system, continuing to eliminate manual data entry of over 5,000 transactions annually. Maintained transfer of invoice data to the state accounting system, continuing to eliminate manual data entry of over 2,000 transactions monthly. Maintained 150 previously created ad hoc reports to enhance the reporting functionality of the New World financial management system. Maintained WETR to comply with policies regulating the reporting and approval of time records on a weekly basis at AOC and Court of Appeals, Division One.

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AOC PROJECT MANAGEMENT OFFICE	The Project Management Office (PMO) provides best practices and oversees project-related processes with a goal of delivering automation improvements within scope, on time, and on budget.	Continued tactical and strategic planning model for project milestone and resource management planning, providing for a regular review of an enterprise-level project impact analysis. Improved project management process, guidelines, and templates as processes matured. Continued project portfolio reporting necessary to obtain an integrated perspective of project management capability. Continued project 'circle' forums for on-going project management assistance, webinars, and questions/answers. Provided additional oversight and processes for high profile, enterprise projects. Continued monthly, all-day planning meeting to coordinate project resources. Provided leadership and direction in the area of contract management. Refreshed PMO website. Provided project manager role for certain enterprise projects.
STATEWIDE CASE MANAGEMENT SYSTEMS	Develop and implement new case management system (CMS) to replace AZTEC for limited jurisdiction (LJ) courts. Maintain and enhance existing CMS that supports general jurisdiction (GJ) courts.	Completed comprehensive and detailed business requirements for technical design and development in AJACS. Following vendor bankruptcy, AOC Application Development secured programming team on contract to continue uninterrupted development of AJACS for Arizona Courts. Completed and deployed all criminal statistical reports as well as 24 time standards reports (phase 1 thru 3) for GJ courts. Prepared data from AJACS superior courts to be sent to the new NICS Repository. Completed development and testing of a conversion application to support the massive scale of the LJ AZTEC to AJACS data migration and implementation.

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		Continued to set and document LJ AJACS system configurations, parameters and AVT table information as each release was made available. Continued writing and running mission-critical test scripts along with test scripts for all new business requirements. Following vendor's bankruptcy, large volume partner Mesa Municipal Court terminated relationship with AOC and AJACS. AOC then began working closely with Tucson City Court on AJACS testing and analysis, table code setup, system configuration, data conversion, data cleanup, forms and reports, system security settings, and user training and documentation. Targeted implementation date is October 2015. Successfully implemented first LJ AJACS Pilot Court on April 20, 2015. Data conversion was extremely successful with 7863 out of 7863 records converted from AZTEC to AJACS. Working with all ACAP courts in Pima County to prepare them for implementation during summer of 2015. Working with Prescott Consolidated Court to become a new ACAP/AOC fully supported court with AJACS implementation scheduled for fall 2015. For LJ AJACS pilot implementation, a total of 108 forms were developed and successfully deployed. A total of 44 AJACS reports were also successfully deployed. Prior to implementation, all LJ AJACS reports were migrated from SSRS 2008 to SSRS 2012. LJ AJACS implemented with very few issues, mostly involving converted FARE cases. Other external agency interfaces, with the exception of MVD and ADRS reporting, also began running successfully in the LJ AJACS Pilot Court. MVD issues were resolved but awaiting clearance from court personnel to start automatic

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		transmissions. ADRS interface fixes are being addressed in the next CMS release. Deployed updates to Version 3.9 to all 13 AJACS GJ Courts to ensure AJACS was e-filing ready. Further enhanced Update Manager application to streamline the deployment process for AJACS user interface updates. Completed training of Superior Court staff on all AJACS Version 3.9 upgrades and standard CMS tasks. Prepared for e-Filing training with deployment. Updated GJ CMS Help File to provide online, real-time training via documentation and video and prepared for e-Filing training. Received new design for simplified approach functionality for ADRS, tested it, then deployed in all 13 AJACS Superior Courts.
EDMS	Electronic Document Management includes the processes and environment where documents are created, stored, managed, located, retrieved, and viewed electronically. Electronic documents and records replace traditional media (paper). Electronic documents are and will be used in the day-to-day business of the court, by court staff, other justice-related agencies and the public.	Plotted timeline for testing and upgrades of all OnBase systems in courts to receive solutions to previously reported technical issues and security concerns. Continued to replicate documents from local systems into statewide repository for disaster recovery and public access. Added alert mechanisms to monitor success of document transfers. Successfully installed OnBase disconnected scanning functionality in 8 additional AZTEC courts, bringing the total to 59 of 128, including all LJ Courts in Cochise County; some courts from Apache County, Coconino County, Gila County, Graham County, La Paz County, Maricopa County; Pima County; Pinal County, Yavapai County, and Yuma County. Migrated two standalone LJ OnBase courts to AOC-supported disconnected scanning approach. Turned over all ongoing implementation, support, and training for disconnected scanning to AOC Support Services.

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JUSTICE WEB INTERFACE (JWI)	A web portal solution that facilitates the querying of data across multiple source systems to provide users with a single view of information.	The JWI Adult Probation Query went into production, allowing law enforcement, through the Justice Web Interface (JWI), to ascertain whether a person with whom an officer has contact is currently serving a term of probation. Continued day-to-day customer support to all JWI users statewide.
NICS MENTAL HEALTH REPOSITORY	Allows courts to comply with the National Instant Criminal Background Check System (NICS) reporting requirements by entering qualifying events and orders into AJACS and other case management systems, which will be stored in AOC-housed repository and sent to the NICS database.	Completed and deployed HB2322 mandates, including Mental Health Treatment Orders, Incapacitated Person Guardian Appointments, Criminal Findings of Incompetent to Stand Trial, and Criminal Dispositions of Guilty But Insane. Began reporting these to NICS on January 1st, 2015.
CENTRAL DOCUMENT REPOSITORY (CDR)	An enterprise-centric repository of court case-related documents collected from independent document management systems throughout the state in a federated approach.	Upgraded OnBase, the software that operates the repository, to Version 13 SP2 to ensure proper operation of OnBase with Windows 8.1 and newer browser versions. Confirmed day-forward transfers of court documents and loaded documents from July 2010 to present for Cochise, Gila, Graham, Greenlee, La Paz, Navajo, Santa Cruz, Yavapai, and Yuma counties.
AZTURBOCOURT ELECTRONIC FILING	A central online portal through which court users create and submit case filings to a growing set of Arizona courts.	AZTurboCourt processed over 242,000 filings during Calendar Year 2014 for superior and appellate courts. Ability to e-file tax cases into Maricopa Superior Court and for process servers to electronically file into existing e-filing courts was added. Party matching capability was added, enabling Pima Superior Court to mandate e-filing for both initiating and subsequent civil documents. ITD's Customer Support Center handled more than 7,789 support calls from attorneys and private citizens regarding

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		"Pay and Print," case initiation, and subsequent filing activities.
eUniversa Statewide e-Filing	A central online portal through which court users create and submit case filings to a growing set of Arizona courts using a number of qualified vendor service providers.	Re-negotiated the eUniversa contract with Granicus, the e-filing system service provider that replaced AmCad. Completed development of all eUniversa project planning documents for delivery of the AJACS-GJ pilot e-filing system in Yavapai County. Completed development of Legal XML inter-system message exchange specifications in support of the GJ General Civil case type. Integrated eUniversa with new nCourt online payment system. Performed system integration testing in preparation for user acceptance testing. System integration testing involves, eUniversa, nCourt, AJACS-GJ, and Central Case Index Managed Services, as well as the Central Case Index and Central Document Repository.
Judicial Performance Review (JPR)	The Arizona Commission on Judicial Performance Review informs voters of the performance for judges appointed through the merit selection process against standards, decides whether or not a judge meets those standards, and reports its findings to voters when a judge is up for retention.	Refreshed/updated the JPR database using files received from an outsourced vendor. Completed JPR Website update on August 4, 2014.
Judge Automation	Judge Automation provides a judicial decision support system designed to automate paper processing in a manner that will enable judges to review and create electronic case documents and information contained in the	Developed 57 web services for integration between the central case index (CCI) and the vendor application. Began integration testing activities. Defined scope of project and process for judicial review and signing of digital documents.

	court's case management system for rapid decision-making.	
Public Access to Case Data and Documents	Public access maximizes efficiencies offered by technology to reduce demands on court resources, permit court staff to concentrate on core functions, and improve customer service system-wide by making access to case information more convenient for attorneys and other individuals and organizations, including government users. The AOC will provide an online public access web portal to Arizona court case documents, information on individual court cases, bulk court data, and customized court data reports on a subscription or per-transaction fee basis.	Transitioned project management and work to new vendor's team. Received and tested first delivery of application functionality. Received and began testing second delivery of application functionality. Wrote business requirements for implementation of Supreme Court Rule 123 security provisions governing access to case information and documents.
Tactical Applications	End-of-Life Project CASPER Reports DCATS Migration	Migrated applications from supreme22 to AjinWeb server, including WETR, Process Servers, CORP, Optimum H.R. Online Reports, Grants Project Tracking Online Reports, Defensive Driving Online Monitor Reports, and CLD Certification Tracking Online Reports. Completed critical modifications to CASPER reports as and deployed them to production. FCRB and CASA application migrated to PowerBuilder 10, making it compatible with Windows 8 to support Technology Refresh Project.

Local Court Accomplishments - CY2014/15

This is a summary of the accomplishments provided in each county-level IT plan that was updated during this planning cycle. In an effort to reduce workload and impact to court staff in the continuing poor economic climate, rural Superior Court Administrators have been allowed to provide updates every other year. Please refer to the most current individual plans in Appendix D for more detail.

Cochise Courts	• Installed remote interpreter system in Superior Court and two Justice Courts. • Implemented red light cameras for LJ courts then dismantled for political reasons. • Installed new audio system in five Superior Court Divisions and two Justice Courts as well as assistive listening devices in three Justice Courts. • Implemented credit card payments via the web using Point and Pay program. • Upgraded OnBase EDMS to enable PC replacement and integration.
Graham Courts	• Completed extensive remodeling effort at county courthouse to create new administrative hearing room and additional space in Clerk's Office. • Re-implemented FARE at Superior Court and created collections position in Adult Probation. • Connected Thatcher Muni Court to jail via videoconferencing for IAs; Safford and Pima JPs switched to Polycom videoconferencing equipment to improve quality. • Safford Muni Court implemented Liberty audio recording. • Pima JP implemented disconnected scanning, including back scanning of closed cases. • Continued sharing field trainer with Greenlee County courts.
Greenlee Courts	• Obtained FTR Gold for Justice Court use; upgraded FTR Gold at superior court and instituted backup procedures for audio files. • Upgraded courtroom audio system to eliminate inaudible periods that affected transcripts. • Located a transcription service for superior court cases. • Began distributing minute entries to attorneys electronically. • Updated court's website to comply with Language Access requirements. • Installed Adobe Acrobat Professional to create/modify Greenlee-specific court forms.
La Paz Courts	• Updated phone system for superior court, clerk, and probation. • Implemented FARE for non-criminal cases in all courts. • Cleaned superior court data using existing AJACS reports. • Enabled access to WestLaw via Internet for each court. • Implemented eCitation to eliminate re-keying of data. • Adopted e-payment for limited jurisdiction courts; migrated merchant accounts to secure virtual terminals.
Maricopa Courts	• Continued development of various modules for the ICIS Next Generation case management system; improved performance and resource usage via database normalization. • Completed numerous infrastructure enhancements, integration projects, and administrative projects for various departments of the superior court. Working on CCI extract for AOC eAccess project. • Clerk's Office enabled direct e-filing of court documents from iCIS and began managing grand jury cases electronically. Updated some ageing report generators and office productivity tools. • Added Probate area to ezCourtForms and the website that hosts them. • Justice courts completed OnBase EDMS rollout and enabled online payment plans. Finished auto-defaults and auto-termination triggers.

	• Chandler enhanced exchange of data with e-citation vendor and replaced XP PCs. • Gilbert upgraded FullCourt CMS and implemented its scanning module; began e-citation project. • Glendale added local case info to city website; completed mental health court app; and began recurring billing/autopay feature for payment contracts. Created active warrant report for PD. • Mesa switched replacement CMS to Tempe's system then began local development for July implementation. • Phoenix created new protective order module, enhanced computer room backup power, completed Phase I of JAM-to-Panther code migration for long-term CMS supportability. • Scottsdale eliminated paper files and enabled numerous process improvements through new automation software called CourtEZ. • Tempe made numerous CMS enhancements and purged closed cases at end of retention period.
MOHAVE COURTS	• Completed expansion and build out of new courtroom and chambers in Lake Havasu City. • Enabled in-house staff to manage jury merge/purge process without vendor intervention. • Implemented EDMS/ disconnected scanning in all limited jurisdiction courts. • Redesigned public website; enhanced intranet site to add forms and services for court employees; completed JA procedure manual. • Changed out e-payment vendor/system for all limited jurisdiction courts. • Enhanced court security by expanding coverage of digital video. • Started rural kiosk project that allows members of the public from Beaver Dam / Colorado City to connect with court staff. • Worked with NCSC on a new 5-year plan; developed 5 strategic pillars.
NAVAJO COURTS	• Continued to participate in design of statistical and case management reports in AJACS; restored FARE functionality for superior court. • Implemented an early resolution court. • Replaced credit/debit card processing solution with n-Court. • Replaced all ACAP PCs and laptops with Windows 8.1 • Upgraded Superior Court OnBase system to Version 13 and began daily participation in central document repository; provided historical electronic documents to AOC (from 7/1/2010 forward). • Enabled courts to participate in Navajo Unified Communication System through AJIN.
PIMA COURTS	• Completed multiple Agave releases to provide new features and functions, piloted eBench application with three judges; Integrated Agave data with state's central case index; provided new calendar/scheduling solution for court interpreters. • Implemented network monitoring for critical court processes. • Implemented new pre-trial needs assessment tool for tracking & reporting. • Clerk completed PC refresh and moved from paper reporting to DPS ADRS Web reporting tool. • Tucson completed server and desktop replacements, upgraded OnBase, automated creation of file labels, and implemented an online record request process.

	• PCJCC replaced legacy CMS with Agave, providing integrated case, document, and financial management functionality. • PCCJC completed many technology enhancements associated with move to new court facility. • (Smaller AZTEC courts provided no input this year due to “lite” approach being used.).
YUMA COURTS	• Implemented technology to support new Mental Health Court; hired coordinator. • Increased qualified interpreter services and collection of delinquent debts. • Added predictive dialer function to RevQ in Superior Court and Justice Courts. • Continued multiyear audio/video recording software upgrade effort at superior court. • Replaced Adult Probation PCs and laptops with AOC-standard devices; integrated GIS. • Expanded use of courtroom docket display monitors into historic courthouse/justice courts. • Replaced PCs and laptops at all courts, Juvenile, and Adult Probation with Windows 8.1 standard.

VII. CURRENT ENVIRONMENT ANALYSIS

HARDWARE ENVIRONNENT

The Arizona Judicial Branch continues to have a diverse mix of hardware, reflecting the various projects and programs that have evolved over the years, as well as the diverse funding model that supports the courts. This diversity stems from new applications, either acquired and/or developed, in support of an increasing need to track, manage and report on judicial information. As we continue to evolve, the hardware implemented is of the newest architectures and technologies, designed to support the complexity of these applications and the large geographical area served by the Judicial Branch. At the local level, statewide ideals are subjected to the realities of local funding bodies' priorities, availability of grant funds, and differing funding cycles in play.

FY14 showed a reduction in the overall number of Windows legacy systems hosted in the Administrative Office of the Courts (AOC's) Data Center. Windows NT systems were reduced by 57% and Windows 2003 systems were reduced by 20%, as well as a 3% reduction in overall number of Window's based computing environments hosted at the AOC last fiscal year. Continued advancements were made in the Data Center infrastructure necessary to support computing virtualization and application/system load balancing in each of the networking zones.

FY15 showed a continued reduction in the overall number of Windows legacy systems hosted in the Administrative Office of the Courts' (AOC's) Data Center. Windows NT systems were further reduced by 33%, leaving one production hosting system and one support system in operation. Windows 2000 systems were reduced 14% and Windows 2003 by 56%. Continued advancements are being made in the data center infrastructure necessary to support computing virtualization and advancements in SAN technology. Virtual environments grew with two additional ESX hosts and a 57% growth in client system environments. AOC continues to expand the existing HP 3Par SAN environments while reducing legacy and EOL (end-of-life) IBM SAN environments.

See Appendix A for current hardware and platform inventory numbers.

Several server environments are hosted at the AOC's Data Center:

- IBM AS/400s for JOLTS and general administrative operations of the Administrative Office of the Courts;
- IBM AIX systems for operating the ACAP courts, the appellate courts, Data Warehouse, Datamart and IBM MQ Messaging infrastructure;
- Windows servers for JWI, NewWorld, AJACS GJ, AJACS LJ, Adult Probation, AZYAS, OnBase EDMSs, Internet, Intranet, Citrix, Jury Plus, ROAM, Defensive Driving, e-mail, AZTurboCourt, JOLTSaz, Central Document Repository (CDR), CCI , SWID (Juvenile Statewide ID), NICS, eFiling, eBench, BMC Incident and Change Management, system monitoring tools, Tax Intercept Program, desktop

deployment, SQL Server Reporting Services (SSRS), statewide remote on-line training, as well as file and print sharing. New applications due to be released into the Windows environment in FY16 include, at a minimum, eAccess and eWarrant.

The desktop environment includes a variety of PCs. AOC/ITD, under COT's direction, has undertaken a new remote desktop management and software subscription approach designed to enable recently refreshed client hardware to last 8+ years and ensure the technology needed to support the evolution of statewide applications and projects remains in place.

The following are the most recent PC models deployed as part of the technology refresh project.

Desktop:

HP EliteDesk 800 G1 Small Form Factor - C8N26AV
Intel Core i5-4570 Processor (3.20 GHz, 6MB Cache), Intel HD Graphics 4600,
8GB DDR3-1600 DIMM (1x8GB) RAM, 500GB 7200 RPM 3.5 Hard Drive,
Intel® I217LM Gigabit Network Connection, Intel Core i5 vPro.

Laptop:

HP EliteBook 850 G1 Notebook PC
Intel i5-4300U/UMA Graphics - D1F64AV. i5-4300U (1.9 GHz w/ Turbo, 3MB Cache) Processor, and Intel HD Graphics 4400, Intel Core i5 vPro, D8U08AV Integrated camera, Integrated HD

Printer:

CE991A HP LaserJet - HP Laser Jet M602M

Note that hardware items listed in Appendix A are generally housed and supported centrally as a part of statewide or state-level projects. Individual courts often have additional hardware and/or software beyond these items. Equipment acquired and supported locally, as well as both ACAP- and JOLTS- supported desktop devices, are listed in the individual courts' IT Strategic Plans which are attached. Please refer to individual county court plans for additional specifics at the local level.

SOFTWARE ENVIRONMENT

There remains a persistent diversity of software throughout the courts. As the Judiciary moves to centralized support and standardization with a centralized Customer Support Center, the set of products used becomes increasingly standardized. However, industry trends being as fast paced as they are, and unlikely to slow down, there will always be a three-tiered software offering.

- On the first tier are the old or legacy applications.
- On the second tier are the standard applications which are stable and for which training and some Support Center assistance is available. Word 2007 and Crystal 10 are both examples of that type of application.
- In the third tier are the pilot users of what will likely be the next version, release or product. The new statewide LJ CMS system, and JOLTSaz are examples of a third-tier application.

The list of software products shown in Appendix B is divided into two categories.

The first category includes the products in use statewide in courts for which the Support Center provides assistance. There are many other products in use in the Superior, Justice, and Municipal courts statewide, most often supported by the IT staff of the local court, city, or county government. At the state level, however, these are not supported and not included in the list.

The second category includes those products in use at the Supreme Court and the Administrative Office of the Courts.

ARIZONA JUDICIAL BRANCH

INFORMATION TECHNOLOGY STRATEGIC INITIATIVES

FOR FISCAL YEARS 2016-2018

VIII. INFORMATION TECHNOLOGY STRATEGIC INITIATIVES

ALIGNMENT

The Information Technology Strategic Initiatives are aligned with initiatives in ***Advancing Justice Together: Courts & Communities 2014-2019***. This section provides information on each Information Technology Strategic Initiative and its alignment with business needs of the Judiciary.

The current IT strategic initiatives are:

1. Promote a Systemic Thinking Approach to Problem Solving with Technology
2. Provide Infrastructure that Facilitates Communication and Integration
3. Enhance Information Security and Disaster Recovery to Protect Statewide Court Technology-Related Assets and the Reputation of the Judiciary
4. Standardize Processes and Solutions to Improve Efficiency and Effectiveness
5. Complete and Enhance Second-Generation Statewide Automation Projects
6. Improve Data Exchange, Communications, and Public Access
7. Digitize the Court Environment
8. Provide Divisions of the Administrative Office of the Courts Solutions for Internal Administrative Support

Through first-generation automation efforts, the Arizona Judicial Branch has become dependent upon technology to facilitate its record keeping and communications activities. Information technology initiatives enable the Judiciary to better use dependable technologies and related processes to enhance and support their business needs.

An initiative to "Promote a Systemic Thinking Approach to Technological Solutions" was first introduced in the FY 2002-2004 plan and has only grown more important over time. Many initiatives continue to focus on long-term changes of business practices to improve public safety and service. The approach has always been supported, but as increasingly interdependent projects are undertaken, it seems prudent to highlight this very important perspective. Its intent is to encourage both the business leaders and technologists to more thoroughly examine the impacts of their automation undertakings and to consider business process reengineering a key element in the process. When undertaking a project, technologists and their business leaders need to balance the immediate need with the long-term impacts, recognizing the increasing interconnectedness of courts and justice partners.

The Judiciary depends on electronic communications via email, the Internet, and the Intranet (which resides on the Arizona Judicial Information Network) to communicate with each other, the public, and with other justice agencies. Therefore, enhancing and

securing the infrastructure is critical to implementation of judicial strategic business projects. Information technology strategic goals encompass an approach; building a foundation through infrastructure, security, and statewide applications; integrating with justice partners, and constructing an information supply chain that ends with appropriate public access.

Establishing basic case and cash management systems, having common data definitions, standard codes, and consistent data recording practices in courts across the state supports the need of the Judiciary to gather, track, and analyze information. The information technology project to create a central data repository to provide for data analysis, for instance, is predicated on all courts' case and cash management data being in electronic form.

A more accessible court system is a focus of the Judiciary's strategic initiatives. Technology initiatives and their related projects support that with the introduction of electronic filing and electronic forms via the Internet. A focus on security, business continuity, and disaster recovery necessarily accompanies the courts' transition to a digital environment as well. Construction of a central repository to store copies of court documents geographically separate from the courts themselves has completed and work is now underway to finish populating that repository.

An integrated justice system is also a priority. Given that there is a single court organization in the state versus multiple other agencies involved in law enforcement, the Branch is in a unique position to bring together the other functions to improve the manner in which justice is administered in the State of Arizona. Technology projects to participate in data exchanges and sharing of information with local and state agencies support this. And, of course, having a reliable and secure network is critical to such electronic sharing.

For ease of reference, the IT strategic initiatives aligned to meet the Judiciary's business needs have been numbered as follows:

- 1 – systemic thinking/approach
- 2 – provide a robust infrastructure
- 3 – enhance security and disaster recovery
- 4 – standardize processes and solutions
- 5 – complete 2nd generation automation
- 6 – improve data exchange and communications
- 7 – digitize the court environment
- 8 – provide administrative support

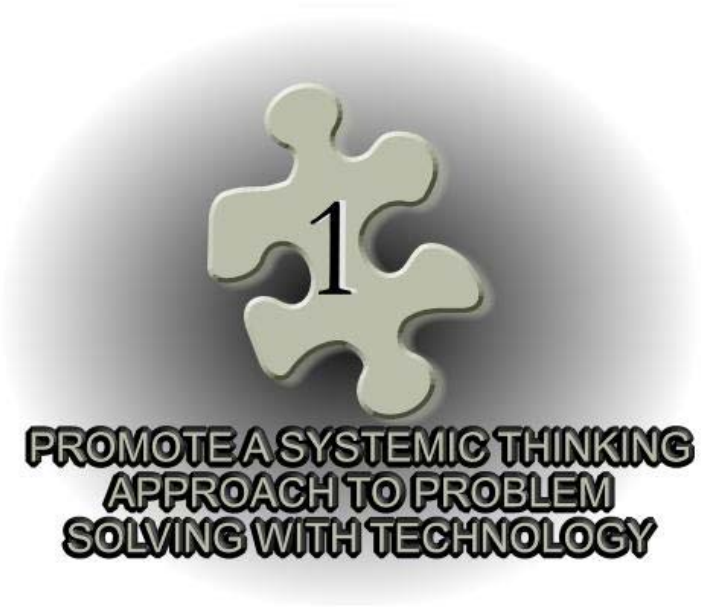
Information Technology Strategic Initiatives Summary

The following sections detail each of the eight information technology strategic initiatives. The ***Background*** section includes a description of the initiative, its background, and the elements of the technology environment included in the initiative.
The Strategic Alignment section aligns the initiatives with the Commission on Technology's strategic automation goals.

In the ***Business Value*** section, the benefits that will accrue to the Judiciary and to the general public are identified. They include such things as improved quality of case and cash management, enhancing access to the courts, and reducing or avoiding costs.

In the ***Dependencies*** section, other activities, projects, and groups upon which achieving this initiative depend are listed. This section will highlight the relationship of the strategic projects to one another.

Finally, in the ***Impacts*** section, each strategic project associated with the initiative is identified.



BACKGROUND

The Judicial Branch is directing its efforts to "front-office" solutions, offering improved public access, internal and external integration, and better customer service. As we address such systems as jury management, online courtrooms, e-filing, and justice integration, we must take a systemic approach. We are in danger of either not meeting the demand or building unique solutions for every problem or commitment, increasing both cost and complexity. We can respond with a piecemeal, reactive approach or we can:

- Understand and Automate the Supply Chain
- Understand and Automate Judicial Business Process

The supply chain is made up of all our business partners, including law enforcement and prosecuting attorneys. If the judiciary doesn't respond in an organized fashion, it could use ineffective or incompatible tools and approaches to address interdependence, integration, and other process challenges. For instance, supporting multiple processes, protocols, and systems in our integration with other agencies, especially criminal justice agencies, will increase both complexity and cost. The solution is to:

- Acknowledge process interdependence as the guiding principle for judicial planning.
- Study, document, and then automate the judicial system supply chain in a uniform manner.
- Build an infrastructure for integration of information among courts and between courts and other agencies.
- Identify a "best practices" approach to judicial business processes, then document and automate them.

Strategic Alignment

Strategic Initiative 1: Systemic Thinking/Approach Alignment with Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	X
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

- Improved responsiveness and productivity of court staff.
- Reduced risks in and complexity of systems development by reducing the number of process, systems, and protocols/standards requiring support.
- Improved overall quality of processes by using a “best practices” approach.
- Improved rural court productivity by providing them with the same level of processes supported by technology afforded to large, metropolitan courts.
- Reduced costs of resources by centralizing and eliminating, where feasible, duplicate procedures, forms, processes, and structures.
- Reduced training and support resources by standardizing the processes and procedures as well as the applications software, systems software, and hardware deployed to support them.

Dependencies

All strategic projects are dependent on this initiative. The systemic thinking approach should and will be applied to projects. An analysis and documentation of the supply chain, as well as the underlying business process, will assure that a technology implementation is supporting a “best practices” solution.

IMPACTS

The impact is widespread. Each IT project should implement a solution that is not skeuomorphic or just "paving a cow path." As interdependency increases, projects must also consider impacts on other systems and on business processes. This includes secondary impacts outside the immediate sphere of the project, potentially including other agencies. The judiciary must now examine the entire context, since technology has changed the environment and enabled so many interdependencies. Solutions must be designed with the understanding that there may be entirely new and better ways of doing business using the new tools.

This initiative has an impact on all IT projects.

BACKGROUND

The Judiciary has been deploying and supporting automation statewide since 1990. A sophisticated and extensive infrastructure is required to support this effort. Most important to communication and coordination is a network connecting courts to one another and to the Supreme Court. There are two divisions of the Court of Appeals, 15 Superior Court locations, 81 Justice of the Peace Courts, and 83 Municipal Courts. There are over 385 judges and more than 9,300 employees of the Judiciary statewide.

The Arizona Judicial Information Network (AJIN) is a dedicated DS-1 MPLS and Ethernet network extending to all courts as well as standalone probation and detention sites statewide. As the demand increases for functionality such as electronic document management systems, interactive Web-based training, videoconferencing, disaster recovery hot sites, and information sharing among courts and agencies, the network must correspondingly increase throughput and flexibility. The Judiciary has responsibility for the expansion, enhancement, and maintenance of the network to meet bandwidth requirements, and for working with communications providers to assure uninterrupted system availability.

A centralized customer service center staffed by specialists in desktop software, court applications software, and desktop hardware fields all help calls from sites. It uses problem and change tracking software as well as call tracking software. The scope of operations has been expanded over time from support of the AZTEC statewide case management and financials application only to include all statewide automation products. This effort is critical to maintaining on-going operations in each Arizona court and probation department site.

First-level support assists court personnel statewide in resolving problems. Second-level technical support personnel install and upgrade systems and respond to critical systems problems. They also proactively maintain equipment for almost 3800 users statewide. While it is most desirable to have onsite or regional technical personnel to provide the most immediate and timely support, deployment of dedicated AOC field support personnel remains cost prohibitive. Deployment of a distributed systems management system was undertaken in FY 2004 to reduce field support travel requirements. The Microsoft System Center software used today not only enables a technician located in Phoenix to remotely assist users throughout the state, but also deploys software upgrades and security updates on PCs and laptops to ensure they remain within support requirements.

In FY 2001, the centralized support center and second-level support functions were combined to form ITD Central Support Services. Second-level support personnel were cross-trained in the statewide applications in order to address more than one application during a site visit. This move improved assistance response time, reduced field support costs, and brought about a more systemic perspective among support personnel.

To support training needs statewide, a local automation trainer/business analyst continues to be funded. State funding matches local contributions to create this position which provides training on centralized automation systems and “best practice” court processes. The position addresses training of new employees, introduction of new processes, new court software release training support, and generally works with centralized state trainers to support uniformity and quality in court processing statewide. This program has been very successful in past years and will receive continued funding through FY 2016 as the field trainer position is also key to rolling out the limited jurisdiction case management system in a timely fashion across the entire state.

Historically, not all rural counties have been able to take advantage of the trainer positions, due to local funding constraints. Several years ago, AOC Court Services Division obtained permission from COT to reallocate some funding to address the needs of counties that have never been able to afford the field trainer for which state-matching funds had been reserved. This resulted in increased coverage by field trainers to underserved counties.

STRATEGIC ALIGNMENT

STRATEGIC INITIATIVE 2: INFRASTRUCTURE ALIGNMENT WITH COMMISSION ON TECHNOLOGY STATEWIDE AUTOMATION GOALS	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	X
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	

BUSINESS VALUE

This strategic initiative will create, extend, and support an infrastructure that provides business value to statewide activities, involving the network, centralized help desk support, field support, equipment, and distributed system management. The benefits or business values for each area will allow:

NETWORK

- Improved rural court productivity by providing the same level of technology afforded the large metropolitan courts. Improved customer service by providing higher quality of data and case management and greater public access to information.
- Improved, more secure access to the Internet for rural courts with improved throughput.
- Improved centralized access to information, such as criminal history, orders of protection, domestic violence, etc., for law enforcement.
- Improved electronic integration with the legal community and other justice-related departments and agencies.
- Improved responsiveness and productivity of court staff.
- Reduced risks in and complexity of systems development by reducing the number of systems and protocols/standards needing support.
- Reduced reliance on local vendors.
- Improved openness and interoperability of judicial systems with outside agencies.

Centralized Help Desk

- Improved overall quality of systems by devoting limited resources to fewer of them.
- Improved rural court productivity by providing them with the same level of technology afforded the large metropolitan courts.
- Reduced costs of resources by centralizing and eliminating, where feasible, duplicate support structures.
- Reduced total training and support resources required by standardizing the applications software, systems software, and hardware deployed.

Field Support

- Improved responsiveness and productivity of court staff.
- Improved rural court productivity by providing the same level of technology as in the large metropolitan courts.
- Reduced training and support resources required by standardizing the applications software, systems software, and hardware deployed.
- Increased efficiency, accuracy, and effectiveness of support by developing and documenting processes and procedures.
- Reduced costs of resources by centralizing and eliminating duplicate support structures.
- Improved breadth of knowledge and quality of support staff.

IT Equipment Upgrades

- Improved rural court productivity by providing the same level of technology afforded to large metropolitan courts.
- Reduced risks in and complexity of systems development by reducing the diversity of systems and protocols/standards requiring support.
- Reduced cost of maintenance by routine enhancements, upgrades, and replacements as well as preventative maintenance.
- Improved power consumption/energy efficiency and reduced carbon footprint.

Distributed System Management

- Increased effectiveness of support by automating tracking, distribution, and other routine tasks.
- Increased system availability.
- Improved responsiveness and quality of support staff customer service.
- Reduced travel-related costs for support.

DEPENDENCIES

- Continued availability and enhancement of high-speed communications statewide (as courts continue to consume more bandwidth).
- Continued funding availability for field training positions.
- Effective use of remote PC management software in the Windows 8.1/Windows 10 environment and with new applications.
- Continued refresh of PC hardware, operating systems, and software in the field to ensure items remain in support by the vendors.

IMPACTS

The infrastructure, along with the applications deployed on state-supported hardware and software throughout Arizona, provides the processing and communications foundation on which the remaining initiatives are built. Such initiatives and projects as justice agency integration, public access, electronic filing, and time standards reporting rely on a robust and well-supported infrastructure.

Nearly all the IT projects are impacted by and aligned with this initiative.

BACKGROUND

The digital world is becoming ever more perilous as computer systems become increasingly interconnected. With the creation of AJIN, the deployment of the centralized JOLTS juvenile tracking system, and the development of the AZTEC case management system using client server architecture, the Judicial Branch accepted the major responsibility of safeguarding the data and infrastructure on which courts statewide rely. An information security specialist developed the specific strategies, standards, and policies to achieve this goal and periodic audits ensure their continued effectiveness.

Taking a purely central approach to addressing data security has become insufficient over time as an increasingly decentralized environment is constructed. For example, electronic document management and criminal justice data integration projects present increased requirements for data security at the local level as statewide processes grow dependent on feeds from courts. Unfortunately, local courts typically have neither the money nor the equipment to ensure continuation of their business in a disaster. What used to be their isolated risk has graduated to a system-wide risk, as courts become increasingly process dependent on electronic documents and more data gets captured at the source. The Administrative Office of the Courts is working with the Department of Public Safety to address security issues related to criminal justice data. Several committees, most recently the Court's Electronic Record Retention and Destruction Advisory Committee, have been addressing a variety of electronic recordkeeping issues. The Clerks of Court, as the constitutionally designated keepers of the record, are also involved in various workgroups to develop appropriate standards and consistent processes to provide for secure and reliable electronic data and documents.

COT continues to recognize an increasingly long list of vulnerabilities for courts. Two standing subcommittees of the Commission, CACC and TAC, have been charged with crafting best practices, related procedures, and training sessions to improve the survivability of data at the local courthouse. A business continuity matrix was approved for distribution with the FY 2008 IT planning materials and subsequently became the tool

for recording efforts by the general jurisdiction case management system team to quantify local risks and dependencies on statewide systems as part of their pre-implementation efforts. Results of the data gathering effort represented by the matrix are quantifying the business risks courts face and providing perspective on the costs to address those risks. An assessment and planning guide of some sort is also envisioned. In addition, CACC and TAC were directed to examine a variety of options and related costs for protecting data in a distributed environment, and then return to COT with their joint recommendations for financially feasible solutions.

Malicious Web content, viruses, and phishing have given way to much more sophisticated attacks that bypass traditional perimeter defenses. Botnet thievery of credentials, SQL injection attacks, “ransomware,” and cross-site scripting are only a few recent threats. Various high priority projects and tasks must be accomplished over the coming years to assure the courts’ network and assets remain protected. An example is applying port security on routers to enable more rapid discovery of unauthorized devices and containment of malicious content entering the network from remote points. As more employees’ personal devices begin to make their way onto AJIN with the adoption of BYOD policies, the network will require even more vigilant protection from potential back doors. Beginning in 2015, a new requirement has been added for annual cybersecurity training for every judicial employee in the state. Various video training sessions have been developed by ITD to assist employees in meeting the requirement.

Section K of A.R.S. § 44-7501, “Notification of Breach of Security System,” mandates that courts create and maintain an information security policy that includes notification procedures for a breach of the security system of the court. “Breach" means an unauthorized acquisition of and access to unencrypted or unredacted computerized data that materially compromises the security or confidentiality of personal information likely to cause substantial economic loss to an individual. The scope of personal identification covers two main areas:

1. An individual's first name or first initial and last name in combination with a
   - social security number,
   - driver license number, or
   - non-operating identification license number.
2. An individual's financial account number, credit card number, or debit card number in combination with any required security code, access code or password that would permit access to the individual's financial account.

In response, the chief justice issued Administrative Order (AO) 2008-68 to instruct courts on the minimum content of a local policy that complies with the legislation. Mandatory security awareness training includes aspects of AO 2008-68 and advises employees that Microsoft’s OneDrive for Business supplied as part of TRP encrypted all stored data.

Strategic Alignment

Strategic Initiative 3: Enhance Security and Disaster Recovery Alignment with Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	X
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

Better protect courts' technology-related assets to reduce the risk of losing court assets or breaching data privacy requirements. Minimize disruption of business or loss of electronic records in the event of a local court disaster. Protect the reputation of the judiciary in the eyes of the public as a trustworthy branch of government.

Dependencies

Security

- Continued security/disaster recovery of centralized systems and data.
- Cooperative solutions with local governments when developing standards for local data and business continuity actions.
- Layers of security on e-filing and eAccess systems to appropriately protect information and the court record.

Privacy

- Rule 123 and legislation-compliant solutions for use with EDMS, CMS, and public access projects.
- Trustworthy redaction techniques for electronic information.

IMPACTS

If not successful, disruption of court business operations will occur, as well as loss of valuable court data and documents. Personal and confidential data, protected by Rule 123, might be available for public view as a result of missing or insufficient controls.

A data breach would prompt initiation of a costly investigation and trust-eroding public notification process.

Projects affected include:

- Business Continuity
- New LJ CMS (AJACS)
- LJ Electronic Document Management
- Public Access to Case Information and Documents

BACKGROUND

As courts enter the realm of e-government and e-records, the importance of having enterprise architecture (EA) and related technology standards cannot be emphasized enough. Around 80 percent of new technology companies go out of business within 5 years of their formation. IT trade publications continue to hype expensive new approaches to age-old business problems every day. The pace of change increases at an exponential rate. New technologies are always accompanied by risks. Courts that make the wrong decisions about technology often find themselves relying on unsupported applications for their day-to-day work, sometimes for many years, an uncomfortable and expensive place to be.

A need exists for a set of cohesive standards to build to that promotes both reuse and sharing of automation systems across many jurisdictions. EA functions as a type of building code across the entire organization, describing a direction for current and future technology activities, supported by underlying product and integration standards that mitigate risk for courts. It acknowledges the interdependence of courts within the supply chain of data as well as the distributed nature of the court system and helps them maximize local investments by selecting products that interoperate, promoting data sharing and citizen access through e-government. EA focuses on the holistic impact to the organization.

EA effectively supports and enhances the business of government and improves the ability to deliver responsive, cost-effective government functions and services. Effective utilization of technology to achieve business functions and services, increasing citizen access to those services, sharing information and resources at all levels of government, and maximizing investment in IT resources are major motivating factors for the development and implementation of EA. Using technologies and products adhering to the “building code” enhances government services as a whole, promotes e-government solutions, improves productivity and performance, and optimizes economies of scale through interoperability, portability, scalability, and the sharing of resources. Standard

solutions also eliminate the need to make redundant contracts and purchases. They reduce implementation and support costs by limiting the range of solutions to a manageable few.

All technologies traverse a practical and functional life cycle from emerging to mainstream then, over time, to unsupported and eventually to obsolete. To provide direction regarding the life cycle categories for common court technologies, the Technical Advisory Council maintains a detailed table of EA standards for the branch. The Judicial Project Investment Justification (JPIJ) requires an explanation of the adherence of any new project to the standards. The annual IT plan project detail input sheet requires the same. The table includes a designation of the lifecycle category associated with listed products and technologies: Watchlist, Mainstream, Containment, or Retirement.

COT has designated that all items labeled "retirement" have a replacement strategy identified in the annual IT plan for the courts where they are installed. For reference, the approved table resides at http://www.azcourts.gov/cot/Enterprise-Architecture-Standards. Any court can request that TAC consider a new standard for addition to the table at any time. There is also an exception process a court may use to request a business-related, one-time waiver to a particular standard.

In addition to general standards contained in the EA standards table, like GJXDM, more specific, pragmatic direction is needed in relation to various projects. A subset of a standard is sometimes necessary to provide direction to court developers. An example is specific XML tags used to communicate specific types of information or transactions, for electronic citations. In those instances, COT has directed TAC to establish and maintain detailed specifications for various functions or levels of court within the framework of the approved standards. Issues related to specifications may be brought to COT for resolution, if necessary.

Specifications developed so far relate to reporting defensive driving school information, e-filing civil cases, court-to-court record on appeal, and e-citation. Originally based on the Maricopa multi-vendor model, the civil case e-filing specification defines a common tagging scheme that complies with ECF 4.X, an industry standard for e-filing. The record on appeal specification defines tags necessary to electronically transfer a record on appeal, including the index of record, from a trial court to an appellate court, and from one appellate court to the next appellate court. Criminal standards are also being set in conjunction with ACJC and criminal justice partners.

Strategic Alignment

Strategic Initiative 4: Standardize Process and Solutions Alignment with Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	X
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

Enterprise Architecture

- Reduced risks in and complexity of systems development by reducing the number of systems and protocols/standards requiring support.
- Reduced training and support resources required by standardizing the applications software, systems software, and hardware deployed.
- Improved rural court productivity by providing them with the same level of technology afforded the large metropolitan courts.
- Improved responsiveness and productivity of court staff.

Standards

- Mitigated project risks, increased project success, and increased interoperability and sharing of information and resources.
- Improved responsiveness and productivity of court staff.
- Improved rural court productivity by providing them with the same level of technology afforded the large metropolitan courts.
- Improved quality of support staff customer service.

Detailed Specifications

- Improved specific direction on application of standards to developers.
- Enablement of interoperability of component-based systems, whether developed in courts or by vendors.

Dependencies

- Continued definition, maintenance, and communication of EA Standards as technology products and solutions traverse their lifecycle.
- Most priority projects are either dependent upon or will significantly benefit from the application of standards and related, detailed specifications.
- Every exception approved puts a chink in the armor of a cohesive, statewide, integrated system.

Impacts

Every project needs to be closely aligned to this strategic initiative. Courts having items listed in the "Retirement" column of the EA Standards Table must identify a replacement strategy in their next IT plan submittal or risk withholding of approval for the plan. Three counties had approval withheld in the most recent COT review cycle.

BACKGROUND

The courts embarked on the first wave of statewide automation around 1990 with a goal of implementing a standard case and financial management system to replace manual processes. A juvenile probation system was expanded from Maricopa County to statewide use by the mid-1990s. The AZTEC case management system was deployed to 147 courts by the end of the decade. The hallmark of first-wave automation systems was their standalone approach, targeting specific high volume areas and incidentally replicating functions of other automation products, e.g., JOLTS and AZTEC both did calendaring, case management, and financials, only for two different populations. They were constructed for a specific level of court absent any overarching direction from branch technology or integration standards and so took on a closed, proprietary flavor, necessitating a back-end data warehouse to accomplish any integration. Sadly, these systems typically only increased the workload of the court, in the end, as personnel entered data into multiple systems in addition to wielding the paper. The systems did not align well with court business practices, being encyclopedic rather than workflow process based.

The second wave of automation is component based and focused on re-use of building blocks that can be modified and flexed across various systems. Doing so requires clear standards in both technology and business processes as well as intensive coordination among system developers and business testers/users. The systems are designed from the standpoint of innovation more than generation; most data courts work with comes from somewhere else. The court acts as a hub of information more than an originator. Second-generation systems pick up information from law enforcement and attorneys' systems, reducing workload by moving the responsibility for input to the source to get the clerk out of the data entry business. New systems contain workflow right out of the box, providing an inherent standard business process, removing the need for understanding the entire process before being able to perform any part of it. They also are exception based, triggering alerts whenever items fall outside specified parameters.

The Judiciary has several second-generation statewide automation projects underway and completing them remains a top priority. They provide for case and cash management for the various levels and/or departments within the Judiciary, using shared core services that leverage development efforts following standards.

Meanwhile, support and enhancement of existing statewide applications remain a priority, though balanced against the remaining life of the application being enhanced. The Arizona Court Automation Project (ACAP) continues to provide automation to Justice and Municipal courts. During FY 2000, the Windows version of the AZTEC case management software was implemented in most rural and suburban courts. During FY 2002, a replacement of equipment and a software upgrade was begun for systems deployed in 2000. The next phase significantly enhanced the application in the financial arena and enabled its use in the large metropolitan courts by increasing its case processing capacity. In FY 2006, AZTEC began to be opened to allow e-citation and red light case initiation using an XML data stream, paving the way for electronic case filing while awaiting implementation of a next-generation case management system. Late in FY 2007, COT decided, and AJC concurred, to pursue implementation of a vendor CMS for general jurisdiction courts. Following successful implementation of that CMS in 13 superior courts, development work is now complete to apply this same CMS to serve limited jurisdiction courts around the state currently using AZTEC. Discussions are underway with the largest non-AZTEC courts to determine their resource needs and timelines for adoption. Implementation of the finished system will standardize and significantly improve the efficiency of all limited jurisdiction courts in the state and enable long-awaited enhancements to customer services provided by courts.

The Criminal Justice Data Integration Project will also significantly reduce levels of court effort by eventually eliminating the redundant data entry now being performed. By 2004, the Judiciary had 64 Arizona general and limited jurisdiction courts operating on the ACAP software solution to pass criminal history data to DPS. Data integration will be further strengthened with the rollout of the new limited jurisdiction case management system statewide as well as the rollout of the Arizona Disposition Reporting System and NICS reporting facility in conjunction with ACJC and DPS. The ADRS project proved the concept of using an enterprise service bus approach for statewide integration by connecting disparate information systems among justice partners. It provides the technological foundation for the eWarrant and NICS Reporting projects currently in the proof-of-concept phase.

Appellamation is an appellate court case management system developed for the Supreme Court and both divisions of the Court of Appeals. This system uses a unique appellate information architecture dissimilar to the AZTEC database, but nearly as old as AZTEC. Though integrated with both AZTEC and the AJACS CMS to accept transfers of case information on appeal using the e-ROA program, a long-term plan for extending the life of Appellamation is getting underway in the coming fiscal year.

The Juvenile Online Tracking System (JOLTS) provides for the automation needs of the juvenile justice community. The first statewide system implemented, the JOLTS

statewide juvenile probation caseload management system developed in Maricopa County Superior Court in 1979 is being replaced by a second-generation system in both Maricopa and the other counties. In May 2004, the Administrative Office of the Courts received permission from the Information Technology Authorization Committee (ITAC) to proceed with development using the new statewide judicial architecture. JOLTS users number approximately 2,600 statewide and include the following agencies: Juvenile Court Centers, Victim Rights Advocates, County Attorneys, Court Appointed Special Advocates (CASA), Public Defenders, Foster Care Review Board (FCRB), Attorney General's Office, Department of Economic Security, Clerk of the Court, ComCare, Court Administration, Department of Juvenile Corrections, and Adult Probation Departments.

The effort to automate and enhance adult probation tracking functions statewide passed a key milestone in 2006 with implementation of the Adult Probation Enterprise Tracking System (APETS) in the final four counties. All data statewide now resides on a single database – over 415,000 client records and 24.2 million contact records. Periodic enhancements to the software, support, and user training continue, including fundamental programming changes to support a business process change to evidence-based practices (EBP) within the plan period.

Fourteen of the fifteen superior courts use a common jury processing software package. Maricopa Superior Court, formerly operating on an internally developed system, migrated to an off-the-shelf system several years ago, based on their large volume needs as well as extended functionality requirements (like Web and IVR interfaces for the public). The judiciary undertook a study to determine the direction for jury processing software and functionality. That work group reviewed the migration path of the existing software in fourteen courts and determined to remain with that software rather than convert to the package selected by Maricopa. Recent upgrades to that system have enabled a more responsive and interactive interface to the public for jury processing via the Internet as directed by the Commission on Technology.

Related centralized data repositories, processing and/or standards for second-generation systems include electronic document management systems, electronic filing, collections, legal research/legal portal, data sharing and integration processing, self-service center court forms, authentication and security, and global directories. The COT's ad hoc committee on centralized processing reviewed these issues during FY 2003 and provided recommended criteria to select the degree and type of centralization for many common court automation functions. Many of these have either been put in place already or are being pursued within the plan period.

Strategic Alignment

Strategic Initiative 5: Second-Generation Statewide Automation Alignment with Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	X
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

- Improved effectiveness of the Criminal Justice System through the electronic exchange of court data and documents and the provision of decision-making information to criminal justice administrators.
- Improved rural court productivity by providing the same level of technology afforded the large metropolitan courts.
- Improved consistency in record keeping and case management practices statewide.
- Improved customer service by providing higher quality of data and case management and greater public access to information.
- Improved responsiveness and productivity of court staff.
- Increased productivity of court and support staffs.
- Reduced development costs by reducing the number of systems implemented and supported statewide.
- Reduced maintenance and enhancement costs by reducing the number of systems implemented and supported statewide.
- Reduced cost impact of legislative and judicial administrative changes to processes and procedures requiring changes to application software.
- Reduced training and support resources required by standardizing the applications software, systems software, and hardware deployed.
- Reduced cost of maintenance by routine enhancements, upgrades, and replacements as well as preventative maintenance.

DEPENDENCIES

- The maintenance and continued upgrading of the computing and communications infrastructure.
- Sufficient resources to complete implementation efforts for juvenile probation and limited jurisdiction courts while functionality of the general jurisdiction system continues to be extended and enhanced, e-filing is expanded, and bench automation implementations begin.
- AOC modifications to provide a limited jurisdiction statewide system that shares the codeset of the general jurisdiction system.
- Staff resources to perform statewide system development and implementations while still providing legacy support for case and probation management systems statewide. Sufficient resources at technology vendors to complete development and enhancements.
- The establishment of a cross-branch policy and governance structure for the development of the Criminal Justice Data Integration Project.
- Sufficient resources to create and support new central repositories of electronic data and documents in support of statewide electronic case filing, eAccess, and bench automation.

IMPACTS

With several statewide systems all being replaced at nearly the same time, the financial impact is unprecedented. The problem was compounded over several years as the planned funding for the initiatives got interrupted by multiple reallocations of JCEF (a state-level automation funding source) by the legislature. Now, filing numbers continue shrinking year over year and with them available revenue. There is no longer any certainty that sufficient funds will exist to complete the statewide implementations of and requested enhancements to these vital, second-generation systems.

Court business processes will be affected by the workflow and document processing capabilities built into the new systems, resulting in much greater efficiencies in data entry and reporting. Integration points built into new automation systems will accept digital input from other systems and electronic filings, thereby precluding clerks from having to re-enter data from other sources.

Projects include:

- New Limited Jurisdiction Case Management System (AJACS)
- JOLTSaz Statewide Rollout
- Electronic Case Filing
- Public Access to Case Information and Documents

BACKGROUND

The Judiciary provides electronic access to court information via the Internet and uses messaging middleware in order to serve the public better, contribute to the improved effectiveness of the criminal justice system, and make courts more accessible. Information includes general information, case information, and court calendars. Additionally, we continue to foster development of electronic data interchanges between criminal justice agencies and work toward electronic filing in all courts and all case types for both the legal community and self-represented litigants.

During Fiscal Year 2002, the Judiciary launched its Public Access Case Look-Up Web site. Using the service, the public can access case information with a 24-hour currency by case number or party name. This offering was an immediate and enormous success; in only the first five months of operation (February through June 2002), the site had over 12 million queries. Last year, it had nearly 53 million queries by over 3.9 million visitors.

The Judicial Branch recognizes and supports the need for improved operational effectiveness of the criminal justice system as a whole. Each criminal justice function must improve not only within itself but also in concert with the other criminal justice agencies. Given that a single court organization exists in the state versus multiple other agencies involved in law enforcement, the Branch is in a unique position to bring together the other functions to improve the manner in which justice is administered in the State of Arizona. The courts, being central to the system, are eager to collaborate in the statewide effort that began in Coconino County in Fiscal Year 2000 to automate the exchange of data used by more than one criminal justice agency. The original project linking the AZTEC CMS application for the Superior Court in Coconino County and the Coconino County Attorney Case Management System continues to be expanded. Having created the Integration System Model, which was made available to the remaining Arizona counties, AZTEC's ability to collect integration-related data has been expanded to accept an XML

data stream. Integration functions using XML interfaces are also being performed "out of the box" by the new, second-generation CMSs.

A previous project provided law enforcement and the public with access to a repository of domestic violence information. That information is currently being standardized nationwide as part of Project Passport, headed by the National Center for State Courts (NCSC), allowing protective orders to travel from state to state with easy recognition for law enforcement. More general availability will be subject to the policies contained in the updated Rule 123 that responds to privacy concerns expressed by victims groups.

Another data sharing project is electronic disposition reporting. This project provides for electronically sending criminal case dispositions to the Department of Public Safety via a messaging system. Since 2004, 67 courts have been able to electronically report dispositions to the state's criminal history repository. In concert with ACJC and DPS, AOC has now taken the next incremental step in creating an electronic workflow among justice partners using enterprise service bus (ESB) architecture for exchanging criminal information prior to its inclusion in the DPS criminal data repository. The enterprise service bus acts as a clearinghouse for information independent from the systems that provide or consume its data. This approach will increase the ultimate acceptance rate for data at DPS to above 90 percent and ensure that justice partners are processing the correct charges for the correct suspect.

AOC continues traversing an ESB strategic roadmap that winds through standards, policies, processes, and procedures to foster data exchange among justice partners and to direct future access to Arizona justice data. As part of that strategy, a Central Case Index (CCI) is currently being populated. CCI is composed of an operational data store (ODS) designed to integrate data from multiple disparate sources and a set of managed services used to interact with this data in a secure, standardized way. No direct access is provided to CCI data; rather, access is provided to the set of managed services employing standardized security and a communication structure based on the NEIM, LegalXML, and Electronic Court Filing (ECF) standards. As the demand for CCI grows, these court technology standards will prove to be a valuable tool for facilitating data interchange between the multiple agencies, environments, and devices adopting them.

CCI is being populated with the current information about court case data from the various court systems of record (CMSs) operating in Arizona, thereby enabling a central point of access to case information for enterprise applications that require it from multiple Arizona courts or CMSs in the state. CCI will also contain a reporting environment composed of multiple data marts that are being created on an as-needed basis to serve the internal business needs of individual courts and the AOC.

For Phase I, AJACS, Maricopa Superior Court's iCIS and Pima Superior Court's Agave CMSs are in the process of providing the following case-related data elements: Court, Case, Participant(s), Event, Financial, Hearing, Judgment, Charge, and Sentence.

For more than 6 years, the Supreme Court has been broadcasting oral arguments from the courtroom around the world in real time. No special software is required to view the live audio/video footage from the Court's website and archived proceedings remain available long after the court date.

The Judicial Branch also recognizes that the public will be better served by improving operational effectiveness with outside non-judicial entities. Technology can enable this objective. For example, with the implementation of expedited family court processes, the expanded use of electronic data exchange will support speedier and more accurate processing of these cases by facilitating communication among the various state, local, and judicial entities involved.

Strategic Alignment

Strategic Initiative 6: Improve Public and Agency Access Alignment with Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

- Improved effectiveness of the criminal justice system through the electronic exchange of court data and documents and the provision of decision-making information to criminal justice administrators.
- Improved consistency in record keeping and case management practices statewide.
- Improved customer service by providing higher quality of data and case management and greater public access to case-related information.
- Improved protection for domestic violence victims even in other states though automation of protective orders with Project Passport.

- Improved public safety through improved centralized access to information, such as criminal history, orders of protection, domestic violence records, etc., for law enforcement.
- Improved quality and quantity of data available to the AOC for analysis and research.
- Improved electronic integration with the legal community and other justice-related departments and agencies.
- Improved quality of service to the public by providing other government agencies, such as DES and DOR, with more accessible electronic information to improve and support their processes.
- Increased overall accuracy and timeliness, reduction of processing backlogs, and database completeness.
- Increased transparency and public access to the Supreme Court's rulemaking process and oral arguments.

DEPENDENCIES

- The Enterprise Service Bus for the Arizona Disposition Reporting System (ADRS) and other data exchange applications.
- Continued development and support of a technical architecture enabling statewide data integration.
- Acquisition of resources to continue developing pilot data sharing projects designed to make use of the integration infrastructure architecture.
- Upgrade / replacement of the judicial data warehouse, JUSTIS. Expansion of CCI from an e-filing-specific facility to a true, multi-application case index.
- Cooperation of state and local agencies, especially law enforcement.
- With state and local agencies, development of mutually agreed-upon security policies and procedures.
- Coordinated change management to assure that interdependent infrastructures continue to function together.
- Replacement of remaining "ink and roll" fingerprinting with LiveScan throughout the state.
- Installation of videoconference equipment in courtrooms of rural superior courts.
- Sufficient network bandwidth to carry increased video and data integration traffic.
- Continued capabilities of the Supreme Court's video streaming outsource partner and network to carry live video.

IMPACTS

With the Judiciary focusing on “front office” functionality, public and agency access becomes a primary concern for every project. Development projects will need to incorporate information and functionality to address this initiative. For instance, the domestic violence repository required that AZTEC add certain information not collected at the time in order to fulfill the electronic reporting requirements as well as provide sufficient information to law enforcement. Videoconferencing initiatives will need to focus on improving access to courts, in most cases by providing for hearings and arraignments and other court processes without the need to be physically present in the courtroom. Even infrastructure maintenance, which is generally perceived to be internal, will need to build capacity to serve the information distribution needs of this initiative as more data/video traverses the network over time.

BACKGROUND

Courts are following industry's lead to "digitize everything," placing a focus on information systems to make it easier for people to get their jobs done and done well. When caseloads grow, so does related data entry, and, unfortunately, the harsh reality is that clerical positions are not added at a rate anywhere near the caseload growth rate. The solution is to increase the productivity of existing workers through technology, taking a holistic approach to arrive at a standards-based, integrated system comprised of various disparate parts. This path can invite creative destruction, however, wherein the old way of doing something declines then disappears, resources are re-deployed, institutions and people adapt, the new way grows, and overall benefits are recognized. The problem with creative destruction is its pain for anyone involved in the old technologies and old ways of working. Though courts will take an evolutionary rather than revolutionary approach, in the midst of digitization lie some changes in the way courts conduct business, both from the bench and in the back office.

Fundamental to increasing productivity is a mindset that views the court system as an information supply chain -- a network of courts at all levels collectively responsible for dispensing justice within the state. Its goal is to deliver the right information to the right place at the right time. Because data created at or for lower courts may eventually end up at the Supreme Court on appeal, a chain relationship exists between law enforcement, municipal or justice courts, the superior courts, the courts of appeal, and the Supreme Court. This supply chain considers all the individual links leading up to the final one as essential functions within the overall value equation.

As mentioned in "Second-Generation Automation Systems," legacy case management systems necessitate keying and re-keying case information. Second-generation systems will pick up information directly from law enforcement and attorneys' systems, reducing workload by moving the responsibility for input to the source, removing the clerk from the tedious data entry and validation business. The new statewide CMS forms the foundation of the "Digitize Everything" approach, on which are layered imaging, EDMS, backup/data

recovery, court-to-court case transfer, electronic access to records, electronic case filing, central repositories of electronic documents, electronic notifications, electronic archiving, and judge/bench automation activities. In the interim, AZTEC has been enhanced somewhat to enable images to be associated with cases and to accept certain electronic case input from outside sources.

All courts face paper records management and case file storage challenges today. The Judiciary continues to implement technologies such as imaging and electronic filing to address document management requirements. Electronic filing also supports courts' migration to more streamlined processes and workflow management, which imaging was originally begun to facilitate. This initiative has been a high priority each year since the first IT strategic planning session in 1990, as courts have scanned paper filings they receive as a prerequisite to getting rid of paper altogether. But pure imaging provides no metadata, making storage easy but retrieval very difficult. Strategic projects relying on electronic document management continue to be among the Commission on Technology's priorities. These projects rely not only on imaging but also on metadata and case management system integration for efficiently storing and retrieving true electronic documents. All superior court clerks have now implemented a full-featured EDMS and the largest limited jurisdiction courts have already followed suit.

A June 2000 EDMS study recommended centralized document repositories for jurisdictions lacking technical resources, but legislation requiring the storage of superior court records within each county blocked the approach. That initial EDMS approach was revised to a federated model and efforts were directed at selecting a standard application for superior courts to reduce the number of system interfaces that would be built and maintained. Today, many limited jurisdiction courts still lack the technical resources required to operate a robust EDMS over the long term, safeguarding all original electronic records for significant retention periods, and providing timely disaster recovery. A review of business continuity requirements as courts depend increasingly on paperless e-records led to revisiting the approach. A few years ago, almost 20 smaller courts had plans to implement EDMS in the near term. To speed adoption, the AOC created a disconnected scanning option that enables LJ courts to connect to a central, shared EDMS rather than each purchasing and maintaining independent local systems.

As electronic records exist within lower courts they can be re-used for appeals in higher courts. Technical specifications for data and document transfer have been defined to seamlessly move case information and related documents from limited jurisdiction to general jurisdiction courts and then on to appellate courts within the state – the supply chain of justice. Use of a central document repository will alternatively provide judicial officers a point of access to relevant case documents without requiring additional steps to transfer data and the overhead of re-saving them on the receiving court's EDMS and backup systems.

Public information from the set of digital case information is being collected in a central repository as the intended source for public inquiry. Public users will be able to "subscribe" to selected cases and receive updates based on changes to specific case

information. Pro per se filers will increasingly use interactive, intelligent forms that output a stream of digital data. An e-filing portal provides standard court forms online and leads users through the process of filling out forms and printing them or eventually even e-filing them. PCs deployed at many court, county, and municipal sites across Arizona make public access to electronic resources increasingly available to court users.

The vast majority of case-related documents begin life on a computer, either in law firms, at parties' homes, or on court websites. With a growing number of EDMS file rooms in existence and second-generation CMSs online, electronic case filing will enable courts to efficiently consume this digital source data directly. The courts' enterprise service bus provides a logical location for storing and forwarding electronic filings through a single "front door" to the court system. Law enforcement will continue to expand use of handheld citation devices, photo radar and red light cameras which output validated digital data. Mass filings, like metropolitan eviction actions originating within the same law office, are also slated for e-filing. Once these projects are implemented, the tipping point will be reached – digital data will be the norm while paper becomes the exception. No plan exists to totally discontinue paper filing at the court counter, though the practice should become practically obscure over time as the convenience of electronic filing increases.

Solving the electronic identity riddle as part of e-filing will allow courts to provide trustworthy case-related notifications of warrants, orders, or judgments, further reducing the production of paper within the court but also increasing reliance on electronic systems and processes. Procedural solutions within the Judiciary like "/s/ typed name" or a simple technical solution, like active directory authentication, may relegate need for a complex technical signature solution to only those items originating or transmitted outside the courts. AOC is investigating a product for "signing" documents originating in courts for use by others in a manner that could be checked for validity against a log maintained by the issuing court.

Finally, an electronic archiving and destruction strategy must be addressed for records that were only ever digital ("born digital"). AJC has adopted the recommendations of the Electronic Records Retention and Destruction (ERR&D) Committee that all electronic records be automatically destroyed at the very end of their approved retention periods, unless designated as having historical value. With that direction in mind, published retention periods are being re-examined for all levels of court State Library Archives and Public Records (SLAPR) is the eventual owner of permanent or extremely long retention records under the retention schedules and continues to be a partner in crafting the statewide solution that takes into account the end-state of electronic court records. Currently, SLAPR requires records to be transmitted on paper or microfilm, regardless of their storage medium at the court, though ratification of the PDF/A format as an international standard may enable a change to electronic archiving over time.

Strategic Alignment

Strategic Initiative 7: Digitize The Environment Alignment with Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

Imaging/EDMS

- Reduce cost of records storage.
- Provide simultaneous access to the same document.
- Lay foundation for electronic case filing.
- Drastically reduce record on appeal transfer time.

Backup/Data Recovery

- Reduce the risk of losing court assets.
- Reduce time to restore business information following a disaster.

Court-to-Court Case Transfer

- Eliminate re-keying of case information.
- Improve electronic integration with the legal community and other justice-related departments and agencies.

Electronic Access to Records

- Improve access by the public to court records.
- Improve access by justice partners to court records.

Electronic Case Filing

- Extend filing hours and increase access to justice.
- Reduce paper costs.

Electronic Notifications

- Simplify court communications processes.
- Reduce paper costs.

Electronic Archiving and Destruction

- Improve the accessibility of archived court information following approved retention schedules, especially at the superior court.
- Preserve needed electronic case-related documents and data.
- Remove electronic case-related documents and data once no longer needed.

Dependencies

- Transferring increasing numbers of imaged and electronic documents may require upgraded network capability.
- ACAP desktop PCs need to be able to function as scan stations in limited jurisdiction courts for the central EDMS model to work.
- Funding for maintaining all hardware and software required to operate the federated EDMS model.
- Software development will be required to provide access to electronic documents through and integration with developing case management systems.
- Authorization, verification, and signature technologies and policies must be established for certain situations.
- Systemic thinking needs to be applied to this entire process, as business process reengineering and standardization are absolute requirements when creative destruction is involved.
- Public, commercial, and government agency needs for court documents online must be balanced against privacy interests. Stakeholders must be comfortable with policies and practices for data/document security classification and resulting levels of access.
- Periodic media and format updates are required to ensure continued accessibility of lengthy- or permanent-retention files. Automated destruction requires further case management systems development and effective training of court clerks.
- Detailed technical requirements and safe business practices must be clearly defined and adhered to before paper is removed from the court environment.

IMPACTS

Simply put, digitizing the courts provides the foundation for e-government. It enables "born digital" content from litigants' systems to be filed into court (getting clerks out of the labor intensive scanning business) and judgments/minute entries to be rapidly communicated from court to affected parties (getting clerks out of the labor intensive minute distribution business).

It also makes a tremendous dent in the courts' paper records storage challenges since disk space is far cheaper than shelf space and has a far smaller footprint. It enables increased justice partner and public access to information (within the bounds of privacy) since multiple individuals can view the same electronic case file at the same time. And, through metadata and full-text searchability, it provides for almost instant location of the needed portion of a particular record without reading page after page of a paper file.

Behind the counter, digitization streamlines caseflow by enabling an electronic workflow in which records are intelligently routed to the next functional area and workers see a queue of records that await their action. This keeps the focus on value-added work, allowing more cases to be processed with the same resource level.

But all this doesn't come without the stress of a paradigm change -- the current workforce is paper-centric and current rules, work processes, and access controls were all developed in a paper world. Processes and related court policies have to be reconstructed around working "digitally" over time. As industry has proven over the past decade, the rewards of digitization far outweigh the risks.

Specific projects include:

- Electronic Document Management/Disconnected Scanning
- Public Access to Case Information and Documents
- Business Continuity
- Electronic Filing
- Judge/Bench Automation

Background

In addition to supporting statewide technology projects, the Information Technology Division of the Administrative Office of the Courts is responsible for development and support of a variety of automated systems for AOC divisions. These divisions are supporting courts in the pursuit of the goals outlined in ***Advancing Justice Together: Courts & Communities 2014-2019***.

The Administrative Office of the Courts' mission is to assist the Chief Justice in carrying out the constitutionally prescribed responsibility for providing administrative supervision over the integrated Arizona court system and to support the Chief Justice and the Supreme Court in providing quality administrative leadership and assistance to Arizona's courts.

Further, legislation has often charged the Supreme Court with administering certain programs in support of justice-related activities, for instance, Foster Care Review Board (FCRB) functions, certification of private fiduciaries and process servers, the confidential intermediary program, defensive driving school certification, legal document preparer certification, court reporter certification, and grant tracking. These activities often require automation in order to perform the data collection and tracking needed. Several programs of this nature are supported and/or in development.

Strategic Alignment

Strategic Initiative 8: AOC Automation Alignment Commission on Technology Statewide Automation Goals	
• Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.	X
• Improve information access and communication from and to the judicial functions.	X
• Investigate and invest in technology solutions that improve judicial efficiency and effectiveness in handling growing caseloads.	X

Business Value

Defensive Driving

- Completed development for the defensive driving tracking application to conform to HB 2308 requirements to revise the eligibility period from 24 months to 12 months. Scheduled implementation for FY16.

Certification and Licensing Department (CLD) Online Project

- Implemented a new tracking module for court reporting firms.
- Deployed modifications to online renewal forms for Legal Document Preparers to incorporate new requirements.
- Participated in extensive testing for the migration of the web portal applications (online renewals and attorney admissions) to a new state payment engine.

End of Life Server Project

- Migrated Process Servers database to new server and internal applications from supreme22 to new ajinweb server.
- Applications migrated include WETR, Process Servers, CORP, Optimum H.R. Online Reports, Grants Project Tracking Online Reports, Defensive Driving Online Monitor Reports, and CLD Certification Tracking Online Reports.

Employee Timekeeping (WETR)

- Implemented new online employee comp/leave reports.

Finance Projects

(The Administrative Office of the Courts maintains budget, accounting, and personnel records for the AOC and the Supreme Court.)

- Made modifications to interfaces with the state AFIS accounting system in preparation for the replacement of AFIS with BREAZ.

Project Management Office (PMO)

- Provided management-level project milestone reports;
- Assisted project managers with resolving scheduling conflicts;
- Facilitated project reviews of strategic projects;
- Provided counsel on common project methodology model, based on project size;
- Improved project templates based on reviews of lessons learned from prior projects;
- Provided leadership and direction for consultant contract management;
- Provided guidance and scheduling of technical testing in support of ITD staffing needs;
- Provided enterprise- / strategic-level guidance for project scope planning;
- Provided mentoring/advising on issues related to project risk, issues resolution, and conflict management;
- Facilitated project requests and scope approvals by the ITD core management team;
- Maintained a master status list of all enterprise projects and provided reports to senior leadership;
- Directly managed various projects for which other project managers were not available; and
- Coordinated external agency or vendor-related project needs.

ARIZONA JUDICIAL BRANCH

INFORMATION TECHNOLOGY STRATEGIC PROJECTS

FOR FISCAL YEARS 2016-2018

IX. INFORMATION TECHNOLOGY STRATEGIC PROJECTS

This section contains a description of the statewide or state-level strategic projects undertaken by the Judicial Branch for Fiscal Years 2016 through 2018. These projects arise from the strategic initiatives above and support *Advancing Justice Together: Courts & Communities 2014-2019*'s business goals as well as the Commission on Technology's goals for court automation. Most are on-going projects focused on attaining the objectives of a more responsive and accessible Judiciary.

At its June 2009 strategic planning session, the Commission on Technology revised their groupings from affinity areas by impact and timeline to a funding-based priority list, pared considerably from past years in response to reductions in budgets. At the June 2015 strategic planning session, Commission members continued to evaluate and update the list of projects, but removed the previous three general tiers of priorities in favor of a single listing. The detailed list of projects remained otherwise largely unchanged.

The Arizona Judiciary's strategic information technology projects for 2016-2018 are:

STRATEGIC PROJECTS
DEPLOY NEW E-FILING ENGINE
DEPLOY JUDGE AUTOMATION
LAUNCH EACCESS
BUILD ONLINE CITATION PAYMENT
JOLTSAZ DEPLOYMENT
AJACS — AZTEC REPLACEMENT
AJACS — GJ E-FILING & ENHANCEMENTS
NICS REPORTING
FARE – INFRASTRUCTURE PORT
TIME STANDARDS REPORTING
EWARRANT PILOT
DATA DESTRUCTION
APPELLATE CMS
DISASTER RECOVERY MOVE

These technology projects address five objectives. Below the projects are listed by these objectives:

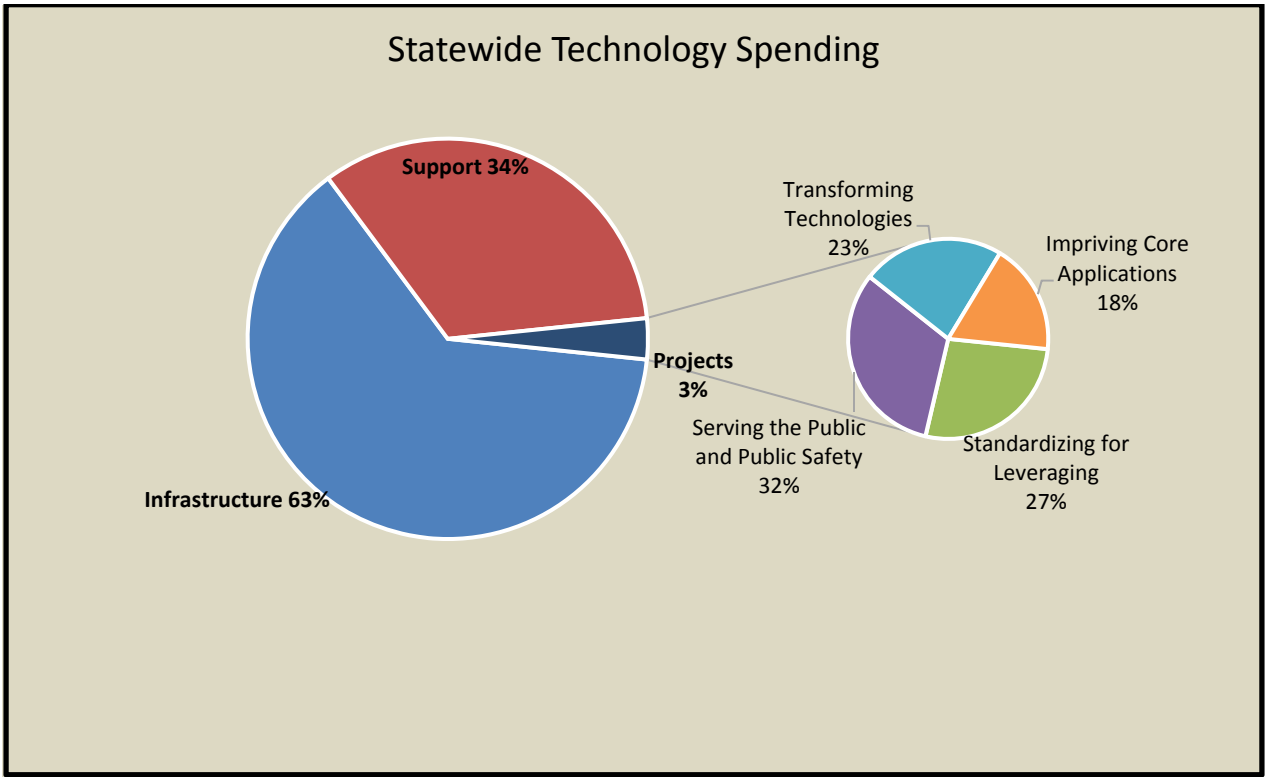
OBJECTIVE	PROJECTS
Using Systemic Thinking	All

Serving the Public and Public Safety	JOLTSaz Deployment New e-Filing Engine eAccess AJACS GJ e-Filing & Enhancements eWarrant Pilot NICS Reporting Online Citation Payment
Improving Core Applications	AJACS AZTEC Replacement FARE – Infrastructure Port AJACS GJ e-Filing & Enhancements Disaster Recovery Move
Standardizing for Leveraging	AJACS AZTEC Replacement JOLTSaz Deployment New e-Filing Engine Online Citation Payment Time Standards Reporting Automated Data Destruction
Transforming Technologies	Judge Automation eAccess New e-Filing Engine eWarrant Pilot Appellate CMS

In addition, there are many technology-related activities and projects within the judiciary that support day-to-day operations. Staff must, for instance, provide continued support for the existing core applications and infrastructure. Existing projects need to be completed or supported with required or mandated enhancements.

While the mix of projects would ideally be balanced, the Judiciary continues to expand the reach of electronic filing and the services it enables to include remote document access and electronic warrants, tilting the mix slightly toward the categories of "Serving the Public and Public Safety" and "Standardizing for Leveraging." Several of these projects involve standardizing, reengineering and collaborating to find, document, and train on best practices, thus leveraging judicial resources statewide.

Further, upwards of three-quarters of court technology spending remains dedicated to refreshing and supporting the existing infrastructure, applications, and staff. Project work (CMSs, document access, judge automation, integrated justice applications) represents less than one-quarter of the overall spending this year, a reduction from previous years as the results of earlier projects transfer into the support category of spending.



*** Chart does not include local court costs even if related to a statewide goal.**

For each project's alignment with business strategic initiatives and automation goals, refer to the ***Strategic Plan Analysis*** section where this is detailed in several charts.

- Alignment with *Advancing Justice Together: Courts & Communities 2014-2019*
- Alignment of Strategic Projects with Automation Goals
- Portfolio Analysis: Projects by Class

For each project listed in the detailed strategic projects section, the following information is included:

- The project's goals are provided. They are stated in terms of milestones planned to be completed by the dates, which may be noted.
- The ***Snapshot*** provides a very brief characterization of the project. Included are the project's class and status. Also, an assessment of the degree of risk associated with successful completion of the project is included.
- A ***Description*** section describes the project and can include general information, a report of the existing situation, an outline of proposed changes and objectives, and description of technology used or technical environment.

STRATEGIC PROJECT ANALYSIS

The Commission on Technology has different perspectives from which to view projects to assist it in analyzing proposed strategic information technology projects.

ALIGNMENT OF BUSINESS GOALS AND IT PROJECTS

The first view aligns technology projects with the strategic business initiatives of the Arizona Judicial Branch. Projects are undertaken only when they support the business goals and initiatives of the judiciary. Below is a table depicting the various business initiatives that each technology project supports.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2016-2018	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "ADVANCING JUSTICE TOGETHER COURTS & COMMUNITIES 2014-2019"**
Electronic Filing Related Projects including eServices	Expand access to web-based forms, e-filing, and information describing legal terms and court procedures. Extend e-filing to courts statewide. Explore the use of technology-based access to justice solutions being developed in other courts. Create an electronic noticing system to remind parties, probationers, and other court participants of upcoming court dates.
Integration-Related Projects	Modernize to improve court processes and information gathering, tracking, and sharing. Expand use of e-Citation to electronically transfer citation information from law enforcement to the courts. Modernize the state's warrant repository system.
New Case Management Systems Development / Enhancements	Implement Arizona Judicial Automated Case System (AJACS) in limited jurisdiction courts. Enhance or replace appellate case management systems.
Time Standards Reporting	Improve timeliness and efficiency of civil, criminal, juvenile, family, and probate case processing in Arizona courts by: • Adopting case processing time standards, • Providing case management system enhancements, including reporting capabilities.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2016-2018	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "ADVANCING JUSTICE TOGETHER COURTS & COMMUNITIES 2014-2019"**
Probation Automation Development / Enhancements	Fully implement Juvenile On-Line Tracking System (JOLTSaz) in juvenile courts. Integrate Adult Probation Enterprise Tracking System (APETS) with AJACS. Evaluate and, as appropriate, implement new or expanded evidence-based programs for Arizona's Adult and Juvenile Probation services.
Online Citation Payment	Establish a web-based online payment system for drivers wanting to plead responsible and pay civil traffic tickets and minor misdemeanor charges.
Automation Training	Conduct a judicial education needs assessment to identify new or enhanced training for judges including, but not limited to effective use of technology on the bench, in chambers, and remotely. Prepare court leadership for next generation case management systems and technology.
Enterprise Architecture	Implement the Central Case Index to enable the flow of critical court data. Increase use of social media to improve communications with the public.
Electronic Document Access	Explore the use of technology-based access to justice solutions being developed in other courts. Expand electronic access to court documents and data with appropriate protections for security and privacy.
Judge/Bench Automation	Improve timeliness and efficiency of civil, criminal, juvenile, family, and probate case processing in Arizona courts by • Implementing e-bench tools that allow judges to more efficiently manage and resolve cases, • Providing judicial workload tools to assist presiding judges when making case assignments. Conduct a judicial education needs assessment to identify new or enhanced training for judges including, but not limited to effective use of technology on the bench, in chambers, and remotely.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2016-2018	
TECHNOLOGY STRATEGIC PROJECTS	**ALIGNMENT WITH "ADVANCING JUSTICE TOGETHER COURTS & COMMUNITIES 2014-2019"**
Data Exchanges	Implement the Central Case Index system to enable the flow of critical court data to and from federal, state, and local justice system entities. Collaborate with other justice system entities to develop and implement data collection and exchange strategies that leverage technology, including: • Expanding e-warrants project to other justice system entities, • Modernizing the state's warrant repository system, • Making mental health court orders available to appropriate criminal justice and treatment officials, • Making condition of release information available to appropriate criminal justice officials, and • Improving accuracy and completeness of the state's criminal history repository and National Instant Criminal Background Check System (NICS).

ALIGNMENT OF AUTOMATION GOALS AND IT PROJECTS

A second view of technology projects organizes them by their support of one or more of the three Statewide Automation Goals. They are:

- Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.
- Improve information access and communication from and to judicial entities as well as the other criminal justice system functions.
- Investigate and invest in technology solutions that improve judicial effectiveness in handling growing caseloads.

The following chart also includes the priorities established by the Commission on Technology at its March 2001 and June 2002 planning workshops, as updated at the June 2015 annual planning meeting.

ALIGNMENT OF STRATEGIC PROJECTS WITH AUTOMATION GOALS			
STRATEGIC PROJECTS	BUSINESS & AUTOMATION INFRASTRUCTURE	ACCESS & COMMUNICATION	JUDICIAL EFFECTIVENESS
New e-Filing Engine		X	X
Judge Automation			X
Electronic Document Access	X	X	
Online Citation Payment		X	
JOLTSaz Deployment	X		X
AJACS (LJ) AZTEC Replacement	X	X	X
AJACS GJ e-Filing & Enhancements		X	X
NICS Reporting		X	
FARE—Infrastructure Port	X	X	
Time Standards Reporting			X
eWarrant Pilot		X	
Automated Data Destruction	X		
Appellate CMS	X		X
Disaster Recovery Move	X		

PORTFOLIO ANALYSIS OF IT PROJECTS

A third view organizes projects by operational type (basic, enhancing) with respect to their support of business goals. Other factors considered are a project's urgency based upon interdependencies with other projects, operational demands and/or legislative mandates. These views and factors enable the Commission to identify and prioritize the strategic projects.

This reflects an assessment of the level of impact the proposed strategic project will have on the Commission on Technology's identified strategic business needs. For this analysis, the Commission has adopted an approach developed by Mr. William Rossner, a Gartner Group analyst, as a way of approaching strategic planning for information technology. Application portfolio analysis provides for applications to be categorized into three classes:

- The ***utility class*** of applications - which includes the basic applications required to be in business.
- The ***enhancement class*** of applications - which includes those that extend the organization's performance, offering, for instance, faster delivery of information, better service, and higher quality.

- The ***frontier class*** of applications - which includes those that represent a potential breakthrough that could make a dramatic improvement in an organization's efficiency, effectiveness, or competitiveness.

Mr. Rossner noted that balancing each of these areas is the key to planning.

UTILITY CLASS APPLICATIONS

The AOC/ITD planning group believes they have appropriately balanced maintenance, replacement, and upgrades to basic necessary functions with enhancement and "leading edge" projects. Several projects are building incrementally on past efforts that created basic infrastructure and business applications, like the disaster recovery move and the FARE infrastructure port to transition the central data repository to newer, supported technology.

Not all IT projects are listed below, of course, but the priority projects with state-level visibility and significant resource needs are. Several IT applications are now in maintenance mode and are no longer identified as priority projects. It is expected that these applications will continue to be supported and maintained during the plan period. These include, for instance, AZTEC, the first-generation statewide case management system, the Tax Intercept Program (TIP), and various internal accounting and utility programs supporting the Supreme Court and the Administrative Office of the Courts.

ENHANCEMENT CLASS APPLICATIONS

The enhancement types of projects are directed towards extending the capabilities of many applications - adding, for instance, improved data integration functions to the probation automation and case management systems to support the justice integration strategic initiatives. Enhancement projects also include those new projects that will allow courts to provide a higher quality of service to the public, another goal of *Advancing Justice Together*.

Constructing additional functionality on top of what currently exists, like AJACS GJ and eFiling Enhancements, Electronic Document Access, Automated Data Destruction, and Online Citation Payment, qualifies as an enhancement, as does NICS Reporting. The new LJ case management system also falls in the category of an enhancement since it builds upon the base code of the GJ case management system.

Since return on investment decreases as a function of remaining useful life, AZTEC development efforts were halted as AJACS began to be implemented. AZTEC must continue to be updated for supportability and legislative changes as long as it remains in production use, but any requested enhancements to AZTEC's functionality are carefully balanced against end-of-life considerations.

In the area of civil case electronic filing, the Judiciary is in sync with the state executive and legislative branches in speeding to accept electronic documents. At its June 2005 annual planning meeting, the Commission on Technology (COT) created an e-court subcommittee to drive and coordinate the statewide evolution of electronic filing in Arizona. Predicated on the understanding that e-filing is far more business process dependent than technology dependent, this ad hoc group chaired by then Vice Chief Justice Andrew Hurwitz spurred on the business decisions, change process, and specific plans necessary to:

- Expand court-to-court electronic filings including records on appeal and lower court bindovers;
- Create and leverage a central, electronic clearinghouse for criminal data among justice partners; and
- Create a unified, attorney/public e-filing system leveraging standardized, interactive, statewide forms as its foundation.

The Judiciary continues evaluating its rules for authenticating and accepting electronic documents filed by the legal community and by the public. Current policies related to paper filing are not influencing the crafting of electronic solutions, in order to keep new ideas flowing and progress being made.

Frontier Class Applications

In addition, the Judiciary is always engaged in a few significant projects that are on the "frontier" of technology. When complete, these will substantially increase the Judiciary's technology capability, and significantly modernize it using technology. The criminal e-filing, electronic warrant, and Appellate CMS projects will greatly increase digitization in the courts, speed case processing, and vastly improve the accuracy and reliability of court documents. To interoperate with federal and state justice initiatives as well as to address ever-growing workloads in a time of decreasing levels of staffing, these frontier projects must be undertaken.

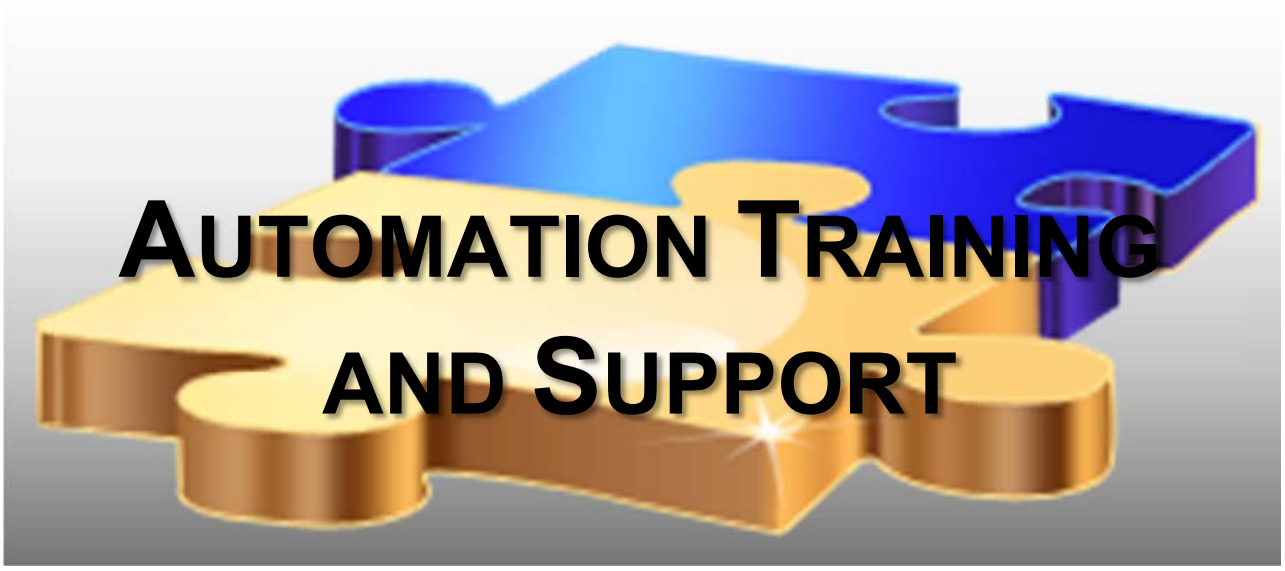
Summary

It is important to note that each strategic project in the list encompasses more than one major activity. They are related but separate, often with entirely different project teams and user bases. For example, the project titled "Automation Training and Support" includes a centralized support center, field support technicians, and several independent projects developing context-sensitive computer based training (CBT) and Web-based interactive training on automation applications. Further, it also includes the combined funding and training of the on-site, county-level, automation trainer. Individual technology projects may, therefore, be enhancing, but if the major impact of the strategic project is to maintain basic utility, then the strategic project would likely be classified as utility.

Taking that approach to the Arizona Judicial Branch's strategic projects, both existing and planned, yields the following overview:

STRATEGIC PROJECTS	UTILITY	ENHANCEMENT	FRONTIER
New e-Filing Engine			X
Judge Automation		X	
Electronic Document Access		X	
Online Citation Payment		X	
JOLTSaz Deployment	X		
AJACS (LJ) AZTEC Replacement		X	
AJACS GJ e-Filing & Enhancements		X	
NICS Reporting		X	
FARE – Infrastructure Port	X		
Time Standards Reporting		X	
eWarrant Pilot			X
Automated Data Destruction		X	
Appellate CMS			X
Disaster Recovery Move	X		

The Judiciary considers the distribution of strategic projects to be reasonably balanced. Frontier projects can be large in scope and resource demands. Limiting those to significant and "doable" projects is deliberate.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide desktop, software, and hardware support for ACAP, JOLTS, APETS, and AOC users.
- Provide phone support for statewide and AOC applications.
- Provide on-going support for releases of core application software including future rapid release cycles of the Windows operating system, browsers, and the Microsoft Office Suite.
- Add and train resources to support new APETS users statewide.
- Develop an automation-training curriculum.
- Develop computer-based training and online interactive training programs for case management systems and other core application software.
- Develop training programs for automation field trainers.
- Achieve and maintain a service level of 80% of all calls answered within 20 seconds.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

TRAINING PROVIDED:

- AZTEC and AJACS training was provided in a classroom or online setting on various topics, including Financial Processing, Protective Order Processing, MVD/DDP/DPS interfaces, Legislative Updates, Statistical Reports, and AZTEC version 1.551.
- Held 80 classes with 694 attendees.
- Additionally, one-on-one phone training was provided to numerous users as a result of questions/problems submitted through Remedy.

Support Services Provided:

- An average of 444 support calls for AZTEC/AJACS courts received each month (an additional 301 per month for AZTEC handled through CSD Automation Services Unit).
- An average of 43 support calls for APETS received each month.
- An average of 210 support calls for JOLTS on a monthly basis.
- An average of 1372 support calls for AOC/Supreme Court on a monthly basis.
- An average of 907 information calls handled for Public Access and/or FARE on a monthly basis.
- An average of 723 support calls for AZTurboCourt on a monthly basis.
- An average of 1091 calls per month were handled for TTEAP via self-service facility.
- New software releases/updates of Windows 8.1 and Office 365 as well as AZTEC, DCATS, TIP, AJACS, and other AOC-sponsored applications continued to be deployed through Microsoft System Center.
- 304 custom reports were also developed for AZTEC courts during the year.

SNAPSHOT					
Class		Status		Risk	
Utility	X	New		High	
Enhancement		On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

This strategic project provides support statewide for automation. It includes:

- a help desk function,
- statewide technical support, and
- automation training.

The requirements for effective application and field support and training have increased with number of statewide applications deployed.

PHONE AND TECHNICAL SUPPORT

User phone support and field support functions are consolidated into a single Support Services group.

AOC Support Services (Customer Support Center and Technical Support) currently supports a total of:

- 3194 PCs for statewide ACAP, JOLTS, and APETS users
- 458 PCs for AOC/Supreme Court users

Support technicians use software tools for the remote control and diagnostics of users' hardware and software. Since remote tools were implemented, travel has been reduced by a significant amount and staff has provided more timely response to problems being experienced by the users.

Distributed system management is part of the funded ACAP Support effort. The software, Microsoft System Center, is part of the "image" on PCs delivered as part of the technology refresh project.

This software has established the capability to remotely manage the systems distributed in a variety of locations in Arizona. It addresses two areas of remote management. First, it establishes processes, procedures, and automated solutions to poll, analyze, and report on systems' status, providing alerts to both existing and pending problems as well as an inventory of software on the system. Second, it provides for the automated distribution of both application and system software. This software distribution and remote management package significantly reduces travel expenses and allows the Field Support team to be more responsive to user requests for PC service, software, and assistance.

TRAINING

Some of the automation training role for the various statewide applications resides in the user community. They are the experts in the business functions required to do the job and the best way to use the automation tools to achieve their goals.

Therefore, in coordination with Technical Support, development activities, rollout tasks, and help desk access, Automation Process Analysts are available to provide strategies and programs for automation training. In addition, 13 of the 15 counties use grant funding to pay a portion of the salary of a local field trainer to provide local support and training, particularly to new staff. The users, especially AZTEC users, have identified this as a very high priority as often court training resources are limited and the effective training of new court staff is critical to on-going court operations.

As new applications like AJACS are implemented, Training Support will collaborate with the responsible software development teams to construct the required training courses. They will also develop training tools on targeted topics that may involve the preparation of recorded training classes and conducting regional training conferences. Further, they will provide the Support Services staff with training to provide needed phone and on-site technical support, as appropriate.

As a result of budgetary constraints and the ongoing projects to implement new case management systems or increase the functionality of the existing systems, the automation training role has been modified somewhat and now includes joint application design sessions. Training staff continued to spend numerous hours involved in design sessions and testing to insure appropriate functionality before changes were implemented in the courts.

To satisfy the need for on-site automation training and assistance, State funds will partially fund an automation trainer in each county. The position's duties include supporting all the courts (county and municipal, general and limited jurisdictions). These trainers assist users locally in their attempts to better utilize the automated systems. Standardizing business processes and workflow as well as assistance in creating specialized management reports are examples of such improved utilization.

Training is the most critical component in the success of an automation system. This training needs to be readily available to new staff and frequent refreshers must be made available to veteran staff. The AOC, with funding from the Commission on Technology, will be offering a multi-faceted approach to solving this problem:

- Comprehensive Curriculum - A training team develops the comprehensive ACAP training curriculum. It provides classes in all aspects of case processing and the use of the case management system.
- Classroom Training - The AOC has created a portable, self-contained training lab that allows ACAP training to be hosted on site or at offsite locations throughout the state without requiring dedicated computer training rooms.
- Computer Based Training (CBT) - The AOC has the capability to produce and distribute interactive and self-directed computer-based training. Some of the very basic classes will be conducted by a live instructor over the intranet. Most of the training will be made available, in interactive format, across the Court's network (AJIN). These classes will be on most needed topics and context sensitive within each software application.

Video training is now included with the preparation of training documentation. This includes embedding short video clips within PowerPoint presentations and standalone videos to alleviate the time and expense of travel and *per diem* when training new users or when new functionality becomes available.

PROJECT GOALS AND ACCOMPLISHMENTS

Because courts increasingly rely on automated systems and electronic documents, the Commission on Technology continues its emphasis on business continuity. A set of systemic best practices is being developed and communicated to local courts regarding the identification of and mitigation of vulnerabilities. Work continues on compiling and analyzing a statewide inventory designed to reveal disconnects between local expectations for business restoration and the likely realities courts face during disaster scenarios.

COT has identified a minimum set of information courts are responsible to document in planning a response to specific business risks, from both inside and outside the court building. Formulating responses to disasters and documenting a business restoration strategy requires hard work and intense communication among court departments and with justice partners. COT plans to compile from courts' input a set of scenarios and related options that would mitigate the largest, most common risks for the most courts. Discussion can then focus on the appropriate business continuity initiatives to fund.

Media focus remains strong on recent releases of personal information by government entities. A GAO study of over 570 data breaches reported in the news media from January 2005 through December 2006 showed these incidents varied significantly in size and occurred across a wide range of entities. Since court business relates to individuals, no court storing electronic information is immune. Arizona has passed a law mandating notification of individuals whose personal information is inadvertently released. Administrative Order 2008-68, issued August 14, 2008, addresses provisions of that law related to courts.

Recognizing that 90 percent of system weaknesses that are exploited relate to human error or lack of diligence, the judiciary has instituted an annual cybersecurity training requirement for every employee regardless of job role or level of court.

PROJECT GOALS

- Provide specific training to court administrators related to court business continuity of automated systems.
- Develop an assessment and planning guide for court business continuity, focusing on the information technology elements that enable court business.
- Evaluate loss scenarios and mitigation costs to determine appropriate initiatives to fund.
- Educate local courts on the risks associated with creation and maintenance of distributed electronic records.
- Obtain the address of each court's designated business restoration location to ensure communications connectivity exists prior to a disaster.
- Maintain a cost-effective, survivable environment for all court data associated with statewide applications. Identify and build-out a new hotsite location in support of relocating equipment that currently resides in the DES Data Center.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Compared costs of commercial and government sites to house the relocation of the equipment currently at DES. Key requirements include:
    - Level 3 or Level 4 building security
    - Minimum Tier 3 infrastructure components. Must guarantee 99.982% availability.
    - Sufficient bandwidth to the AOC to support all current and future application requirements.
    - Network access to court locations statewide, and
    - Rack space for 5 existing racks with available expansion to 18 for disaster recovery utilization.
- Selected and completed negotiations for a lower cost/lower function second site by co-locating equipment at the Maricopa South Tower Data Center since funding was insufficient to procure full BCDR at a commercial site.
- AOC staff continued to analyze and refine information provided in the risk assessment tools previously returned from the courts, as well as look into options to reduce the cost of implementing a disaster recovery environment.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	X	New	X	High	
Enhancement		On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

In our increasingly interconnected world, business, including the business of government, comes to a standstill without the flow of electronic information. When court data systems or the network that connects them are damaged and processes disrupted, the problem is serious and the impact far reaching. Mistakes lead to public distrust and the erosion of public confidence in the institutions of government. The consequences can be much more than an inconvenience, even affecting life, health, and public safety. Vital digital records must not only be preserved but have at least the same assurance of availability as paper records were perceived to have.

Disaster recovery has always been an issue for courts but it is becoming pervasive as courts increase their reliance on automated systems and electronic documents. Integration also makes an outage in a single court potentially disruptive to their partners throughout the justice system. Fixing a single site, like the data center at the State Courts Building, only addresses a piece of the overall problem, since more of the environment is being distributed among the local courts. Local courts must develop and communicate their own detailed plans.

A prime example of the risk related to decentralization is in the arena of electronic document management. With the implementation of EDMS in all superior court clerks' offices throughout the state, courts are poised to stop collecting paper in the near term in favor of electronic case filing. Even in the current environment where clerks digitize the paper they receive, court processes are becoming dependent on the electronic records. The majority of rural superior courts had to stretch financially to afford a single EDMS server; purchasing a secondary or redundant system is well out of their reach. Courts are not prepared to quickly rebuild servers and get data restored even where reliable backups exist. As limited jurisdiction courts now undertake digitization efforts on even lower budgets with fewer support staff, the problems are magnified.

ACJA 1-507 contains provisions for courts desiring to destroy paper for which equivalent electronic records exist; unfortunately, few courts are able to meet the associated technical requirements, even for closed case records. The AOC has constructed a solution that replicates electronic records from the state-standard EDMS to a central

location. For limited jurisdiction courts that cannot afford a local EDMS, AOC has also constructed a central EDMS for shared use. Both solutions increase the survivability of electronic court records by storing multiple copies in separate geographic locations. Courts using the AOC's central EDMS or replication solution are being given authorization to destroy paper, since the AOC systems fulfill the technical requirements of ACJA 1-507.

Interestingly, a recent study revealed that natural or man-made disasters were actually the least likely cause of system downtime. The wealth of other more mundane contributors to outages includes user errors, application errors, hardware failure, utility outages, and fiber cuts. There is quantifiable risk associated with each of these conditions, defined as the probability of occurrence multiplied by the magnitude of impact. TAC created a survey tool that helps local courts confront their risks from the likely perspectives of

- Failure of a single system or component (disk, switch, power supply),
- Unavailability of staff (pandemic flu)
- Failure of the enabling environment (power grid down, fiber cut)
- Failure of multiple systems or components (water damage, power surge, server room fire)
- Loss of an entire facility (flood, hazardous waste, bombing).

The tool, a business continuity/disaster-planning matrix, used to capture COT's minimum required artifacts, is divided into two parts. Part 1 asks court business leaders to identify top services and business functions the court can't operate without -- those required by law, rule, or administrative order. Common processes were pre-populated to help the brainstorming process. Leaders are then prompted to enter the maximum allowable time the court can go without providing that function. Leaders may also define an order of precedence for restoring the function based on the criticality of each individual business process.

Part 2 aligns the required business processes with the automation systems that support them. Risk is then identified using a five-point scale for likelihood and a five-point scale for impact. This scoring effort reveals those processes that most need protection or workarounds in place. The amount of unplanned downtime that can be tolerated is also an instructive number.

The majority of completed matrices have been returned to AOC staff to provide to COT for consideration of vulnerabilities, solutions, and costs. Staff will also characterize the "ripple effect" of one court's outage on the other courts and justice partners relying on data from that court. The goal is to characterize those initiatives that best advance the courts in the direction of the desired state.

Completed risk assessments returned to date have identified the following items under the control of AOC as having the highest priority for restoration:

- AJIN connectivity and trust relationships,

- Videoconference network (for remote appearances or hearings),
- Case management system and court database,
- JOLTS application,
- APETS application,
- E-mail application,
- Criminal history access (to DPS).

Completed risk assessments returned have identified the following items under local control as having the highest priority for restoration:

- The local area network,
- Court reporting/recording software,
- Local add-on applications to the case management system,
- Any electronic document management system,
- Financial applications outside the case management system (often county or city systems).

Much more analysis is still required to compose an accurate reporting, but work is ongoing.

PROJECT GOALS AND ACCOMPLISHMENTS

CASAaz,is a new, web-based application used by court appointed special advocate (CASA) volunteers to track their cases.

PROJECT GOALS

- Implement the CASAaz statewide application in Pima County and the remaining rural counties statewide.
- Provide enhancements to the application in Phase II that were not included in the original Phase I scope.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Completed development in April 2015 and provided application to Pinal, the pilot county, in May 2015.
- Scheduled Pima to be the next county implemented, followed in sequence by the other rural counties statewide.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement	X	On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

Court Technology Services (CTS) at Maricopa Superior Court developed and implemented a web-based application for CASA volunteers in Maricopa County. AOC obtained a copy of the source code in May 2014 with the intent of providing its functionality to the remaining counties in the state. The Maricopa application was then redesigned to meet AOC's architectural standards and sourced from the JOLTS and JOLTSaz statewide automation systems. CASAaz now also provides additional security features at the county level. Along with the new functionality, .gov email accounts hosted by GoDaddy, are also being provided to all CASA coordinators and volunteers.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide AJACS maintenance releases as needed to implement required legislation changes and efficiency enhancements.
- Provide continuing support and maintenance for general jurisdiction court case and cash management automation.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Continued planning and deploying prioritized improvements to AJACS for general jurisdiction courts.
- Continued formal AJACS version control and staging processes for future AJACS releases.
- Continued planning and development activities for AJACS Version 6.0.
- Continued to support AJACS Version 3.9 in all Superior Courts.
- Continued GJ CMS User Group monthly meetings.
- Began implementing the AJACS Time Standards Reports throughout all 13 Superior Courts.
- Continued work with the e-Filing team to develop the e-filing interface for the GJ CMS.
- Began providing NICS information from the AJACS CMS.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	X	New	X	High	
Enhancement		On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

In a strategic planning session for 2004-2006, the court considered the existing case management system for general jurisdiction courts, AZTEC, to be reaching the end of its life cycle because of aging technology. The product had become difficult to support, especially finding staff knowledgeable in the AZTEC development tools. AZTEC was a generalized and parameterized system that provided functionality for both limited and general jurisdiction courts. A separate project addresses the replacement of AZTEC in limited jurisdiction courts.

The Commission on Technology considered and discussed several options available to the court to address replacing AZTEC, including issuing a Request for Proposal for a commercially available court package.

COT members requested a study of the viability of vendor systems installed. Having seen the results of that study, members re-evaluated the build, borrow, and buy options in early 2007. A Request for Proposal was generated and the responses evaluated.

COT members voted to recommend a buy option using the top-scoring vendor, AmCad, to the Arizona Judicial Council. AJC also approved the budget to purchase and implement the vendor CMS in 13 superior courts. The system was officially given the name “Arizona Judicial Automated Case System” or AJACS.

Phase 1 of the contract involved successful completion of the two pilot courts, Yuma and La Paz Superior. Phase 2 covered the deployment of the remaining 11 rural superior courts using a support services arrangement renegotiated upon completion of Phase 1. The GJ CMS deployment phase of the AJACS software to the contracted 13 Superior Courts completed on May 7, 2010. All former AZTEC superior courts are now in full production on the AJACS software.

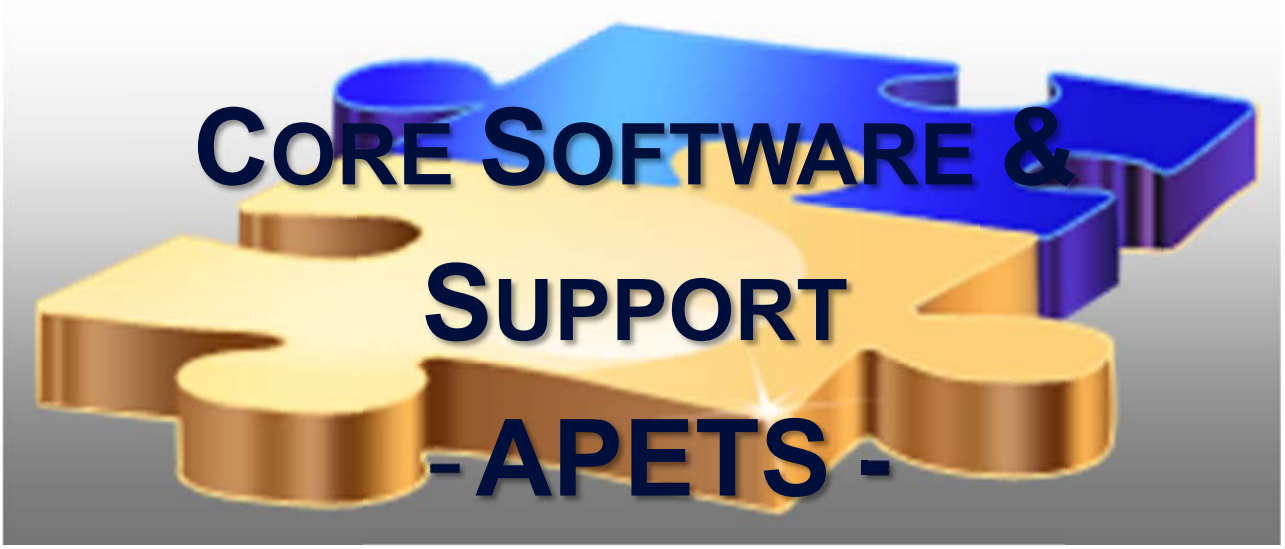
With the deployment of AJACS completed, resources were redirected to improving the system. The key areas targeted for immediate resource allocation and attention include:

1. Automated validation tables (AVT) corrections and standardization,
2. Next release testing and deployment,
3. Standard reports improvements and enhancements,
4. Data conversion issues resolution, and
5. Production Remedy (issues and defects) management.

All of the above five key areas were accomplished in FY 2011 or are of a nature that makes them ongoing through the life of the AJACS platform.

The GJ CMS Project has proven to be a significant success for the AOC and the Superior Courts of the State of Arizona, creating an optimum platform for standardization, future data integrations, and real-time decision making.

In the aftermath of moving the GJ CMS to a maintenance project, the AOC has installed three complete version upgrades and has applied multiple production patches to bring the software to its current version with the Superior Courts enabled to perform all of their court business processes within the application.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Continue to identify and document significantly complex portions of the APETS application for the purpose of knowledge transfer and future reference in defining new functionality.
- Facilitate the exchange of data between Adult Probation and the Clerk of Courts' Office in each of the 13 AJACS courts through integration with AJACS.
- Create an APETS mobile application and provide Adult Probation Officers with mobile devices to more efficiently do their jobs. (Decide on an Android application versus an HTML 5 web application.)
- Complete at least one APETS build each year of requested enhancements.
- Upgrade APETS' background processes into standalone .NET Windows services.
- Upgrade APETS to .NET and improve underlying database design to enhance efficiency, security, and the user experience.
- Create an application to improve the speed and quality of Monthly Stats testing.
- Expand the JWI CPSR interface utilized by Maricopa County to other probation populations and make available to the remaining 14 counties.
- Expand the electronic Petitions to Revoke (ePTR) interface with Maricopa County to include Supplemental and Amended type petitions.
- Improve the statistical calculations of Monthly Stats report application to reduce inaccuracies in the areas of New Crimes, Interstate Compact (ISC), and Prison with Probation.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Implemented the Aspen Build which included more than 35 enhancements improving the user experience along with data integrity and resolving some performance issues.
- Completed upgrading two of APETS background processes as Windows Services and continue to update those remaining.
- Continued to document detailed design of all requested enhancements.
- Completed development of the Monthly Stats Test Manager Application, which greatly improves the quality and speed of Monthly Stats testing.
- Enhanced the Monthly Stats Report application to more accurately count New Crimes, Interstate Compact (ISC) clients, and clients residing in prison with a current or pending probation.
- In addition, continued to support and maintain the APETS production system throughout the year.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New		High	
Enhancement	X	On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

APETS is the automated tracking system for Adult Probation services. It was first deployed in Maricopa County and all probation departments in the state were using it by December 2006. APETS has approximately 2,500 users statewide that access the system on a 24/7 basis.

Beginning with Pretrial, defendants are tracked through initial arrest to supervised release and acquittal or conviction. Pretrial data is retained separately to ensure protection for non-convicted persons. Data includes case status, contact/case notes, and drug testing results.

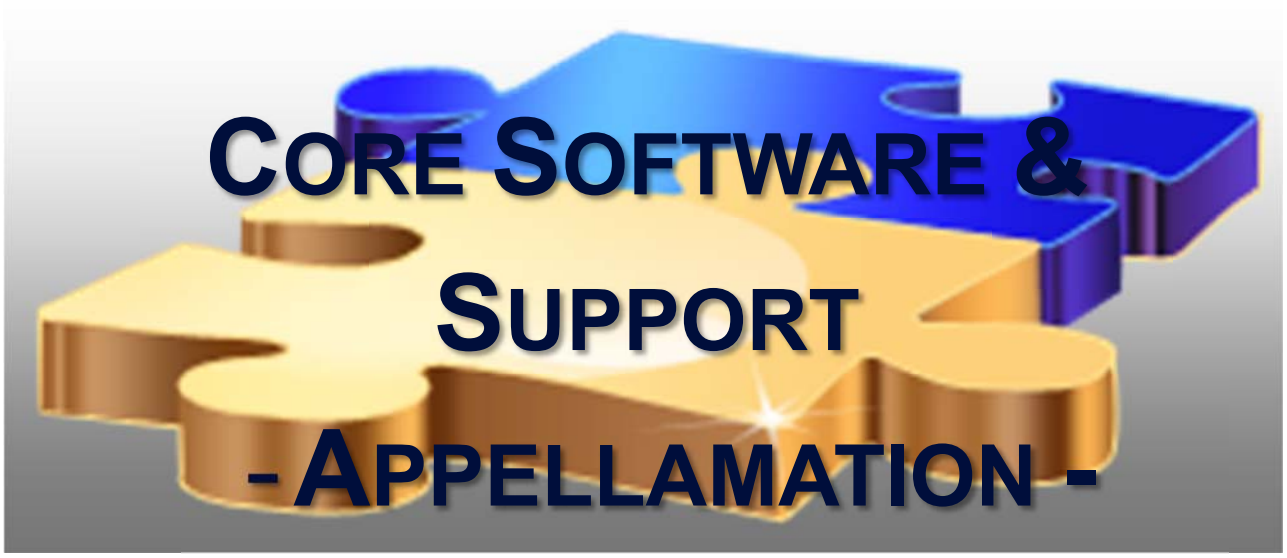
Presentence support includes multiple assessment tools, full demographic data, abuse history, criminal history, and standard-format face sheet for court review.

Recommendations may be made by the Probation Department, altered by the judge, and outcomes entered for use in supervised probation tracking.

Supervised probation tracking is a fully functional case management system. Functionality includes case initiation, post PSI assessments, case plan management, drug court management, contact/case notes, UA tracking, petition processing, conditions and addendums of probation management, program and treatment tracking, multi-county courtesy supervision, multiple-client transfer capability, victim tracking, and responsible officer history.

Administratively, APETS allows multiple search capabilities, management-level browse and review engines, caseload management, administrative category management (deportation, prison, specific jail terms and unsupervised status requiring minimal personnel interactions), and Interstate Compact support.

APETS provides service interfaces to share specific adult probation data with DPS, the FBI, and several county systems.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Continue to provide comprehensive case management system software for all appellate courts.
- Digitize the Appellate courts.
- Extend electronic dissemination of court documents to filers and the public.
- Comprehensively implement the OnBase electronic document management system, including CMS integration. Participate in OnBase system consolidation efforts.
- Continue to enable and expand electronic filing of all case types with direct integration to the court's database and document management system, including data and document transfer from lower courts. Extend current e-filing support to additional electronic filing vendors.
- Standardize court operations and procedures across appellate courts, where possible, through the use of automated tools and assistance. Engage in a renewed requirements analysis effort.
- Integrate to emerging court community document management and production systems and standards.
- Populate Public Access and the statistical central repository with Appellamation data. Populate emerging Central Case Index and Central Document Repository systems.
- Provide other forms of public access to appellate case information, decisions, calendars, dockets, and documents.
- Continue enhancement and improvement of Appellamation, including workflow management, issue management, work product management, and continued integration with statewide e-filing through AZTurboCourt.

- Provide support for case management information access and document access through handheld devices and other mobile devices.
- Integrate the appellate case management system with posting and update of case opinions and memorandum decisions to the court's website.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Deployed Appellamation 6.1 supporting Windows 8 and finalized the scope for the next Appellamation release.
- Participated in major OnBase system consolidation and numerous upgrade-related initiatives.
- Delivered new Judicial Conflict Management system.
- Provided new Court Reporter Performance reports.
- Implemented a new staff attorney writing assignment and management system with metric reporting.
- Added case decision salutation support for forms supporting the new opinion format.
- Provided a new Discretionary Review Matter Disposition report.
- Implemented electronic record transfer with the Commission on Judicial Conduct.
- Participated in the OASIS LegalXML Electronic Court Filing Technical Committee and provided substantive contributions to the LegalXML Electronic Court Filing 4.01 OASIS standard. Wrote electronic filing XML message standards for statewide use.
- Reconstituted the Appellate Automation Steering Committee.
- Participated in the redesigned Opinions/Memo Decisions website project to better support consolidated decisions and judicial involvements. Refreshed all decision data and documents.
- Delivered the Appellate Automation Strategy feasibility report that provided a functional requirements document, system development costs and customer preferences. The report included best practices and preferences, as well as off the shelf product reviews, in order to prepare for a product solicitation for an upgraded appellate court management system and/or guidelines for a migration of the in-house product.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	✕	New		High	
Enhancement		On-going	✕	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

The Appellamation Project began in 1997 as a joint effort between ITD/AOC, the three appellate courts, and Progressive Systems, Inc. The goal of the project was to build a comprehensive automated system that met the unique case tracking and reporting requirements of the state's appellate courts. The system utilizes modern client/server technology on Windows platforms.

In 1999, ITD/AOC assumed full responsibility for the completion of the system and its deployment. At the present time, the application has been implemented successfully in the Supreme Court and in the Court of Appeals, Division One.

The Supreme Court, the Court of Appeals, and the Appellamation development team plan continued development of enhancements and functional modules. A number of automated interfaces and integration activities continue to further the appellate court's e-Court initiatives. These include providing enhancements for various forms of electronic filing and management of electronic documents. Other enhancements are planned to improve workflow in the courts and expand public access to court and case information provided over the Internet.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide AZTEC maintenance releases as needed to align with legislative changes.
- Provide support and maintenance for automation until AJACS implements in all ACAP courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Performed analysis and review of AZTEC-related hardware and software infrastructure needed to extend life until the move of all courts to the new case management system, AJACS, can be completed.
- Continued collaborating with court staff in preparing AZTEC data for conversion into the new case management system, AJACS, with emphasis on the timing of clean-up and deployment to individual courts.
- Partnered with ITD Infrastructure Operations in effort to provide long-term stability in AZTEC environment by upgrading servers.
- Updated AZTEC forms for production use to comply with mandates and business initiatives.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	✕	New		High	
Enhancement		On-going	✕	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

AZTEC is the legacy case and cash management system deployed throughout 134 of Arizona's limited jurisdiction courts. AZTEC software maintenance is an internally supported project. Though development staff and software support were originally provided by a vendor, the Arizona Judicial Branch obtained rights to the software for use in Arizona courts and began directing and performing the development of enhancements and modifications. The remaining AZTEC developer is able to address deficiencies in the system and provide enhancements, balanced by end-of-life considerations, until the next-generation LJ case management system currently in development is deployed throughout the state.

The Commission on Technology re-affirmed its approach to AZTEC developed during the strategic planning for Fiscal Years 2004-2006. The application long ago reached the end of its lifecycle and has already been replaced by a vendor system at the general jurisdiction level.

The continued operation and maintenance of AZTEC is for support of required needs and functions of the courts during a several-year migration to the new AJACS system. In the meantime, the on-going support and maintenance of the basic case and cash management system for Arizona courts remains a priority. Considerable investment has been made to-date in first-generation systems and now that they are implemented throughout the Judicial Branch and improved for users over time, they must continue functioning fully to support their users during transition to second-generation systems.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Resolve problems and respond to customer questions and inquiries via Remedy tickets.
- Complete system enhancements when required by court rule or legislation.
- Create new, and modify existing, Crystal reports as requested by counties.
- Provide data for annual reporting requirements, including AOC Annual Report, Arizona Courts Data Book, Juvenile Performance Measures, Juveniles Processed in the Arizona Court System, ad hoc reporting, and research.
- Continue to increase the automated sharing of juvenile justice information with other state and county agencies through the use of the data warehouse and other means.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Provided continued support for the JOLTS system in the 13 rural counties, including facilitation of statewide user's groups/workgroups, training, and completion of urgent system fixes as well as producing new, or modifying existing, Crystal reports.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	X	New		High	
Enhancement		On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

Rolled out 22 years ago, the Juvenile Online Tracking System (JOLTS) is still considered one of the most comprehensive juvenile court automation systems in the country. Juvenile Probation, Detention, and Court Staffs in the 13 rural counties use JOLTS today. Pima County converted to the new JOLTSaz system on June 30, 2013. A third juvenile probation system, iCIS, is used by Maricopa County. All counties provide electronic data to the JOLTS Youth Index, statistical database and the Juvenile Data Warehouse system.

There are limitations with the JOLTS legacy system that need to be addressed. It is written in COBOL and includes multiple DB2 databases (one per county) that reside on an AS/400 platform. The cost to maintain JOLTS, with its current technology and support limitations, continues to increase dramatically each year.

Work is nearing completion on JOLTSaz, the next-generation application that will replace JOLTS in the rural counties. Any future development on JOLTS must be balanced against the remaining useful life of the application.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Develop and implement a Data Warehousing Strategic Roadmap for the transaction processing and analysis for CCI, FARE, CPOR, Public Access, etc.
- Develop a project plan that entails analysis of new business processes, new architecture, and new data technology.
- Continue statewide collection of court data (AJACS, AZTEC and others) and add other court entities' data into the Central Case Index (CCI).
- Support the interface to public access information and to other interested agencies.
- Convert current data warehouse web applications to the AOC-standard, 3-tier architecture.
- Support ad hoc reporting requests from business-unit-centric data marts.
- Support the central repository as an on-going project.
- Move dashboards (eTrac, iTrac, sTrac, DUI, etc.) to a new technical architecture.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Continued analysis and design for CCI data architecture.
- Completed record security requirements for CCI.
- Completed data dictionary that defines the CCI data feed structures.
- Completed CCI Phase I data feed loads for Pima Superior Court.
- Began loading Phase I data feed for AJACS Superior Courts.

- Completed a CCI project plan for loading Phase I data for Maricopa Superior Court.
- Continued support of the Public Access Victim Notification application using Maricopa Superior Court extracts / active criminal cases.
- Continued Support of FARE (Fines, Fees, and Restitution Enforcement Program) including:
    - Interim FARE interfaces with Chandler Municipal, AZTEC courts, and all 25 Maricopa Justice Courts;
    - FARE interfaces for AJACS;
    - Full FARE interfaces with Phoenix Municipal Court; and
    - TTEAP processing for FARE.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	X	New		High	
Enhancement		On-going	X	Medium	
Frontier		Replace/Upgrade	X	Low	

PROJECT DESCRIPTION

A strategic roadmap specifies the direction and evolution of the JUSTIS Data Warehouse to become the Statewide Central Data Repository. In this roadmap, current technological trends recommend a separation of concerns. Live data, transaction processing, and data analysis are all separated so that business needs can be met on different levels and on separate timelines. Disparate, case-related information held in various courts' systems of record are transported to centrally located Operational Data Stores (ODS) that provide transactional data to managed services operating across systems. This pattern is then expanded to business-unit-focused data marts for further reporting and analysis. Our approach is now collectively known as the Statewide Central Data Repository for the Judicial Branch.

The Central Data Repository functions as the primary statewide interface between the case management systems, other court automation systems, and outside agencies. Interfaces have been created in response to a need to collect statewide data in a central location and provide formatting that enables the data to be used in a consistent, governed manner. Based upon the need of specific projects, specifications have been created to describe the way to transfer information to and from the Statewide Central Data Repository. Transport services have been written to allow the information to be processed and loaded. A statewide view of most court information is now possible and an architectural standard is being developed to access this information through a set of managed services. Some of these interfaces include CCI, FARE, CPOR, Public Access, and e-Filing.

The Central Data Repository provides the following court case information/functionality:

- A centralized case and person search capability for court personnel.
- The data collection mechanism for the publicly accessible court information via Intranet (AJIN) and Internet with different capabilities.
- The data collection mechanism for the statistical database needed to respond to both executive and legislative requests for statistical information about court activity.

Maintaining the Central Data Repository provides the following benefits:

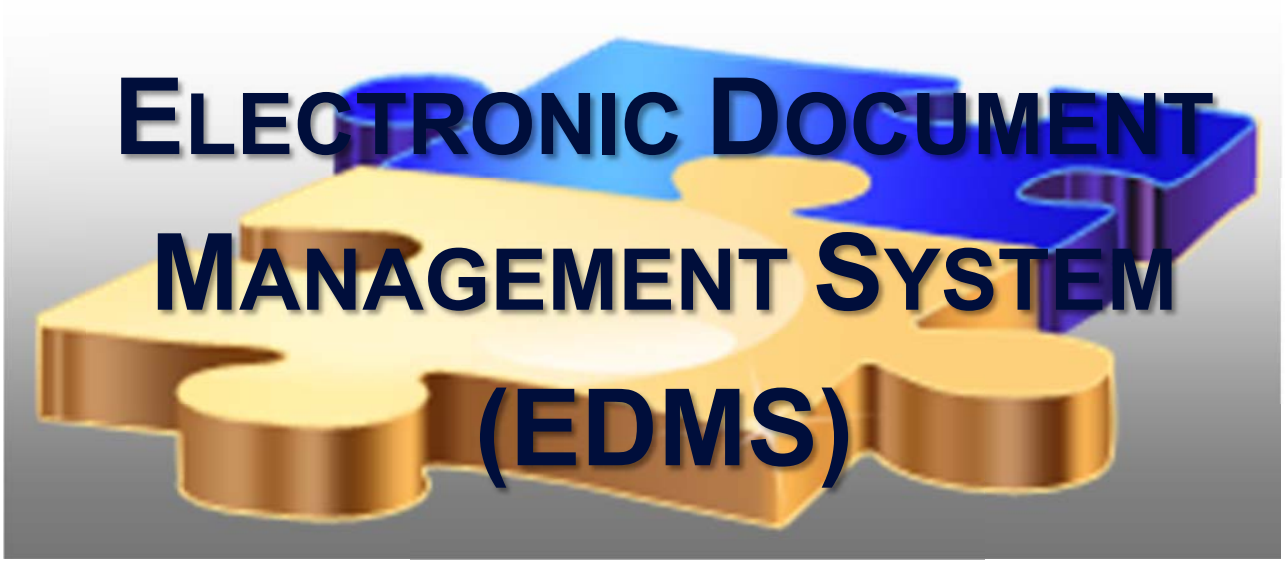
- Improved quality of service to the public by providing other government agencies, such as DPS, DES, and DOR with more accessible electronic information to improve and support their business processes.
- Improved centralized access to information, such as criminal history, orders of protection, domestic violence, etc., for law enforcement.
- Improved electronic integration with the legal community and other justice-related departments and agencies.
- Improved quality and quantity of data available to the AOC for analysis, research, and improving services to the courts.
- Improved customer service by providing higher quality of data and case management and greater public access to information.

One of the main benefits of the Central Data Repository is the ability to provide court data for statewide analysis and statistical reporting. All report generation is in accordance with the policies established by the Arizona Judicial Council (AJC).

The Central Data Repository provides the foundation for the development and support of FARE, part of the Penalty Enforcement Program. It also provides the main interface among the courts (AZTEC, AJACS, and other CMSs), external agencies (MVD), and service providers.

Statistical reporting data as well as other aggregates have been built into a data mart infrastructure to support other required analysis and planning. AOC is able to enhance the Central Data Repository as a result of additional research to determine future needs of the public, the requirements of new federal legislation for such things as a domestic violence index, and the needs of local and state law enforcement.

The Central Data Repository, with its sTrac, eTrac, iTrac, statistical, and public access modules, remains in production in all superior courts and selected limited jurisdiction courts. It provides court personnel the ability to view high-level summary information about their caseloads and also allows them to drill down to detail supporting the summary information. It provides tools to help courts better manage their cases.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Assist courts in implementing the electronic document management (EDM), imaging, and electronic filing systems that are compatible with adopted standards.
- Provide guidance to courts regarding electronic records.
- Identify short-and long-term funding resources to support electronic document management, storage, archiving, and automated removal.
- Support statewide eFiling by creating a central document repository (CDR) for court filings received through an online interface, then replicated following acceptance by clerks. Provide reliable method of exchanging documents from one OnBase system with another.
- Provide a centralized EDMS for use by smaller, limited jurisdiction courts.
- Implement the OnBase imaging solution throughout the Administrative Office of the Courts and in the Supreme Court.
- Integrate OnBase with the records retention function in AZTEC and AJACS to automatically remove records from the LJ EDMS once any case has been completed for the period of time that is required by court records retention policy.
- Integrate OnBase with existing, state-standard case management systems (AJACS, AZTEC, Appellamation).
- Implement Document Transfer Module (DTM) with existing OnBase Systems to facilitate the CDR in support of e-filing, judge automation, and public access to court records.
- Automate, where possible, the capture of metadata, form data, and document images with a goal of eliminating manual entry of case file information by clerks.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Continued supporting OnBase, the state-standard EDMS, in 14 of 15 Superior Courts and at the AOC.
- Implemented transfer of metadata and document copies with existing OnBase systems in 9 of 13 AJACS Superior Courts.
- Continued the deployment of disconnected scanning by implementing an additional 8 limited jurisdiction courts, bringing the statewide total to 60 (46 percent of total possible) in conjunction with LJ CMS team and AOC Technical Support. Participation remains voluntary; each court is required to pay an annual subscription fee assessed for each scanning device installed.
- Determined that all non-implemented courts will receive OnBase scanning capability at time of AJACS implementation.
- Accomplished detailed set up and document transfer subscription for each LJ court adopting disconnected scanning.
- Continued to refine training and scanner hardware installation processes and procedures as additional court disconnected scanning implementations progressed throughout the year.
- Consolidated an additional OnBase environment managed by the AOC while still providing current service levels to users. Planned for and tested in non-production environments for the next upgrade of OnBase at AOC.
- Reviewed formal requests from individual courts regarding destruction of paper records where equivalent electronic records exist, pursuant to ACJA § 1-507.
- Created RFP for statewide contract to procure and support OnBase systems for courts. Evaluated proposals and began negotiations for next contract.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement		On-going		Medium	
Frontier	X	Replace/Upgrade		Low	

PROJECT DESCRIPTION

Electronic Document Management (EDM) includes the processes and the environment where documents are created, stored, managed, located, retrieved, and viewed electronically. Electronic documents and records are rapidly replacing traditional media (paper). Electronic documents are now common in the day-to-day business of the court, by court staff, other justice-related agencies, and the public.

An electronic document management system (EDMS) is generally made up of several different technologies that must be integrated including imaging, electronic filing, workflow management, case management system applications, mass storage, and database management.

The Judicial Branch realizes that the needs and benefits of electronic document management extend throughout the criminal justice system and will collaborate with other agencies to develop a model that satisfies system-wide requirements as well as the requirements of the courts.

The current court strategy is to:

- Assist courts in developing alternatives to their records storage and paper case file routing/tracking challenges.
- Develop documentation and state-level expertise to assist courts in selecting the best model for their environment while remaining non-proprietary and capable of storing and sharing documents between and among courts, other government agencies, the legal community, and litigants.
- Provide guidance to courts having EDMS regarding destruction of paper court records for which digital images exist and the retention of electronic records.
- Provide a central solution that significantly reduces the barrier to entry for limited jurisdiction courts desiring to digitize paper records and accept electronic case filings.
- Provide a central second repository for documents and a reliable transfer method to and from standalone systems to support business continuity, eFiling, public access, and to enable destruction of paper records.

There is a strong interdependence between this and other strategic projects. For example, the electronic filing project requires that an EDMS be present to store filings. The Public Access to Case Information and Documents project relies on the existence of a repository of documents from which to fulfill requests. Electronic authorizations and signatures will also play a role. Certification that the electronic original document is actually the signed and unaltered original document will be important. Technologies and processes to provide this assurance must be put in place.

An ever-increasing number of Arizona courts at all levels are using imaging and electronic document management systems. All Superior Court Clerks and clerks of several larger limited jurisdiction courts have now implemented full-featured EDM. Focus remains on smaller, limited jurisdiction courts that desire to adopt EDMS but have insufficient resources to purchase and maintain a standalone system.

There is clear need for the EDMS initiative as well as a receptive environment. Because storage and paper handling has reached a critical level, there is a realization of an urgent need in many courts. Both the public (especially the media) and Arizona Bar have expressed interest. A renewed vendor interest in the Arizona market has caused some additional visibility. With the introduction of digital signature legislation in Arizona, the policy environment is in place to support electronic documents.

There are, however, legitimate concerns about privacy. Having all court documents in electronic format and easily disseminated over the Internet, thus making court documents generally accessible, removes the longstanding "practical obscurity" of public court records. The Arizona Judicial Council team reviewed the court's public records policy, Supreme Court Rule 123, and enacted additional rules to balance demands for increased access to public information with necessary protection of citizen privacy in digital court records. More recently, the chief justice convened a special committee to recommend solutions to problems unique to a completely electronic lifecycle for court case records.

Over the past few years, statewide models for electronic document management and electronic filing have transitioned from design to reality and taken a more federated flavor to spur rapid adoption of a statewide e-filing process in Arizona.

The COT has focused on using a vendor solution to accomplish statewide e-filing in Arizona for all courts and all case types. Arizona Code of Judicial Administration (ACJA) Sections 1-504 and 1-506 have been updated to direct a more uniform approach to document management and e-filing.

With so many courts creating digital records and having the ability to share those records with other courts and justice partners, emphasis is necessarily shifting to protecting the integrity and availability of those records. Many courts employing imaging do not yet meet the requirements of ACJA 1-506 for electronic filing, having neither the funding nor technical know-how required. AOC is undertaking, as a corollary project to e-filing, creation of a central case index (CCI) and central document repository (CDR). For courts supported by the AOC, this environment will provide a second copy of electronically filed court case documents and serve as the gateway/repository for public access to court documents per Rule 123 criteria. For courts performing their own support, the CCI will catalog the locations of the accepted records on clerks' systems in order to pass requests directly to those systems for fulfillment.

Since e-filing applies to all case types and all courts, the LJ level cannot be overlooked. EDMS is a pre-requisite to acceptance of electronic documents by LJ courts. The cost of procuring, implementing, and maintaining even a minimal functioning local system in all LJ courts is prohibitive (over $4 million). Waiting for cities or counties to implement digitization efforts for local courts to join will delay implementation of e-filing for years. The solution is disconnected scanning: a way to leverage a central system with over 100 local courts in a way that does not consume all available bandwidth during the workday by storing images scanned until after business hours and making them available to courts the following morning. The central system has been constructed and integrated with the AZTEC case management system, the CDR, and AZTurboCourt to reduce the burden on local courts. Work has begun on modifying the process for use with the new LJ AJACS CMS.

As imaging processes matured, Clerks became disillusioned because the initial promise of a reduced workload and storage space were not being realized. Through the e-Records Subcommittee of the Limited Jurisdiction Courts Committee they requested clear direction regarding removal of paper records where electronic reproductions of them exist, especially in limited jurisdiction courts, since they are not courts of record. That

direction has been provided in ACJA 1-507, approved December 10, 2008, and revised January 11, 2012, to include administrative records of the courts.

Activities already completed for this multi-year project include:

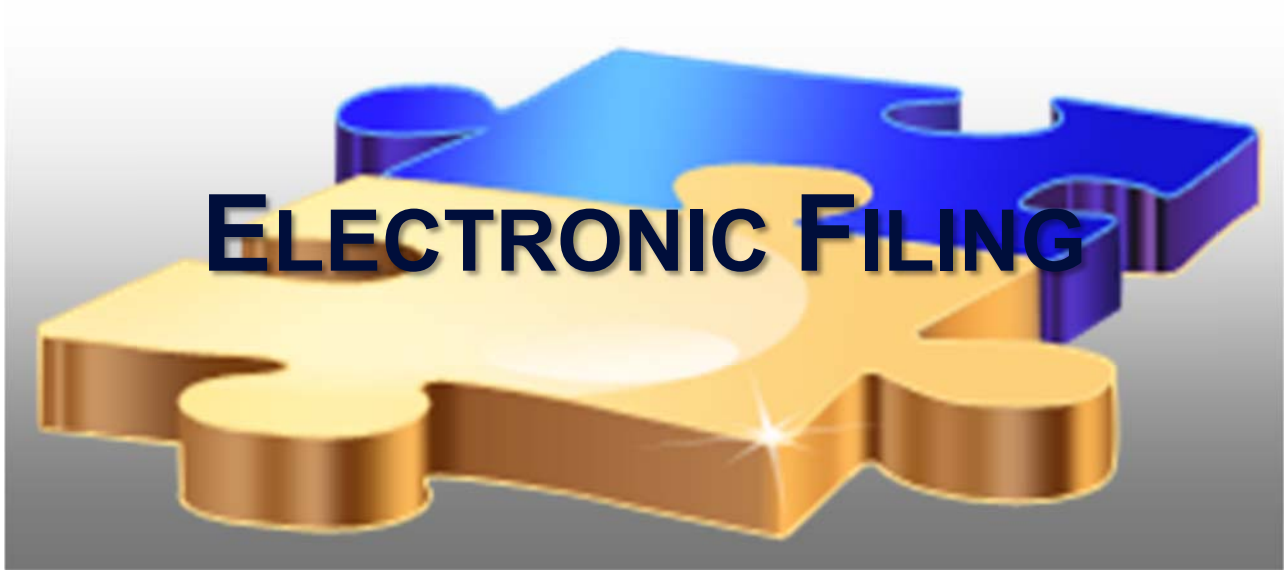
- Establishing pilot projects to test the adopted standards and guidelines for electronic filing and electronic document management.
- Establishing electronic document management models for different types of courts.
- Leveraging State support and procurement by identifying a limited product set to be used statewide.
- Identifying potential short-and long-term funding resources to support the project.
- Enhancing the ACAP case management systems (AZTEC & AJACS) to recognize and manage electronic documents.
- Identifying a subscription model for disconnected scanning to reduce the barrier to entry for smaller LJ courts.
- Identifying and securing the funding necessary for construction, deployment, and ongoing maintenance of the centralized LJ EDMS.

Activities that must still be undertaken include:

- Organizing resources - human, financial, expertise, etc., to support the completion of the initiative.
- Enabling full e-filing functionality in new CMSs under development.
- Implementing an e-filing model that can be deployed throughout the Judicial Branch for all courts and all case types.

In addition to executing the technical tasks, the Judicial Branch is also endeavoring to prepare courts and the public for this paradigm shift from paper to electronic documents. Education of court staff, the legal community, and the public is getting underway. CIO Karl Heckart has hosted a statewide educational broadcast covering the topic, field trainers have been briefed, and various publicity flyers have been developed and distributed around the state.

The investment is considerable and the judiciary is proceeding with caution, but EDMS is clearly a “must have” rather than “nice to have” tool.



PROJECT GOALS AND ACCOMPLISHMENTS

AZTurboCourt is the Court's first designated statewide e-filing system. eUniversa is the next-generation statewide e-filing system.

The main components of an electronic filing system include the Filer User Interface (UI), Electronic Filing Manager (EFM), and an optional Clerk Review UI and Judge Review UI. The Judge Review UI is generally associated with case management system (CMS) functionality. The Filer UI enables users to interact with the e-filing system described in this section. The EFM stores and transmits case file information to and awaits, records, and communicates responses from the destination or "target" CMSs. The Clerk UI enables clerks of the court to accept or reject case file submissions. Back-end facilities keep track of registered users and provide appropriate access to filed documents, reviews within the court, and cases available to be viewed by the public.

Once eUniversa becomes fully operational, all future electronic interactions with the Arizona Judiciary will be facilitated through the eUniversa EFM.

PROJECT GOALS

LITIGANT FILING

- Create a Web-based service through which litigants (attorneys and self-represented) submit Arizona court case files online, thereby eliminating the need for the creation and handling of physical paper.
- Demonstrate feasibility of a standards-based user interface by which litigants can submit filings using a common facility.
- Leverage the court-defined data standards in all jurisdictions within and between the e-filing system and target CMSs.
- Speed adoption of statewide e-filing by implementing vendor-developed and supported:

- Electronic Filing Manager (EFM) capable of supporting
    - Multiple jurisdictions and licensed/owned by the Court,
    - Multiple third-party electronic filing system providers that supply filer support for free-form and forms-based document submissions , and
- Clerk and judge review systems.

Clerk review / Case Management Systems Integration (AJACS, Appellamation)

- Implement an embedded and fully integrated Clerk Review function for the AJACS CMS that enables clerks to accept or reject case file submissions and transfer the appropriate data to the CMS for subsequent Judge Review.
- Enable court users and/or the CMS itself to initiate and/or provide automated responses to filers through the Clerk Review system.
- Develop XML message exchange standards for use between the Filer UI and Clerk Review UI.

Registration System

- Create a centrally located registration service that supports the Court's enterprise public-facing online applications.
- Provide support for self-represented litigants, attorneys, businesses, and government agencies.

MQ Integration

- Situate IBM MQ as the message transport and exchange mechanism between the statewide e-filing system, specifically the EFM, the CCI, and target CMSs.
- Route e-filing-related inter-system messages through IBM MQ.

Online Payment Portal

- Allow payment of filing and application fees to be made electronically.
- Provide reporting that helps law firms with client billing.
- Deliver a common payment processing service that supports multiple vendor providers of the Filer UI.

Project Goals Accomplished in Fiscal Year 2015

- Over 242,000 filings were electronically submitted to the Superior and Appellate Courts engaged in e-filing through the year.
- Additional releases of AZTurboCourt expanded its functionality to include:
    - Ability to e-file tax cases into Maricopa Superior Court;
    - Ability for process servers to electronically file into existing e-filing courts;

- Elimination of the need for filers to enter information regarding which party filings are associated with advent of a "participant matching" function.

- Mandatory e-filing for civil cases into Pima Superior Court was achieved May 26, 2015.
- Completed the requirements, design, and development of eUniversa, the next-generation statewide e-filing system. Initiated system integration testing with AJACS CMS, Central Case Index, Central Document Repository, and the nCourt payment processing service. Began preparing for the civil case pilot project with the Superior Court in Yavapai County.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement		On-going		Medium	
Frontier	X	Replace/Upgrade		Low	

PROJECT DESCRIPTION

STATEWIDE E-FILING PROJECT DETAILS

In the spring of 2008, the Arizona Judicial Council and Chief Justice of the Arizona Supreme Court, recognizing the opportunities and need for the next evolutionary step in court automation, directed the Administrative Office of the Courts to initiate a project to develop a statewide electronic case filing system and implement a pilot court by the second quarter of 2009. Supreme Court Chief Justice Ruth McGregor elaborated four key directives to guide this important initiative:

1. The Branch must not create a fragmented system that leaves some courts behind due to their location or volume.
2. e-Filing must apply to all types of cases in the state, including those for which no filing fees exist.
3. Arizona must use a court-powered and court-managed system. No vendor must own or control court documents.
4. The solution chosen must be a first-class system, capable of supplying all the services that court users need, including case initiation and service of process.

In response, the Arizona Judiciary is constructing an Arizona Court Filing Service which will provide citizens of Arizona and clients of the courts a single portal with which to conduct business, no matter the court or type of case. This portal will allow attorneys and parties to cases in the courts to rapidly access and file information pertinent to those cases in any court in a seamless, easy to understand way.

Electronic filing focuses on exchanging case file data and documents, including appropriate and validated indexing information, with case management and other court-critical information systems. The Electronic Document Management (EDM) initiative seeks to supplement these court-critical applications with document storage support. EDM complements the processes associated with document creation, storage, management, retrieval, and archiving. At present, courts use imaging systems to digitize documents received as paper. The digitizing process today typically requires staff to manually feed documents into imaging systems (scanners). The most effective and efficient method over the long term is to implement electronic filing and thus remove the need to manually digitize documents. Rules and guidelines governing electronic filing continue to evolve while existing paper-centric rules continue to be modified one by one.

The historical strategy has been to:

- Assist courts in developing alternatives to their records storage and paper case file routing/tracking challenges.
- Examine and apply the lessons learned from electronic filing pilots and projects to a unified, statewide approach.
- Keep current with electronic filing research and evaluate what is successful nationally.
- Continue to work with the national effort to develop common e-filing message schemas based on Global Justice XML Data Dictionary (GJXDD), Organization for the Advancement of Structured Information Standards (OASIS) LegalXML Electronic Court Filing (ECF), and National Information Exchange Model (NIEM) specifications.

The Arizona Supreme Court, Administrative Office of the Courts, is a member of the OASIS group and has been supporting their efforts towards standardization in the use of XML for court filings nationwide. ACJA § 1-506 directs the courts to embrace Extensible Markup Language (XML), portable document format (.pdf), OpenOffice XML (.docx), and OpenDoc Format (.odt) for electronic filing submissions.

The goals of electronic filing are to:

- Increase the operational effectiveness and efficiencies of the Court and criminal justice system;
- Avoid duplicative costs;
- Improve service to the public;
- Study, coordinate, and plan the transfer of case records electronically to, from, and between courts;
- Craft a unified statewide model for electronic filing; and
- Promote the transition to full production of pilots in different courts to the statewide model.

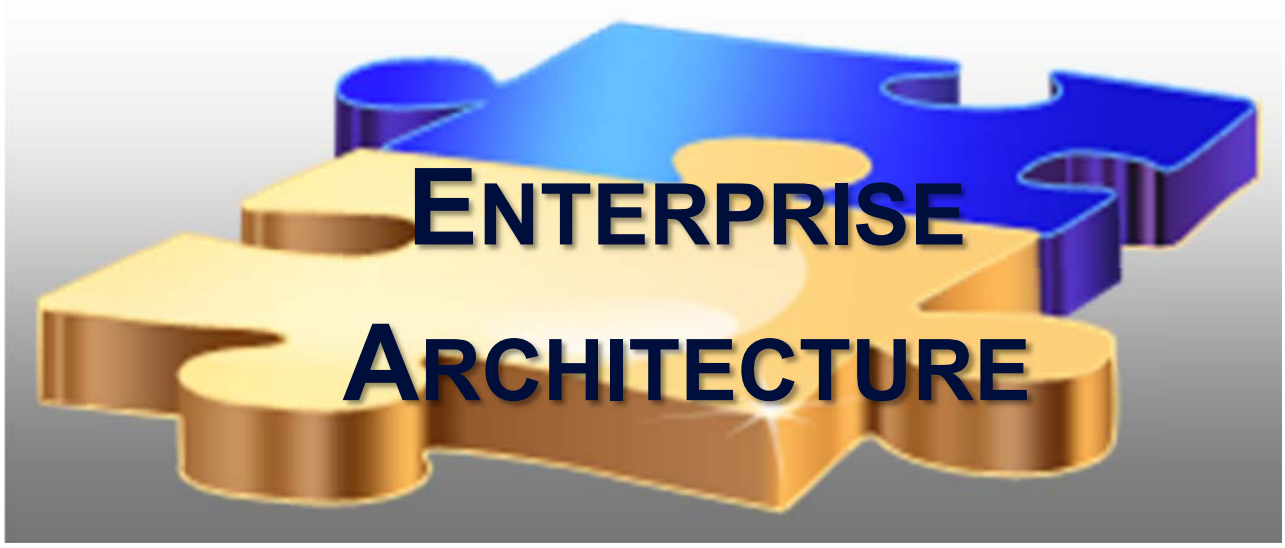
The introduction of digital signature legislation in Arizona paved the way for an environment to support electronic filing of documents. The courts adopted Rule 124 and

related technical standards in the Year 2000 to provide for electronic filing. The Commission on Technology (COT) also approved the standards-based electronic transfer of records on appeal from each Superior Court location to each Appellate Court. COT has since ratified a set of seven general principles to govern eventual e-filing solutions.

The envisioned statewide model for electronic filing responds to several overarching Judicial Branch directives. Inter/intra-court synergy associated with the electronic filing value-chain continues to evolve after years of independent court efforts. The following initiatives have been achieved or are well on their way to completion:

- Completed a statewide electronic document reference model and system implementation in appellate and superior courts.
- Completed the implementation of a development, test, and production message broker, i.e., Enterprise Service Bus.
- Completed and continue to update a common XML message for electronic filing for all court levels and transaction types.
- Completed and maintain production-grade, message broker-supported applications that facilitate the placing and retrieving of case file and citation data, documents, and images into and out of the Enterprise Service Bus environment.
- Continually identifying potential short- and long-term funding resources to support the electronic filing initiative.
- Developing an electronic filing business model that can be deployed throughout the Judicial Branch.
- Continue to convert hardcopy court forms into their online equivalents.
- Continually researching and processing the required changes to paper-based filing-related rules in Arizona courts.
- Continually preparing the courts and the public for a paradigm shift from physical paper filings to electronic document filings.
- Creating “cookbooks” that communicate to business partners what is needed to effectively engage in electronic filing with the courts.

In addition to the various technical tasks, court staff, the legal community, and the public must embrace and are becoming more comfortable with living in an electronic world.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

Conduct analysis, design, planning, and implementation of enterprise standards in order to successfully develop and execute the business strategy of the courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Enhanced Team Foundation Server (TFS) source code management structure.
- Deployed communication strategy for reporting, requirements, and project management by using the SharePoint interface for TFS in order to expose the development process to the business.
- Improved automated testing standards through the implementation of well-defined unit testing. These unit tests are now part of the build process and are run as regression tests on every development change.
- Continued current messaging architecture used for system integration leveraging IBM WebSphere MQ. Identified areas that need improvement such as a subscription model for certain key messages and designed an approach to accomplish the improvement.
- Designed a new centralized architecture based on Domain Driven Development for use in better integrating court information across the organization. Trained the architecture team to utilize this approach in both current and new projects.
- Identified and defined processes and patterns for an Enterprise Core which defines the methodology to replace legacy technologies allowing them to continue *in situ* while the new technology overtakes them.
- Continued to enhance the central case index (CCI) to be truly enterprise-wide and reusable for many key applications. An additional component of AOC Managed Services was implemented to utilize the CCI.

- Mentored and educated court staff on Domain Driven Development practices in an attempt to foster the move away from legacy development processes and move towards a task-based rather than data-centric enterprise standard.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement	X	On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

Cooperative development and resource leveraging have become key strategies in automation development for courts. To facilitate those joint efforts, some standards have been adopted statewide.

The Arizona courts have identified a core set of applications that are maintained and supported at the State level. These include AJACS, AZTEC, JOLTS, JOLTSaz, APETS, Appellamation, and other products supported by third-party vendors, such as Jury+ and OnBase (refer to ACJA § 1-501). These software applications are supported centrally and changes are coordinated.

Some courts have technical staff to develop modules that address the special needs of a court. These modules are generally interfaced to the core applications. Often when other courts see these applications, they wish to implement the functionality, too. However, when new releases of the core applications are provided, many times there has been difficulty with compatibility of the locally developed modules and the new release.

To avoid or mitigate the difficulty, the courts have adopted a set of guidelines. Basically, if a local module is developed within the enterprise architecture and is coordinated with the application support staff at the State, vendor, or shared support level, core release developers will make efforts to protect those interfaces. They will, at a minimum, coordinate with technical staff for the change requirements, development, and testing that is necessary for the local module to function in the new release's environment.

Adopting an IT enterprise architecture, although intuitively a positive organizational direction, is often difficult. Standards are many times perceived as coming at the expense of freedom. However, with today's fast-paced technology demands, architecture is a strategic necessity. A mature IT enterprise must have the discipline to adopt and follow a consistent set of strategies, reference models, and exchange capabilities.

Per Gartner, the strategic goal of enterprise architecture is to position the entity to leverage technology in support of the business strategy and make technology the proactive enabler of an agile, responsive enterprise that can react in real time to changes.

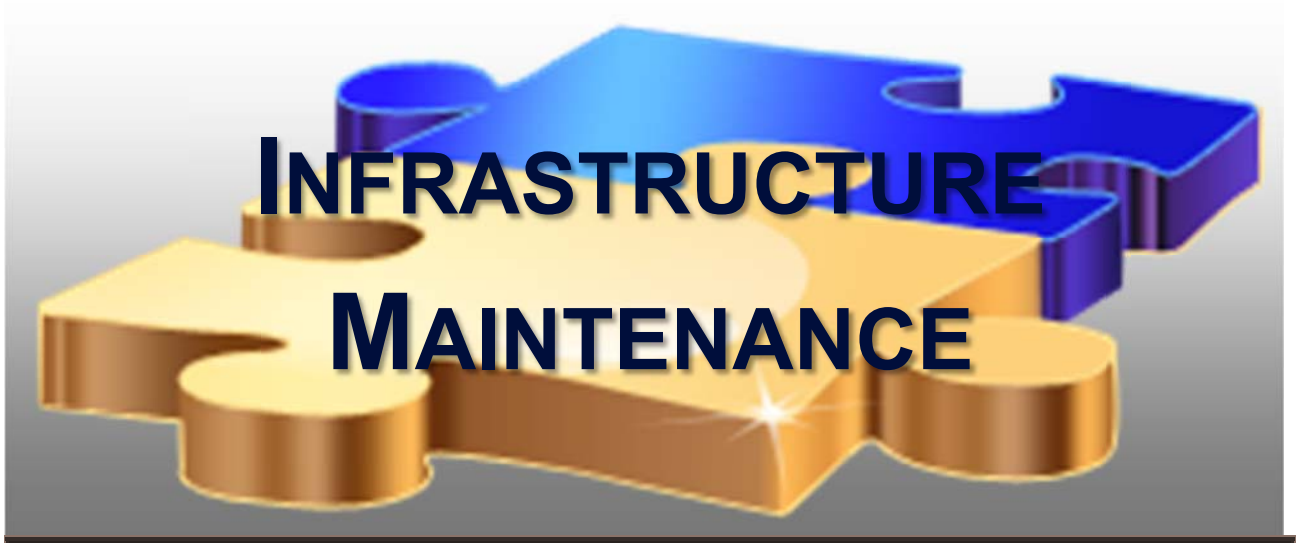
Enterprise architecture will provide standardization and elimination of redundancy and complexity across the Arizona Judicial Branch.

The cross-jurisdictional nature of criminal justice activities supports adopting common architectures to facilitate integration.

The Judicial Branch must avoid being what Gartner Group describes as a "typical unarchitected e-government" where "multiple sets of customer channels, interfaces and systems are independently developed … and require duplicative infrastructure and forced disparate access experiences for constituents."

There is a lower cost to buy and support a limited set of products and standards; the judiciary can leverage both volume discount buying and maintain a less complex environment.

The standards, protocols, and products listed are prescribed for core, leveraged activities and applications among the courts statewide. Where there are unique local undertakings that cannot be leveraged, a court is free to go beyond the standards set. If sharable modules related to core applications are developed, then the standards should be followed. Non-standard products and applications are a challenge to support and can be a security concern. The "Distributed Component (Bolt-on) Module" documents the approaches to development of local, leveraged and standardized modules. To be sharable, supported in the statewide framework, or part of core-standardized applications, modules will be developed to the Enterprise Architecture Standards of the Arizona Judicial Branch.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS FOR FY2016

- Continue to expand existing system monitoring capabilities into all application environments to enable nearly immediate notification of application error conditions.
- Replace end-of-life Wide Area Application Services (WAAS) units located throughout the state to remain within vendor support and preclude purchase of expensive or non-existent bandwidth to address the ever-increasing communication needs of the courts over time.
- Continue consolidating legacy server platforms in the AOC Data Center onto Windows-based technology. Continue equipment refreshes and consolidation of older Windows-based hardware environments.
- Continue the multiyear project of upgrading all Windows SQL database (DB) environments to SQL 2012. Migrating DB environments to SQL 2012 will improve system availability during application rollouts.
- Continue upgrading all legacy Microsoft O/S environments to Windows 2012 SP1.
- Upgrade the AZTEC application environments to AIX 7.1 and Informix 11.5, keeping them in maintenance support through the full AJACS LJ rollout.
- Upgrade the Data Warehouse system environment to AIX 7.1 and Informix SPF 8.5 Patch 4, to enable continued IBM support while the applications are migrated to a Windows-based platform.
- Relocate all existing computing infrastructure currently located within the Dept. of Economic Security (DES) Data Center to the Maricopa South Tower Data Center.

- Continue to review and evaluate high availability options for Windows SQL database environments.
- Continue enhancements to the AJIN network infrastructure, including:
    - Ongoing equipment refreshes at remote locations on the AJIN network to ensure ongoing reliability and increased security functionality.
    - Upgrading network infrastructure for client desktop support requirements, continued expansion of video conferencing, and meeting application growth/bandwidth demands.
    - As requirements demand, and with vendor availability, continue migrating circuits onto QMOE and microwave technology. This will improve circuit bandwidth while further reducing cost.
    - Build out the communication infrastructure in support of the move of equipment from the abandoned DES Data Center to Maricopa South Tower.
    - Complete the deployment of dynamic port security, within the AOC, to provide additional security to the AJIN network.
    - Implement Wireless Access points in all Superior Courts in the State.
- Continue to support remote site locations in building moves and relocations.
- Continue to expand virtual machine and clustering technologies within the AOC Data Center to obtain cost savings and rapid automated system recovery for greater application availability.
- Complete migration of legacy SAN environments to the new HP 3Par SAN technology to reduce maintenance cost while increasing performance and reliability of the data storage environment.
- Continue deployment of remote court interpreter functionality in courts, as defined by the project schedule.
- Implement the new Tivoli Backup environment that replaces the current EMC backup environment.
- Deploy all project-related infrastructure required for the support of
    - an Exchange 2013 upgrade project,
    - the CCI re-architecture project,
    - the Data Warehouse upgrade project,
    - the AZTEC Informix 11.5 upgrade project,
    - eUniversa project deployment,
    - the AJACS LJ CMS rollout,
    - eBench project deployment,
    - eAccess project deployment, and
    - eWarrant POC project deployment.
- Implement an automated server patch management system using Microsoft's SCCM.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Continued to upgrade and expand virtual server technology into additional production, test, and development environments throughout the year. Upgraded the development, test, and production virtual environments to VMware 5.5.Implemented 3 new VM host systems to the production cluster, as well as VM Operations Manager and Update Manager to improve cluster monitoring and cluster software updates on all VM environments.
- Negotiated and established the SLA agreement to move the DES Data Center to the Maricopa South Tower Data Center. Planned all move activities to be accomplished by December 2015.
- Continued working on Phase II of legacy SAN consolidation and migration. All IBM DS4800 Legacy SANs in the Courts building have been migrated to the new environment. All of the Legacy T700 SAN environments will migrate to the new environment in early FY16.
- Continued deployment of remote court interpreter capability, as defined by the project schedule.
- Continued enhancements to the AJIN network infrastructure, including:
    - Replaced 82 ageing hub devices on the AJIN Network with Cisco smart switches to enhance and streamline network traffic.
    - Installed new Access Control Systems and upgraded all code on the Wide Area Network switches to implement dynamic port security across the state.
    - Migrated remaining Frame Relay Host circuits to QMOE and private lines, increasing capacity to courts while decreasing costs.
    - Designed and implemented extended IT network in support of AOC East operations.
    - Redesigned and implemented new network connectivity in support of Coconino Juvenile Probation.
    - Upgraded the core Cisco routing switches in the AOC Data Center, replacing EOL equipment and ensuring continued vendor support.
- Implemented a new Services Wireless Network in support of BYOD at the AOC.
- Worked with vendor to upgrade the TIP IVR application environment to Windows 2008 R2 as along with the vendor application itself. This provided enhanced throughput and reliability to statewide users.
- Continued a multi-year project of migrating all AOC SQL database environments to SQL 2012. This will improve system availability during application rollouts.
- Replaced numerous infrastructure hardware systems to ensure continued supportability and enhanced reliability. Devices include the Vircom mail gateway server, and the Outlook Web Access server.
- Completed numerous network and phone modifications in support of staff relocations.

- Assisted various individual courts with server moves and network upgrades.
- Worked with various project teams to roll out/upgrade and support
    - APETS production enhancements,
    - JOLTSaz product upgrades,
    - AZYAS production software release,
    - Quality Center product upgrade,
    - Jury Plus database and server upgrade,
    - AJACS GJ and LJ releases,
    - NICS production software releases,
    - Datamart and Appellamation applications O/S and database upgrades.
- Built and deployed numerous Windows-based server environments (physical and virtualized) in support of the following environments:
    - 4 physical and 12 VM environments for eBench,
    - 8 VM environments for eUniversa,
    - 8 VM environments for NICS, and
    - 5 VM environments for SharePoint.

PROJECT DESCRIPTION

INFRASTRUCTURE MAINTENANCE

Infrastructure Maintenance continues to play a critical part of the overall shared infrastructure and shared services required to support the basic court operations and related programs on a day-to-day basis. Along with "Automation Training and Support" (PC deployment, field support, help desk), it represents the foundation of the Judicial Branch's automation efforts. The key components include shared communications network and associated services (e-mail, business process workflow, and information access), data center, database administration, security, and disaster recovery. Infrastructure Maintenance primarily involves on-going maintenance and support, through various projects, to upgrade servers and operating systems, database engines, network equipment, and add communication bandwidth.

The Arizona Judicial Information Network (AJIN) has been established as the means by which court data can be exchanged within and between counties and State-level agencies. As statewide strategic applications have been deployed, the capacity needs placed upon AJIN have risen considerably. Newer applications and devices connected on the network demand more intelligence, requiring upgrades of the established networking infrastructure. Thus, additional investment and planning must continue to be made in AJIN as long as it is to be the Judicial Branch's enterprise network. Refer to the appendices for an identification of the servers and software (both desktop and server-based applications and server operating systems) that make up AJIN.

Major goals over the next several years include increasing security within the AJIN network environment and increasing capacity to remote locations, continuing to use Cisco's Wide Area Application Services (WAAS), continuing expansion onto QMOE

technology giving the AOC greater bandwidth and more flexibility to grow the AJIN network, as well as enhancing anti-virus and malware protection to all computing systems residing on AJIN. In addition, services will include growth in server virtualization and virtual machine mobility, server clustering technologies for rapid server recoverability, increased system and application error monitoring and alerting capabilities, and upgraded/expanded storage area networks (SANs) to improve integrated and automated business management performance.

Server virtualization provides the opportunity to reduce cost and energy requirements, increase agility, speed deployment, and leverage data center space because servers no longer need to be procured, installed, cabled up, and connected to the rest of the infrastructure. This enables rapid deployment of a production, development, or testing environment or creation of 'sandboxes' to assess specific functions such as load testing. Virtualization also takes into account the larger impacts due to failures of underlying hardware, tracking software licensing compliance, and the unnecessary consumption of server resources for those more lightly used VMs.

SECURITY AND DISASTER RECOVERY

Reliability and security of the Arizona Judicial Information Network (AJIN) are of primary importance. As a result, several ongoing statewide initiatives continue to occur to address the maintenance and security of AJIN. As part of these ongoing efforts, network equipment refreshes take place, insuring the latest technologies and tools are deployed at each location on the AJIN network. As part of the Technology Refresh Project (TRP), tighter security controls have been placed on all desktop clients and servers residing on AJIN.

Firewalls and security monitoring equipment are the key technologies to protect the network. Every extended connection to AJIN is protected by a firewall and monitoring probes. These devices prevent attacks from the Internet and outside agencies, and also protect our internal IP addresses from the outside sites visited by AJIN users. The devices and tools are constantly being upgraded as part of infrastructure maintenance efforts.

Network security audits are performed by external third parties to ensure that security measures remain effective. The results of these audits are analyzed and enhancements are made when necessary, ensuring the continued integrity of the AJIN network. Another such audit is being performed in CY15.

Guidelines to govern security system management have been formulated. Policies, standards and/or guidelines are developed for all to follow. The key to a successful implementation is communication among the various technical groups throughout the state.

The AOC standard for remote access is Virtual Private Networking (VPN) via Cisco AnyConnect. This technology allows automatic client installation on first connection and gives access based on rule sets for an individual's group policy. All older, extranet clients used by AOC staff to gain access to AJIN have now been replaced.

AJIN is a very reliable network today. The necessary firewalls, redundancy, and systems management documentation have resulted in high network availability for the users throughout the State. With the growing reliance on the AOC for retention of electronic data and documents, and the continual growth of AOC statewide applications, the need and importance of disaster recovery for the AOC computing environment continues to be re-evaluated for a cost effective solution. An action item from the 2014 COT annual meeting required the AOC to re-examine options for such an environment as well as the cost of implementation. As part of the DES relocation that will be taking place by the end of CY15, a commercial location to function as both an offsite production environment and a full disaster recovery facility was desired, but the ongoing cost was prohibitive to implementation in the current financial environment of budget cuts and fund sweeps.

PROJECT GOALS AND ACCOMPLISHMENTS

For many people, the cost of legal representation has become prohibitive, as evidenced by the ever-increasing number of self-represented litigants appearing before the courts. Arizona courts are taking steps to provide meaningful assistance to the self-represented so that they are not denied justice because they lack the benefit of legal counsel. Among those steps are to:

- Develop and adopt Supreme Court Guidelines defining legal assistance, as distinguished from legal advice, so that judicial staff can provide appropriate legal assistance.
- Expand the Judicial Branch's self-service capabilities on the Web to include forms, instructions, and other information helpful to those who appear unrepresented in the limited and general jurisdictions, and appellate courts.
- Develop simple, easy to use, web-based, interactive forms needed for dissolution and other domestic-relations-related cases, small claims, eviction actions, general civil, and probate cases.
- Expand the breadth of the self-service approach for court users through online resources.
- Develop a Web Portal that provides a convenient and unified access point for filing court cases as well as viewing case-related information statewide.
- Develop a central document repository as the source for public/party inquiry of court documents.
- Provide marketing support to educate the public about the functionality and convenience of the new electronic access capabilities.
- Provide access through a variety of means to allow litigants from varied backgrounds access to the courts.

PROJECT GOALS

- Standardize forms data to reduce duplicate efforts in providing court forms to the public and prepare for statewide e-filing.
- Automate the entire workflow associated with case initiation and subsequent filings for select case and form types in the Superior Court and Justice Courts.
- Deliver self-service forms to the public via AZTurboCourt, based on court rule or statute.
- Sustain the support efforts for the statewide AZTurboCourt electronic filing initiative.
- Establish resources for access to forms for those individuals who are Limited English Proficient (LEP).

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Small claims, justice court civil, and residential eviction forms were deployed in 2 additional counties bringing the total to 14 counties using these forms. An initial pilot which turned the small claims intelligent forms application into a full e-filing application was held in 4 courts. The issues uncovered made it problematic for courts to process the forms effectively. During FY15, requirements have been delivered for this project and development activities have begun. Delivery of the solution is scheduled for FY16.
- The dissolution intelligent forms application was deployed in Coconino County with both the complaint and answer pathways. Work is underway to add a decree pathway to the application after which expansion to other counties in the state will be a goal during FY16.
- A Spanish website called *El Centro de Autoservicio* was expanded to increase the number of forms and instructions available in Spanish for court users.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement		On-going		Medium	
Frontier	X	Replace/Upgrade		Low	

PROJECT DESCRIPTION

AUTOMATED INTELLIGENT FORMS

Goal 1-B of *Advancing Justice Together* seeks to expand access to web-based forms for self-represented litigants. This technology initiative represents an overarching vision to provide Court automation solutions to the public and government agencies via a common Web portal. AZTurboCourt e-Filing is the closely related endeavor focused on providing private citizens and government agencies a means to pay for and file court documents in any court of the State and at any time of the day or night. Since the AZTurboCourt e-Filing system guides filers through the entire case filing process, including capturing data and processing input via each court's case management system, access to justice will be sped up, the accuracy and completeness of the information entering the court will improve significantly minimizing the amount of re-work typically associated with manual case file processing, court forms will be standardized, and the amount of manual paper handling will be reduced greatly.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Roll out JOLTSaz to the rural counties beginning in 2015 and ending in 2016.
- Update to a new, standardized base application and modular design for AZYAS, the Arizona Youth Assessment System, statewide.
- Modify JOLTS Data Extract as each county transitions from JOLTS to JOLTSaz to ensure that all juvenile data from JOLTS and JOLTSaz continues to flow to AOC's Data Warehouse.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- The JOLTSaz team focused on addressing issues surfaced in testing and enhancing the performance of the application and back-end database.
- Implemented the statewide version of JOLTSaz in Pima County replacing the Pima-specific version of the software implemented in June 2013.

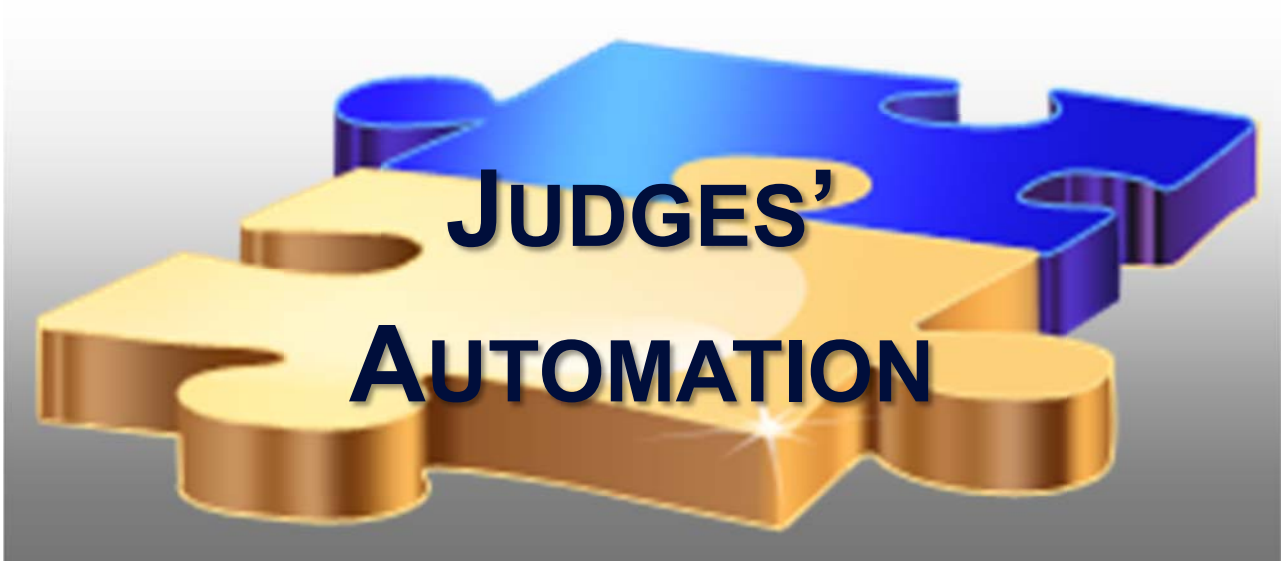
SNAPSHOT					
CLASS		STATUS		RISK	
Utility	X	New		High	
Enhancement		On-going		Medium	
Frontier		Replace/Upgrade	X	Low	

PROJECT DESCRIPTION

JOLTSaz, the next-generation juvenile probation tracking application, is being written using Microsoft's Visual Basic.NET, an object-oriented computer programming language. Microsoft's SQL Server platform provides a relational database solution that is what the organization needs to lower its cost of ownership, manage all volumes of data from creation to archival, and provide mission-critical functionality and reliability compared to the AS/400 platform that Legacy JOLTS currently resides on. A single, statewide database will be housed at AOC that allows documents to be centrally stored/maintained and information to be more easily shared among the state's juvenile courts and other state agencies once the rollout is complete in all counties. Microsoft's SSRS will be used in the new system for reporting requirements and SSIS will be used for data conversion from the Legacy JOLTS system to JOLTSaz. An AOC-developed web service will be used for application-wide alerts, emails, and reminders.

The first data conversion from JOLTS and implementation of JOLTSaz occurred in Pima County in June 2013. The statewide version of the application was later implemented in Pima County in January 2015, prior to the rollout to the rural counties.

Each rural county requires a separate and unique data conversion from their legacy JOLTS database to the new, statewide JOLTSaz database. Yuma County is scheduled for implementation in July 2015, followed by La Paz, Pinal, Santa Cruz and Cochise in the remainder of the year. Yavapai, Mohave, Coconino, Apache, Navajo, Gila, Graham and Greenlee are scheduled for implementation in calendar year 2016.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Streamline and standardize a set of judicial workflows and related business tools and processes to enable judges to be more efficient and productive on the bench and in chambers.
- Interface an automated solution with the statewide CMS application, AJACS, for limited jurisdiction court judges and enable interfaces with other case management systems in the state.
- Eliminate the need for paper files and manual processing, long term, by providing judges the ability to manage their cases electronically from start to finish.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Concluded collaboration and partnership with large volume, non-AOC-supported courts and the vendor to build upon the existing AJACS application and develop a judicial workflow process/solution that meets the needs of all LJ courts. The result of these collaborations and partnerships, the new case worksheet, has been incorporated into the AJACS application.
- Pima County Superior Court went live with pilot eBench in three court divisions (family, civil and criminal).
- AOC staff developed web services to facilitate eBench integration with AJACS.
- AOC staff began testing eBench integration with the AJACS CMS.

SNAPSHOT					
CLASS		**STATUS**		**RISK**	
Utility		New	X	High	
Enhancement	X	On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

While digitization has made great inroads in courts' back offices over the past several years, bringing electronic documents and workflow to the judge represents the "last mile" of the effort. Clerks continue to scan documents filed at the counter and increasingly receive electronic filings, only to routinely print them for the judge's use in chambers and on the bench.

The purpose of this project is to provide a solution for the judges which will streamline judicial workflows and business processes so judges can be efficient and productive in an all-digital environment on the bench or in chambers.

In mid-2009, judges from various courts and jurisdictions initially met and then traveled to Colorado where they observed a judges' automation software product developed by the Colorado State Judiciary. The pros and cons of Colorado's system and the current application were discussed and shared with the project's assigned systems analyst in early 2010. The best features are being incorporated into the automation effort.

Automation geared specifically towards the needs of limited jurisdiction court judges will interface with the current statewide CMS application, AJACS, along with all case management systems in the state to automate their interaction with court cases and parties. These development efforts and the resulting automation tool will virtually eliminate the need for paper files and manual processing, thus providing judges electronic case management.

While the AOC has begun efforts towards designing and building a streamlined and standardized set of judicial workflows and business processes, additional work is still required before finalization.

Collaborative efforts are underway with remaining LJ AJACS development both for AZTEC replacement and Large Volume LJ court requirements that will bring this automation effort closer to reaching its goals. Additional development efforts to support e-filing operations are constructing initial clerk review functionality and improving the document management capabilities in the AJACS application.

Following a competitive procurement process, in 2013 AOC awarded a contract to procure a judicial decision support system designed to reduce the courts' reliance on paper. The intent is to implement the selected system in phases beginning in Pima Superior Court, to be followed by the rural superior courts and appellate courts. Additional

LJ courts may be implemented in later phases. The selected vendor will provide a system that eliminates the courts' reliance on paper and allows for real-time updating and viewing, eliminating the need for courts to print, sign-by-hand, ink stamp, photocopy, courier, fax, post, file, locate, and manually distribute all documentation relative to cases handled by each judge.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Prepare for implementation of a new case management system (CMS) for limited jurisdiction (LJ) courts.
- Perform a gap analysis of system functions to determine additional enhancements required for statewide distribution.
- Include a case financial system that will handle the complex financial allocation algorithms that currently exist.
- Include a civil case-processing module that will handle all filings and forms utilized by a justice and/or municipal court.
- Provide program interfaces that permit integration with other systems.
- Create an object-oriented structure so that the system and its components are usable for juvenile and adult probation financial activity.
- Oversee application development based on limited jurisdiction court requirements identified during gap analysis.
- Analyze and assess AZTEC data cleanup and data conversion efforts.
- Include a standard library of court forms and reports.
- Prepare and execute a detailed project plan for user training and implementation activities.
- Include electronic document management functionality for all limited jurisdiction courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Following bankruptcy of the competitively selected CMS vendor, AmCad, the AOC took over development of AJACS. Following the exit of AmCad, the AOC's large volume partner, Mesa Municipal Court, also departed the AJACS CMS project. A new large volume partner, Tucson City Court, stepped in and is scheduled to implement in October 2015.
- Concluded development and testing of an automated data conversion application that will be utilized to convert data, as identified in the conversion strategy, for each AZTEC court as it migrates to AJACS. The initial LJ AJACS court conversion proved highly successful with 7863 of 7863 total records converted.
- Concluded set up all LJ AJACS-required system configuration including all table codes and system parameters.
- Completed requirements analysis, design documentation, and form development for all system forms used within LJ AJACS.
- Completed requirements analysis, design documentation, and report development for all system reports used within LJ AJACS.
- Continued creation of test scripts and functional testing of LJ AJACS. Utilized Tucson City Court staff, along with AOC Court Services and other IT areas, in the creation, modification, and execution of functional test scripts. Worked with Tucson City Court in creation and execution of "day in the life" test scripts for completion of user acceptance testing.
- Began working closely with Tucson City Court to assist them with the initial system configuration, table code setup, and architectural environment that are required to operate the LJ AJACS application in a standalone/self-supported environment.
- Continued analysis of all possible alternative delivery, training, and implementation methodologies for replacing AZTEC in all courts statewide.
- Finalized majority of LJ AJACS training documentation and began creation of training video library.
- Successfully implemented the first LJ AJACS court, Apache Junction Municipal.
- Began working with all Pima County ACAP LJ courts to begin preparations for LJ AJACS implementation, scheduled to complete prior to end of calendar year 2015.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New		High	
Enhancement	X	On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

The existing case management system for limited jurisdiction courts is AZTEC, which is implemented in 134 justice and municipal courts. It is a generalized and parameterized system that provides functionality for both limited and general jurisdiction courts. In a strategic planning session for 2004-2006, the court determined the AZTEC system to be reaching the end of its lifecycle because of aging technology. The product has become increasingly more difficult to support since then, especially finding staff knowledgeable in the AZTEC development tools.

The differences in processing workflows and volumes initially prompted the move to acquire separate systems for general jurisdiction courts and limited jurisdiction courts. This approach was especially desirable for the larger metropolitan courts. Rural counties, however, indicated a preference for continuing to use only one system for all levels of court.

Two possible solutions existed for the limited jurisdiction courts statewide: the Tempe CMS application developed by the Tempe Municipal Court or AmCad's AiCMS, a vendor-developed, integrated case management system that was previously selected as the second-generation general jurisdiction courts (GJ) case management system (CMS), replacing AZTEC.

Commission on Technology's final recommended and AJC-approved solution for the LJ CMS is a "hybrid" approach that utilizes AmCad's AiCMS software as the baseline CMS product and enhances it by incorporating functionality favored in the Tempe CMS product along with AZTEC system improvements developed by Scottsdale Municipal Court called AZTEC Wizard.

This statewide LJ CMS solution takes advantage of a great opportunity to consolidate approximately 10 separate case management applications that are currently utilized within the Arizona LJ court community down to four (4) at full implementation. Additional courts could be consolidated into this solution as their current applications age and become un-supportable. Significant, large volume, non-AOC-supported courts are prepared to collaborate with the AOC and the vendor through the provision of resources, funding, and business analysis to build upon the existing AiCMS/AJACS application and develop a solution that meets the needs of all LJ courts, large or small, rural or metropolitan.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Design, develop, and implement a data repository in support of the NICS Task Force, a governance body composed of representatives of Arizona's criminal justice agencies.
- Provide an automated data feed from the AOC through DPS to NICS for the State of Arizona to replace the current manual, paper process with a data feed from CCI.
- Define and document standard data mapping from CCI for:
  - AJACS data,
  - Maricopa data, and
  - Pima data.
- Continue to develop functional requirements associated with any remaining NICS categories for:
  - AJACS data,
  - Maricopa data, and
  - Pima data.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Completed construction of the AOC NICS Repository.
- Completed standard data mapping from CCI for:
  - AJACS data,
  - Maricopa data, and
  - Pima data.
- Began electronic transmission to DPS of records that qualify under NICS Category 5 through the AOC NICS Repository per the requirements set by HB2322[1].

[1] Reference: http://www.azleg.gov/legtext/51leg/2r/bills/hb2322s.pdf

AOC and DPS started to define requirements for reporting records that qualify under NICS Category One. This data exchange to NICS focuses on cases where the defendant has been found guilty of one or more felony charges. Specifically, reporting under NICS Category One includes records that identify a person who has been convicted in any court of a crime punishable by imprisonment for a term exceeding one year (e.g., state "felonies") and of any state misdemeanor punishable by imprisonment for more than two years.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New		High	
Enhancement	X	On-going	X	Medium	
Frontier		Replace/Upgrade	X	Low	

PROJECT DESCRIPTION

The National Instant Criminal Background Check System (NICS) is a national system that checks available records on persons who may be disqualified from receiving firearms. The NICS is a computerized background check system designed to respond within 30 seconds on most background check inquiries so that federal firearms license holders receive an almost immediate response[2].

The U.S. Department of Justice (DOJ) Bureau of Justice Statistics (BJS) awarded the Arizona Criminal Justice Commission (ACJC) funding for federal fiscal years 2011 and 2012 for the development of the Arizona NICS Records Improvement Program (NARIP). [3] In 2012, ACJC formally established a NICS Task Force. The Task Force is made up of representatives from Arizona's local, county, and state criminal justice agencies. The goal of this task force is to identify and develop solutions for NICS reporting issues.

Below are the 7 NICS categories that prevent transfer of a firearm:

Category 1 Felony convictions: records that identify a person who has been convicted in any court of a crime punishable by imprisonment for a term exceeding one year (e.g., state 'felonies') and of any state misdemeanors punishable by imprisonment for more than two years.

[2] See http://www.fbi.gov/about-us/cjis/nics/general-information/fact-sheet
[3] See http://www.azcjc.gov/ACJC.Web/Pubs/Home/AZ_NARIP%20Plan%2020130328%20FINAL.pdf

Category 2 Active indictments/informations/verified complaints: records that identify a person who is under an indictment or information returned or filed with a court, or a criminal complaint issued or verified by a prosecutor, for the crimes described in Category 1.

Category 3 Active wants/warrants: records that identify a person who is a fugitive from justice, as demonstrated by an active felony or misdemeanor want or warrant.

Category 4 Unlawful drug use records: records that identify a person who is an unlawful user of or addicted to any controlled substance, as demonstrated by specified arrests, convictions, and adjudications, not protected from disclosure to the Attorney General by federal or state law.

Category 5 Mental health adjudications or commitments: records not protected from disclosure to the Attorney General by federal or state law that identify persons who have been adjudicated mentally defective, meaning that a court, board, commission or other lawful authority has determined that the person, as a result of marked subnormal intelligence or mental illness, incompetency, condition or disease, (a) is a danger to himself or others or (b) lacks the mental capacity to contract or manage his own affairs. This category also includes records not protected from disclosure to the Attorney General by federal or state law of persons found incompetent to stand trial or found insane by a court in a criminal case, and records not protected from disclosure to the Attorney General by federal or state law that identify persons who have been formally and involuntarily committed to a mental institution. This category of records does not include persons committed to a mental institution voluntarily or merely for observation or evaluation.

Category 6 Protection or restraining orders: records that are electronically available and identify a person subject to an active court order (from criminal or civil court) which restrains a person from committing acts of violence against another person. Both temporary and permanent protection and restraining orders are included.

Category 7 Convictions for potential misdemeanor crimes of domestic violence (MCDV): records that are electronically available and that may identify a person convicted of misdemeanor offenses such as battery, assault, disorderly conduct, breach of peace, family violence/domestic violence, family assault or battery/domestic assault or battery, stalking, harassment, etc.

The goal of the NICS Task Force is to report all 7 NICS Categories in order to prevent transfer of a firearm. Using funding from Bureau of Justice Statistics (BJS) awarded to the AOC, the initial focus of the project is to report Category 5, Mental Health Event, associated transactions to NICS. This will be accomplished using the AOC Central Case Index (CCI) and replacing the following manual processes:

- Maricopa Superior Court currently sends an email with a link to each order. DPS opens the document, prints it, obtains the DOB/SSN info from one of Maricopa's clerks (via a separate e-mail), and then enters the individual into NICS manually.

- Pima Superior Court currently sends paper copies to DPS. They send a minute entry of the actual order and then, several days later, they send an 'in chambers' order which contains the individual's DOB/SSN via US Mail. DPS enters the individual into NICS once all information is gathered.
- All other counties currently fax and mail information to DPS.

Developing a solution to automate a manual paper process to an automated data feed for reporting to NICS will have high public safety value to the citizens of the State of Arizona.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Establish a centralized, uniform collections system to enforce monetary court orders.
- Modify automation systems to share new and modified case and payment information with a competitively selected collections vendor.
- Modify automation systems to accept and process electronic payment transactions.
- Implement the enforcement provisions provided for vehicle registration holds under the Department of Motor Vehicles' Traffic Ticket Enforcement Assistance Program (TTEAP) (A.R.S. §28-1631).
- Modify automation systems to provide near-real-time TTEAP transaction processing to the Motor Vehicle Division (MVD).
- Expand the implementation of the Arizona Department of Revenue's (DOR's) Tax Intercept program within the Arizona Judiciary.
- Provide new services to courts to include:
    - a competitive collections model;
    - new reporting capabilities;
    - online citation payment on pre-disposition cases;
    - a delinquency case processing call center, to include payment plans;
    - a mobile payment app; and
    - a visual enhancement of the payment website.
- Identify the program's successes and shortcomings by working with the vendor and courts.
- Develop and deliver detailed functional requirements for the migration of the FARE application to a SQL environment and progress to an RFP for accomplishing the work.

- Increase backlog collections by modifying FARE delinquency case processing to include enforcing different collection actions based on case age, re-skip tracing dormant FARE case addresses, resending collection letters, and enhancing the competitive collections model.
- Implement FARE backlog functionality in all GJ AJACS courts.
- Develop, test, and implement AJACS backlog and automatic TIP (Auto-TIP) functionality for limited jurisdiction courts.
- Identify and implement new collection techniques to increase collections and program efficiencies.
- Develop and deliver functional requirements for online citation payment services in the AJACS CMS for limited jurisdiction courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

From inception to July 2015, overall FARE Program collections have resulted in the recovery of $505.5 million in outstanding victim restitution and debt disbursed to statutory funds at the local, county and state levels. Other notable facts outlining the overall success of FARE include:

  - $106.4 million in payments made via the FARE website and IVR line
  - 787,387 TTEAP registration holds
  - 473,067 TTEAP registration releases (60% release rate)

- FARE Program collections totaled $60.1 million in FY15, an increase of 0.2% over FY14. The total FY15 collected amount breaks down as follows:
  - FARE Backlog (Delinquency) Collections: $45.1 million
  - Debt Setoff Collections: $15 million
- Arizona courts submitted 143,729 new backlog cases worth $108 million to the FARE Program in FY15.
- The FARE Program backlog and Auto-TIP functionality was successfully implemented in the limited jurisdiction court AJACS pilot in April 2015.
- A new delinquency case processing model was successfully piloted in FY15. The pilot project enhanced collections processing of delinquent cases by targeting aged, open receivables and enforced different collection actions based on case age. Cases greater than four years from the filing date were submitted to a competition-driven outbound calling environment where two subcontracted vendors contacted debtors to recover overdue monetary court orders. Cases under four years were resubmitted to address skip tracing and sent through standard FARE noticing.
- Functional requirements were completed for online citation payment functionality in the AJACS court case management system for limited jurisdiction courts.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New		High	
Enhancement	X	On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

The Penalty Enforcement Program (PEP) is an effort by the Arizona judiciary to enforce court-ordered penalties. PEP evolved into the Fines, Fees and Restitution Enforcement (FARE) Program which was the automation project directed at centralizing and automating such enforcement. The program provides civil, parking, and criminal case data to a vendor for collection account processing. The data shared with the vendor includes pre-disposition, post-disposition, and delinquency collections.

This program has provided more consistent court order enforcement on a statewide basis and has also increased revenue due to improved monetary court order collections and additional collection methods. It has provided the public with alternative ways to satisfy court-ordered sanctions.

Administrative Order (AO) 2003-126 established the Penalty Enforcement Program and provided the framework for FARE, including the mission, goals, and scope of the project. AO 2009-29 codified the FARE collections program in the Arizona Code of Judicial Administration (ACJA) as § 5-205: Collections.

Phase I of PEP is implemented and revenues collected to date have exceeded expectations. Initial projections were that Phase I would result in increased revenues of $2 million per year; as of this date, the total achieved has been well above the projected rate of return. Phase II calls for expansion of TIP to include a federal tax refund intercept program and work continues to encourage Congress to make the necessary changes to federal law.

Phase III of PEP is the Traffic Ticket Enforcement Assistance Program (TTEAP). Established by A.R.S. §28-1631, this collaborative project with the Department of Transportation, Motor Vehicle Division, has assisted in collecting delinquent fines and penalties by requiring traffic sanctions to be paid in full before vehicle registrations can be renewed.

In accordance with Phase IV of PEP, the AOC hired a consultant to examine the current collection practices of the Arizona courts and various options for enhancing these collections. In December 2002, the consultant reported to the Arizona Judicial Council that outsourcing part, but not all, of the collections process was indeed feasible and would result in increased collections. Further, the consultant emphasized that public trust and confidence in the judicial system, as well as in the executive and legislative branches of government is improved when compliance with court orders is more uniformly enforced.

The Arizona Judicial Council concurred with the findings of the consultant and, in February 2003, a request for proposals was issued by the AOC inviting private vendors to submit proposals to privatize collection activities. A private vendor, ACS State and Local Solutions, Inc. (ACS), with headquarters in Washington, D.C., was selected following a competitive process. ACS was a substantial, publicly traded entity experienced in various similar partnerships with state and local governmental units whose purpose is to secure compliance with court orders.

During this same time period, several experiments using some of the techniques envisioned were conducted in test courts with considerable success. Based on the work of the consultant, the success of other e-Government projects such as Arizona@YourService, and the test projects, it became evident that a private/public partnership between ACS and the Arizona courts to outsource certain collection-related activities would be cost effective, should result in enhanced customer service, and would improve compliance with court orders.

A contract extension of collection services was signed with ACS (now Xerox) to provide collection and payment-related services for the courts of Arizona. The "Fines/Fees and Restitution Enforcement" Program (FARE), was created through this partnership between the judicial branch and Xerox. FARE incorporates Phases III and IV of PEP and provides local courts with a suite of services including, but not limited to, the following:

- Noticing
- Credit bureau reporting
- Web and telephone-based credit card payments
- Referral to the Traffic Ticket Enforcement Assistance Program (TTEAP)
- Electronic address and phone number skip tracing
- Case record data enhancement
- Outbound calling

The program successfully reached the 10-year mark in 2013. Following a competitive procurement in 2012, a new FARE contract was awarded to Xerox for five years with an option to renew for an additional five years. To enhance the program, new services were identified and incorporated into the new contract. The new services included a competitive collections model, a collections call center, payment plans, online citation payment, a mobile payment app, a visual enhancement to the existing website, and sophisticated reporting capabilities.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Establish and prioritize workflows and procedures to be standardized.
- Establish and document 'best practices' for limited and general jurisdiction courts for selected workflow processes.
- Create and maintain new standard codes based on new legislation, rules, and court requests.
- Develop training programs and deliver training to court staff to support implementation of "best practices."
- Establish a dictionary of standard codes, descriptions, and definitions for the variety of limited jurisdiction court-related events and functions.
- Maintain a centralized repository of standard codes, descriptions, and definitions for use by Arizona courts and case management system developers.
- Complete standardization of all A.R.S. codes within AJACS to allow for a single master statute table to be utilized by any project or non-AJACS court (i.e., Probation Automation, Pima County Superior Court, etc.). Utilize a workgroup made up of representatives from prosecutors' offices, law enforcement, and the Arizona Criminal Justice Commission to initiate this effort.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- AJACS workgroups (case/party status and code definitions) continued to address and resolve issues as they arose out of new codes or existing codes. These groups were smaller and thus able to be more focused.
- Work continued on financial and calendar activities and the development of civil and criminal statistical reports for Superior Courts.
- The General Jurisdiction Standardization Workgroup continued to meet to discuss new code requests, business process requirements, and other issues that need to be standard in each of the General Jurisdiction Courts.

- The Limited Jurisdiction Standardization Workgroup continued working through coding issues in preparation for AJACS implementation in LJ courts, paying particular attention to lessons learned from the GJ effort.
- The Data Standards Committee, approved by COT, meets on an as-needed basis to discuss code standardization matters and disputes. No new issues were brought to this committee.
- LJ and GJ CMS teams, along with other IT projects, CSD, and court personnel continue working towards the complete standardization of all A.R.S. codes within AJACS.
- The LJ CMS team is taking all necessary steps and time to validate all table codes being set up in AJACS for LJ court implementation. This is an extremely important phase of development as this application and all automated workflows, interfaces, reports, and financials are dependent on valid and complete table code setup.
- The GJ CMS Team and the Data Standards Lead are in the midst of working to address table code clean-up. This is a necessary step after the conversion process to ensure all of the tables are set up correctly for each court.
- The Event Code Dictionary for Superior Court was completed and published in October 2014.
- The Standard Violation Code Workgroup completed and published the State Wide Violation Code Table in October 2014. The first update to the table was completed in May 2015.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	X	New		High	
Enhancement		On-going	X	Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

Considerable differences exist from court to court in the way administrative functions are performed. Few workflows, "best practices," and procedures have been, to date, developed and standardized. The result of these many differences is that automated case management systems require great complexity, with many parameters and options, in order to accommodate the sizeable number of unique local practices.

To minimize complexity, standardize documentation and training, and thus create a more efficient and effective Judiciary, the Commission on Technology recommended that the Judicial Branch undertake a series of projects to identify standard procedures and

workflows for similarly sized and staffed general and limited jurisdiction court environments.

In 2005, the Commission on Technology created an ad hoc committee to prioritize and select processes, research "best practices," and make recommendations on code standardization. This project contributed to the functional specifications for new case management systems for general and limited jurisdiction courts. The development of those specifications for use by the originating court is helping identify key processes that would benefit from being simplified and standardized statewide through the rollout of the new case management systems.

Code standardization and data conversion are not enough. Those business processes and associated workflows that underlie the new case management systems must be adopted by courts as the statewide rollout occurs. Without common processes and uniform processing of case-related data, the efficiencies promised by a statewide case management system will be forfeited. Support of the new systems will be much more complex and costly, as well.

Court business processes must be standardized to match the business process underlying the automation system. This effort involves extensive local process documentation, mapping to the applicable case management system, somewhat customized training materials, and extra training time for local users. All these translate into initial productivity losses, which are being factored into the business case for the CMS transition activities, the rollout timeline, and resource leveling.

Table code standardization supports statewide consistency of information recorded in case management systems. It is difficult to transfer data to other local and state entities, write standardized reports, and aggregate statewide statistics when every court uses different words, abbreviations, or codes for the same event or activity. This remains an issue in AZTEC courts and mapping has proven to be a labor intensive task with unsatisfactory results.

Integration, statistical analysis reporting, and shared information projects have highlighted the need for courts to record, count, and report events in a consistent manner. Even within the AZTEC courts, which are using the same application software, differences in various code table values have made reporting difficult and made integration projects more complex due to data transformation and mapping requirements.

Superior, Justice of the Peace, and Municipal Courts are addressing the need for consistency through the establishment of standardized code sets to be used statewide. The sets include, but are not limited to, standard codes for:

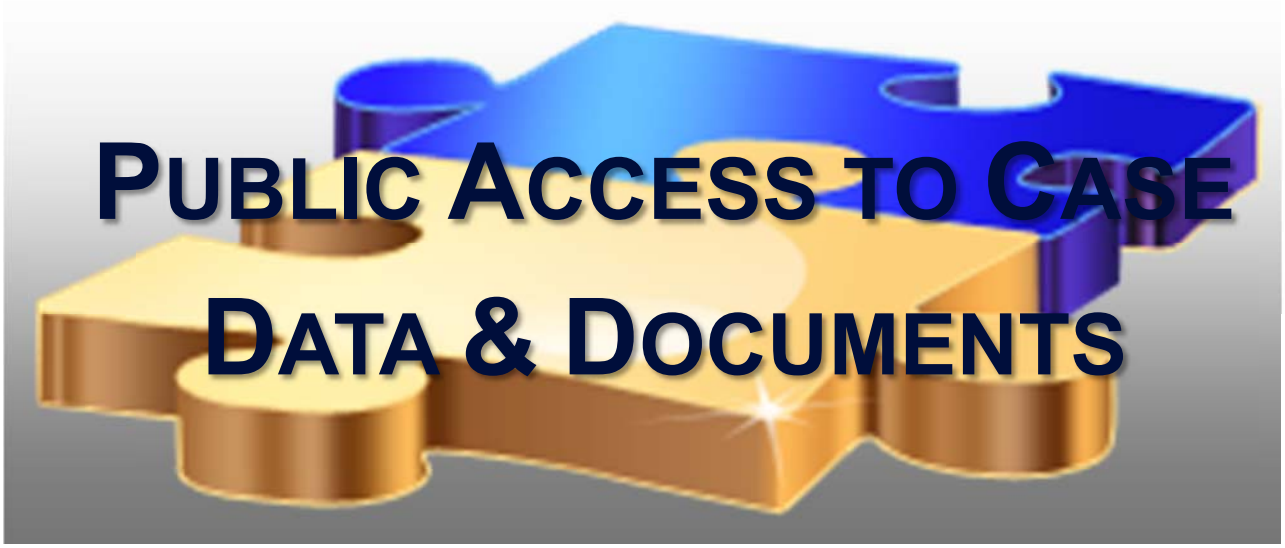
- Case Type,
- Party Type,
- Case Status,
- Party Status,
- Calendar Events, and
- Courtroom Events.

These projects are planned to dovetail with state-level integration projects with other agencies to identify XML tags and valid values/codes for a variety of criminal-justice-related events.

In an effort to create more usability of the calendaring and scheduling functionality in the AJACS system, the General Jurisdiction Steering Committee designated 4 courts (later to become 5) that would represent all Superior Courts in development of improvements. A focus group's business requirements were delivered in the 3.6 release of AJACS and have now been deployed to all 13 courts, OPDJ, and the AVT master. Ongoing meetings of the Calendaring/Scheduling Focus Group are keeping the functionality in step with the evolving needs of the courts.

To address the issue of inconsistent event code usage, retired deputy manager Carol Ashton was hired in March 2014 to collaborate with Marisa Shaffery, data standards lead analyst, to create an "event dictionary" for AJACS GJ courts. The dictionary provides a clear definition and guidance on proper usage for more than 1,700 event codes, and was published for general use in October 2014.

To address the problem of non-standard A.R.S. violation codes in use across the state, a workgroup was established to develop and deploy a master charge table for all case management systems used by the charging agencies. The workgroup is made up of 2 judges, 2 prosecutors, and 2 representatives each from ACJC and MVD. The most important titles were completed and ready for use in October 2014. These include A.R.S. Titles 3, 4, 5, 10, 11, 12, 13, and 28.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Develop and implement a Public Access Strategic Roadmap that accommodates a new architecture, platform, and analysis.
- Identify business and external users' needs as well as methods for dissemination of information including court case data, documents, and bulk data downloads.
- Create specifications for interfacing non-standard CMSs to the Central Case Index (CCI) and for local EDMSs to contribute to the Central Document Repository (CDR).
- Enhance and support the CDR and CCI needed to facilitate access to case data and documents by the public and interested government agencies.
- Migrate the Victim Notification application to a supported platform and enhance it to include all courts available in Public Access.
- Enable the public to obtain copies of publically releasable court documents, in accordance with Supreme Court Rule 123 and ACJA 1-604.
- Develop the CDR as the source for inquiry of court documents. Assess fees for document retrieval using an eCommerce platform.
- Obtain local court CMS data, document metadata, and document copies or pointers necessary to support all public-facing online services.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Continued work on the core architectural elements, specifically the CCI and CDR, that will drive the future public access site.
- Finished business requirements to support Rule 123 for the eAccess project relating to the types of court documents that can be made public by remote electronic access.

- Began functional and business requirements to support Rule 123 for the eAccess project relating to the types of court documents that can be made public by remote electronic access.
- Continued first round of site functionality testing.
- Continued engagement with stakeholders for functional design and requirements writing.
- Updated victim notification email with clearer language and information.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement	X	On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

The public access web application provides the public a means by which to search for a specific party and any related case information at a statewide level. The application displays basic case information, basic party information, charge information, and case docket (events) information. A victim notification feature allows users to register and select cases they would like to track. Whenever the selected data element (case, charge, disposition, event, minutes, or party) changes on the case, a notification e-mail is sent to the registered user indicating a change on the case. Currently, this feature is available only for Maricopa Superior Court cases displayed in public access. The information on public access is a subset of all data warehouse data; certain information gets filtered from public access, including witness information, victim information, probate case types, adoption case types, and any other restricted case types.

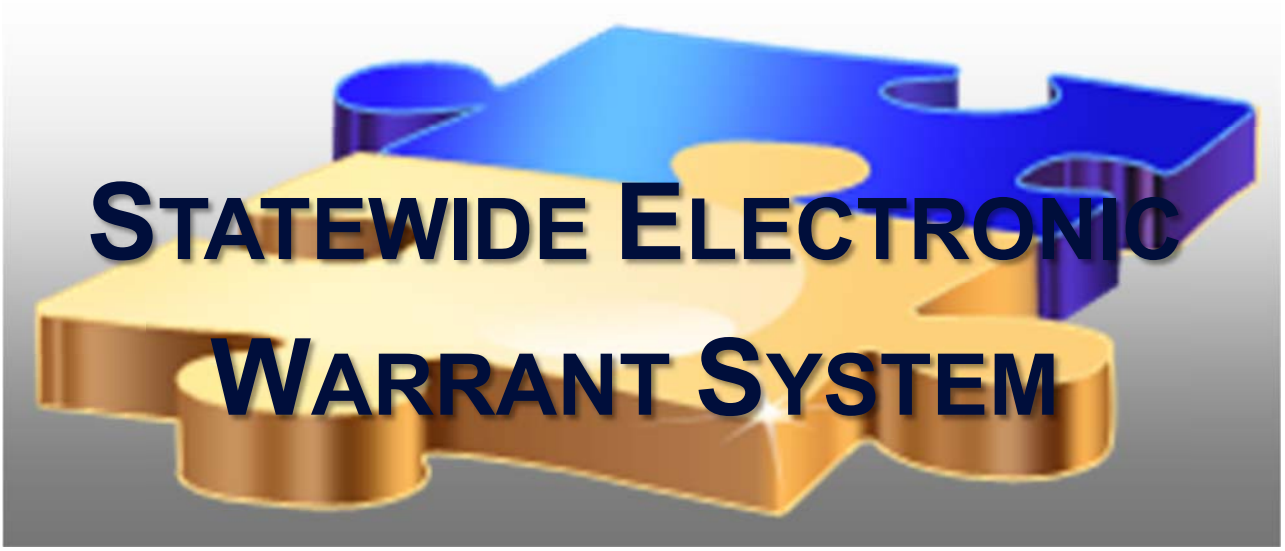
Rule 123 authorizes courts to provide remote electronic access to case records. The types of access include requests for bulk or compiled data and remote electronic access to case records. Procedures for each method of access have been reviewed and approved. A brief description of each access method follows.

ACJA Section 1-605: Requests for Bulk or Compiled Data. A custodian of bulk data may make such data or a portion thereof available through a subscription service and pursuant to the provisions of Rule 123, ACJA Section 1-605, and all other applicable rules and law. The custodian of bulk data will require the requestor to enter into a dissemination agreement containing, at a minimum, the terms set forth in Court policy and pay a fee. Procedures define the "Dissemination Agreement," e.g., the roles of the requester and records custodian, the terms that govern how information is created/compiled, and what information can be distributed.

ACJA Section 1-604: Remote Electronic Access to Case Records. While Rule 123 authorizes courts to provide remote electronic access to case records, this code section sets forth the procedure for providing that access. It governs registration and authentication as well as fees and revenue related to remote access. It stipulates that all users shall accept a user agreement before any access is granted.

Following evaluation of proposals to provide remote access to court documents and bulk data using an eCommerce system to provide timely fulfillment of requests for court documents, subscriptions for bulk data, and creation of customized queries/data reports, a contract was awarded to AmCad (now Granicus). The AOC and local courts maintain the information repositories that will feed the online access system. The AOC will provide the standard interface through which Granicus will request and retrieve court documents and case information on behalf of individuals and commercial entities, in accordance with Rule 123.

Work continues on populating the CDR and constructing managed services as necessary to facilitate remote access to case data and documents.



PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- The eWarrant proof of concept (POC) will offer consistent, statewide arrest warrant processes for all other Arizona jurisdictions to adopt.
- Establish a single statewide arrest warrant repository (for all arrest warrant types) or entry point to enable all criminal justice stakeholders to access all warrants in a variety of formats and customizable views.
- Enable paperless warrants, moving warrant processing into the digital age.
- Automate the processes of initiation, recall, and execution of warrants at critical junctures in the justice system, such as when a person is arrested, booked, scheduled to appear in court, admitted to the jail or prison, or appears at scheduled probation meetings.
- Integrate new statewide warrant system with the NCIC Wanted Person File so that any amendments, corrections, or changes made in one system will also be updated in other relevant systems.
- Conduct a proof-of-concept effort in Northern Arizona, specifically between Flagstaff Municipal Court and Coconino County Sheriff's Office.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Created functional requirements for the proof of concept with Flagstaff Municipal Courts and Coconino County Sheriff's Office.
- Created functional design documents for the proof of concept to demonstrate the system will have the ability to:
    - create workflows that meet business expectations;
    - create user interfaces that meet data requirements;
    - export arrest warrant in standardized format to PDF;
    - allow credentialed users to easily access system;

- enforce data requirements and rules;
- enable users to review work queues, complete work, and forward to next workflow task;
- interface with DPS ACJIS and transmit arrest warrants; and
- pack warrant with additional information.

- Created the infrastructure design for the proof of concept.
- Began construction of the proof-of-concept system.
- Continued to foster support and gathered information for the project through cross-agency/-jurisdictional focus groups and presentations to various agencies and committees such as the COT Technical Advisory Council, Disposition Workgroup, the ACJC Technical Committee, and the ACJC Policy Committee.
- Continued to work in partnership with DPS and ACJC to facilitate cross-agency support and coordination.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement		On-going		Medium	
Frontier	X	Replace/Upgrade		Low	

PROJECT DESCRIPTION

Justice practitioners in both law enforcement and the courts are forced to use multiple systems to manually process, comprehend, and act on arrest warrant information. Even then, after all this information has been reviewed, it is still necessary to contact the originating local court agencies to confirm if arrest warrants are actually still active. Time studies indicate that as many as 500,000 person hours are spent every year creating, maintaining, and serving warrants.

Arrest warrants provide the legal authority under which law enforcement can arrest and detain an individual. They are initiated only after probable cause has been established that a crime has been committed and that the subject should stand trial on the allegation(s). As of May 23, 2014, there were 334,764 arrest warrants active and outstanding in Arizona. The majority of these warrants were created in response to one of the scenarios below:

- *Grand Jury Indictment*: When a grand jury establishes probable cause and returns an indictment against an individual, the prosecutor can request that a summons, an arrest warrant, or a Notice of Supervening Indictment (NSI) be issued. The NSI is issued if the defendant is currently in custody. A summons is issued if the

prosecutor has a high degree of confidence regarding the current location of the defendant. An arrest warrant will be used if the defendant either did not respond to the summons or if the prosecutor is not aware of their current location.

- *Law Enforcement Investigation*: When law enforcement gathers sufficient evidence to prove probable cause to a judicial officer, an arrest warrant or summons can be issued for arrest.
- *Failure to Appear/Failure to Pay*: If a subject fails to appear at a scheduled criminal court hearing or fails to comply with the terms of their judgment (i.e., fees and fines), the court can order the issuance of an arrest warrant on its own motion.
- *Violation of Probation/Parole:* When a probation/parole officer believes that the supervised offender has violated the terms of their probation or parole, he or she can request an arrest warrant from the court.

Given today's environment and the need to improve existing arrest warrant processes and procedures, the purpose of the eWarrant proof-of-concept effort is to bring the state forward using automated processes to manage its arrest warrants.

Assuming success, this proof of concept will offer consistent, statewide arrest warrant processes for all other Arizona jurisdictions to adopt. The Arizona eWarrants Project will then fully automate existing warrant processes from end to end in a consistent manner throughout the entire State.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Deploy replacement PCs to users statewide.
- Deploy updated software to remain in support.
- Validate candidates for suitability as the replacement operating system for Windows Vista.
- Create an internal and external software image for rapid deployment.
- Develop and execute training plan in support of new PCs/laptops/tablets.
- Assist courts in workarounds for local applications that are not yet compliant with new operating system and productivity software.
- Continue maintenance and support throughout complete test and deployment cycle.
- Develop and implement the infrastructure required to manage software and security updates remotely to desktops across the state.
- Implement improved remote assistance tool to improve response time for break/fix issues.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Designed, tested and implemented on-site PC replacement process to all AJIN PCs to users for use statewide.
- Designed, tested, and produced final image for internal and external software image for rapid deployment. Perfected deployment process for updated software to remain in support with new process via electronic tracking for court specific

applications. Continued maintenance and support throughout complete test and deployment cycle.

- Assisted courts with workarounds for local applications that were not yet compliant with new operating system and productivity software. Obtained last "non-compliant" final Windows 8.1 sign off from FTR vendor to replace court recording machines left behind.
- Designed higher security Public Access solution to deploy to counties.
- Updated SLA accompanying ACAP PCs to reflect current data.
- Implemented new hard drive imaging process via MDT (Microsoft's recommended solution) to create and manage software images.
- Designed, implemented, and trained technical resources for the Altiris replacement with SCCM (Microsoft System Center 2012 R2) for all future software/hard asset management needs for both AOC and external courts.
- Obtained funding for external resources from Microsoft to assist with Group Policy modifications..
- Obtained funding for design and implementation of SCCM from Microsoft Partner, Catapult Systems.
- Upgraded network to Active Directory 2008 R2 to take advantage of enhanced features and network utilization.
- Selected and design tested PC migration tool, CP Migrator, from contractor WWT, to be used for all PC replacements. No file loss was experienced during the entire statewide deployment.
- Obtained supplemental resources for the project from ASU.
- Implemented Intel's remote assistance tool, VPro, to improve response time for break/fix issues.
- Revised AJIN security policy for all Adult Probation, Juvenile Probation, and AJIN courts/users to meet standard requirements for network security.
- Created general cloud policy statement for courts to communicate internally to govern use for the Office 365 cloud solution, i.e., Microsoft OneDrive.
- Decommissioned Office Communicator solution and implemented Lync Instant messaging solution statewide.
- Upgraded McAfee Security Solution statewide and installed subscriptions on external, court-specific servers to improve AJIN security.
- Used commercial e-waste solution for pickup, asset management, and disposal of all replaced PCs statewide.
- Deployed Windows phones to allow court employees to view Office 365 documents on a mobile device.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility	✕	New		High	
Enhancement		On-going		Medium	
Frontier		Replace/Upgrade	✕	Low	

PROJECT DESCRIPTION

The purpose of this periodic project is to replace all the State-owned external (ACAP and JOLTS) and AOC internal PCs (about 3800 total). Because of the long life required of the new PCs and the ever-shortening support cycle by software manufacturers, the project also includes a change in the operating system and basic applications utilized by PCs deployed in the courts' environment. Standard applications and bolt-ons will be tested to ensure continued operation in the new environment.

The previous PC refresh required a few AOC-owned systems to be left behind as a fallback plan to host local applications until drivers existed and manufacturers updated their code to work in the Vista environment. This issue also occurred to some extent with Windows 8.1, necessitating a return to certain courts following completion of the main deployment effort.

Following the completion of the hardware/software refresh, certain activities that appear on the overall project roadmap but that were previously considered out of scope are being addressed, including

- Internal design and use of OneDrive;
- Implementation of Microsoft SharePoint;
- Moving Exchange e-Mail Services to the cloud;
- Upgrading Active Directory to Version 2012 to obtain additional benefits;
- Using System Center as a complete deployment solution;
- Researching possible VOIP solutions with new network licensing for Application and Network Infrastructure;
- Determining possible bandwidth increases for the AJIN network;
- Providing solutions for ongoing training of all Office 365 applications for AJIN end-users;

- Researching and testing all upcoming Microsoft operating systems, i.e., Windows 10, and Office 365 upgrades to ensure the AOC's return on investment is obtained for the new Microsoft licensing path; and
- Continually focusing on all Microsoft roadmaps and any other applications upgrades that will affect future needs on the AJIN network.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Develop and deploy time standards reports using MS SSRS from the AJACS CMS to assist Superior Courts in managing caseloads relative to the published time standards for Civil, Felony, Post-Conviction Relief, Family Law Dissolution, Family Law Post-Judgment Motions, Probate Administration of Estates, Probate Guardianship/Conservatorship, Probate Mental Health, and Protection Orders.
- Develop and deploy time standards reports using Crystal Reports against JOLTS to assist Juvenile Courts in managing caseloads relative to the published time standards for Juvenile Delinquency and Status Offense, Juvenile Neglect and Abuse, and Juvenile Termination of Parental Rights.
- Develop and deploy time standards reports using Crystal Enterprise against AZTEC to assist Justice and Municipal Courts in managing caseloads relative to the published time standards for Civil, Misdemeanor, Eviction Action, Small Claims, Civil Local Ordinances, Civil Traffic, and Protection Orders.
- Maintain reports for DUI cases relative to the time standards to assist Justice and Municipal Courts.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Developed and deployed 24 dynamic, criminal and civil reports for all 13 AJACS superior courts. Reports completed include:
    - Superior Court Civil Time to Disposition Summary,
    - Superior Court Civil Time to Disposition Detail,
    - Superior Court Civil Age of Active Pending Summary,
    - Superior Court Civil Age of Active Pending Detail,
    - Criminal Felony Time to Disposition Summary,
    - Criminal Felony Time to Disposition Detail,

- Criminal Felony Age of Active Pending Summary,
- Criminal Felony Age of Active Pending Detail,
- Family Law Dissolution Time to Disposition Summary,
- Family Law Dissolution Time to Disposition Detail,
- Family Law Dissolution Age of Active Pending Summary,
- Family Law Dissolution Age of Active Pending Detail,
- Probate Administration of Estates Time to Disposition Summary,
- Probate Administration of Estates Time to Disposition Detail,
- Probate Administration of Estates Age of Active Pending Summary,
- Probate Administration of Estates Age of Active Pending Detail,
- Probate Mental Health Time to Disposition Summary,
- Probate Mental Health Time to Disposition Detail,
- Probate Mental Health Age of Active Pending Summary,
- Probate Mental Health Age of Active Pending Detail,
- Probate Guardianship/Conservatorship Time to Disposition Summary,
- Probate Guardianship/Conservatorship Time to Disposition Detail,
- Probate Guardianship/Conservatorship Age of Active Pending Summary, and
- Probate Guardianship/Conservatorship Age of Active Pending Detail.

- Began development for eight additional reports to be finalized in coming months.
- Juvenile Court delinquency and status offense, neglect and abuse, and termination of parent rights reports were deployed to production.
- Developed and deployed summary and detailed statistical reports for six areas for use by General Jurisdiction courts, including
  - Criminal Manner of Disposition,
  - Criminal Manner of Sentencing,
  - Criminal Caseload by Charge,
  - Criminal Caseload by Defendant,
  - LJ Appeals, and
  - Criminal Other Proceedings Held.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	X	High	
Enhancement	X	On-going		Medium	
Frontier		Replace/Upgrade		Low	

PROJECT DESCRIPTION

This project was established to create reports in support of reaching published time standards in Arizona's Courts. Timely justice promotes public trust and confidence in the courts. In 2011, the National Center for State Courts published "Model Time

Standards for State Trial Courts." These standards for the disposition of cases in the state courts were developed and adopted by the Conference of State Court Administrators, the Conference of Chief Justices, the American Bar Association House of Delegates, and the National Association for Court Managers. With AO 2012-80, Chief Justice Berch established the Committee on Time Standards to review the national case processing time standards with respect to Arizona's statutes and rules and then establish case processing time standards for Arizona's courts. The committee gathered input and feedback from all key justice partners for Arizona courts and drafted a provisional set of standards outlined in an interim report to the Arizona Judicial Council. Data-driven reports need to be developed in support of these standards. The reports illustrate a court's performance relative to the standards. Nineteen specific case types were identified by the Time Standards Committee, covering municipal, justice, and superior courts. Information will be provided about how the court has performed in the past through "time to disposition" reports. Information will be provided about the age of current cases relative to the standards through "age of active pending" reports. Both summary and detail reports will be provided for all case types.

The data for Arizona's state-supported courts resides in separate CMSs depending on the case type. For this reason, reports for different case types will be written against different systems.

PROJECT GOALS AND ACCOMPLISHMENTS

PROJECT GOALS

- Provide local and statewide solutions that reduce the time and costs associated with court interpreting events while increasing access to interpretation services across the entire state.
- Identify individuals and organizations to provide interpreting services through video remote technology using the Arizona Judicial Information Network (AJIN) in a safe and secure fashion.
- Explore cloud-based technology as a potential solution to offering a portal through which multiple vendors might be able to provide interpreter services.

PROJECT GOALS ACCOMPLISHED IN FISCAL YEAR 2015

- Completed over 400 remote interpreting events in Yuma County Justice Courts.
- Implemented video remote interpreting (VRI) technology in Coconino County with a rolling cart solution that provides VRI services to multiple courtrooms.
- Established a mobile VRI connection with Pima Juvenile Courts utilizing a laptop and an iPad.
- Supported 15 interpreting events from the AOC interpreter room to Yuma and Mohave County Superior Courts as well as Navajo and Graham County Justice Courts.
- Established connections with Navajo County using existing video equipment.
- Established a connection with Graham County using existing video equipment.
- Entered into the proof-of-concept phase for a cloud-based solution.

- Established a user group to exchange ideas about best practices using the VRI technology.

SNAPSHOT					
CLASS		STATUS		RISK	
Utility		New	✕	High	
Enhancement		On-going		Medium	
Frontier	✕	Replace/Upgrade		Low	

PROJECT DESCRIPTION

Litigants having limited English proficiency (LEP) enter the court system every day. In order for these individuals to have access to justice and the services of the court system, interpreters are needed. The cost of interpreters, particularly in rural counties, can be exorbitant. For contract interpreters, courts must pay for travel as well as the interpreter's time. Staff interpreters spend considerable amounts of time driving between court venues in their counties of operation. This is time that could otherwise be spent interpreting.

Video Remote Interpreting allows an interpreter to appear in the court remotely, thereby reducing the associated costs. Video drastically surpasses telephonic interpreting because so much information is conveyed through body language and facial expression. This remote appearance allows two-way communication so that simultaneous interpreting (a requirement in judicial proceedings) can be accomplished. This approach also supports Sign Language interpreting.

The eventual goal of this project is to allow a suite of solutions for receiving interpreting in the court through video and to provide interpreting staff as well as multiple vendors and contractors the ability to appear remotely in the courtrooms and court settings around the state.

APPENDIX - A

APPENDIX – A. HARDWARE ENVIRONMENT

The Arizona Judicial Branch continues to have a very diverse mix of hardware reflecting the various projects and programs that have evolved and applications that have been acquired and/or developed over the last several years. Note that the items listed here are generally supported centrally as a statewide project; where individual courts have additional hardware and/or software beyond these items, that equipment is listed on the individual court's inventory of judicial equipment and not in this document.

DESKTOP ENVIRONMENT

With the completion of the Technology Refresh Project (TRP) in early 2015, the desktop computing environment across the state now consists of new, state-of-the-art systems and technologies. AOC/ITD, under direction from the Commission on Technology, has revised its hardware release cycle. With offering the courts new robust equipment, a full vendor software productivity suite and ongoing operating system and software upgrades, the hardware release cycle has been effectively extended to at least 8 years.

The following are standard PC models being placed into service:

DESKTOP:

HP EliteDesk 800 G1 Small Form Factor C8N26AV
Intel Core i5-4570 Processor (3.20 GHz, 6MB Cache) Intel HD Graphics 4600,
8GB DDR3-1600 DIMM (1x8GB) RAM, 500GB 7200 RPM 3.5 Hard Drive,
Intel® I217LM Gigabit Network Connection, Intel Core i5 vPro.

LAPTOP:

HP EliteBook 850 G1 Notebook PC
Intel i5-4300U/UMA Graphics - D1F64AV. i5-4300U (1.9 GHz w/ Turbo, 3MB Cache) Processor, and Intel HD Graphics 4400, Intel Core i5 vPro, D8U08AV Integrated camera, Integrated HD

PRINTER:

CE991A HP LaserJet - HP Laser Jet M602M

SERVER ENVIRONMENT

Server Manufacture	Total Number	Operating System
IBM I-SERIES	2	OS/400
IBM P-SERIES	30	AIX
HP PROLIANT	2	LINUX

Server Manufacture	Total Number	Operating System
HP PROLIANT	2	WINDOWS NT
HP PROLIANT	7	WINDOWS 2000
HP PROLIANT	21	WINDOWS 2003
HP PROLIANT	81	WINDOWS 2008
HP PROLIANT	5	WINDOWS 2012
HP PROLIANT	18	ESX HOSTS
HP PROLIANT	258	VMWARE CLIENTS (VARIOUS OPERATING SYSTEMS)

APPENDIX - B

APPENDIX – B. SOFTWARE ENVIRONMENT

The list of software products below is divided into two categories.

First is a list of the products in use statewide in courts to which the Customer Support Center provides assistance. There are many other products in use in the Superior, Justice, and City courts statewide, most often supported by the IT staff of the local court, city, or county government. At the state level, however, these are not supported and not included in the list below. Refer to individual court plans in Appendix D for their lists of local software.

The second list includes those products in use at the Supreme Court and the Administrative Office of the Courts.

COURTS

Software in courts that is supported statewide in conjunction with existing programs.

SOFTWARE APPLICATION	VENDOR	NO. USERS	COMMENTS
AJACS (GJ CMS)	AmCad, Inc. Herndon, VA	1553 PCs 13 courts, 1177 users	New Court Case and Cash Management Software for the Arizona Court Automation Project (ACAP)
APETS (Adult Probation Tracking System)	Internal development	607 PCs 26 sites, approximately 3500 APD users	Currently installed at all county adult probation departments
AZTEC	Progressive Solutions, Inc. Salt Lake City, Utah	2193 PCs 143 courts; 2037 court users	Old Court Case and Cash Management Software for the Arizona Court Automation Project (ACAP)
AZTEC MVD	Internal development	1945 PCs 88 courts; 1,216 court users	Used by ACAP and large-volume, non-ACAP courts to report motor vehicle convictions and warrants to Motor Vehicle Division
Case File Tracking	Internal development	683 PCs	Bar code scanning/case file

Software Application	Vendor	No. Users	Comments
			tracking application used by some ACAP courts
CASPER	Internal development	291 ACAP computers	Combined statistical reporting application
Crystal Reports	Business Objects	95 statewide users	Web-based ad-hoc report writer for case and cash management system used by ACAP, JOLTS and APETS users
Internet Explorer	Microsoft	3607	ACAP, APETS, JOLTS users
FireFox	Mozilla	3607	ACAP, APETS, JOLTS users
JOLTS (Juvenile Online Tracking System)	Internal development	732 PCs 65 juvenile probation and detention office sites	Software to track juvenile case information
JURY+	Jury Systems, Inc.	13 Superior Courts 49 systems	Jury management software
Juvenile Treatment Tracking	Internal development		Records and tracks treatment information for juveniles
Outlook	Microsoft	3607	ACAP and JOLTS users
Tax Intercept Program (TIP)	Internal development in PowerBuilder	788 PCs Approximately 90 courts	Software used to collect and transmit unpaid fines information to lottery and DOR
Windows	Microsoft	Windows 8.1 3607	Operating System
Word, Excel, PowerPoint	Microsoft	3607	Standard office productivity software

Software Application	Vendor	No. Users	Comments
Child Support Calculator	Internal development	17,878 per month	Internet application that calculates child support payments
CASA Volunteer Webpage	Internal development	8,474 per month	Secure Internet application that uploads documents

Arizona Supreme Court and the Administrative Office of the Courts

Software Application	Vendor/Internal Development	No. Users	Comments
Access	Microsoft	95	Used for a variety of localized databases
Adobe Acrobat Professional	Adobe	344 PCs	Used for publication of documents to Internet/Intranet as well as interactive forms development
Appellamation	Internal development	86 Supreme Court users (57 in AOC)	Appellate court software in production in the Supreme Court and Court of Appeals Division One
Budget Information Tracking System (BITS)	Internal development on RS/6000	Web Based	Used by remote Dependent Children's Services offices to create and track budgets and expenditures
Centra Symposium and Knowledge Composer	Centra	518 Statewide	This software allows centrally located trainers to provide remote virtual classroom training in all AJIN courts
Client Access	IBM	471 statewide	Used for terminal emulation access to the AS/400
Confidential Intermediary Program (CIP)	Internal development on AS/400	471	Application to track activity related to the Confidential Intermediary Program
CLD Online	Internal development	Statewide	Internet application to process online renewals and fee payments

Software Application	Vendor/Internal Development	No. Users	Comments
Defensive Driving	Internal development on AS/400	66 driving schools	Statewide-centralized database of defensive driving class participants
Dependant Children's Activity Tracking System (DCATS)	Internal on-going support on RS/6000 in PowerBuilder for this system built with a vendor on contract.	61	Application used to record and track activity related to Foster Care Review Board and Court Appointed Special Advocate programs
Excel	Microsoft	3607 internal computers	Spreadsheet application
Outlook	Microsoft	3607 internal computers	Messaging and group-collaboration software used in conjunction with Exchange
Education Resource Library (ERL)	Internal development	AJIN users statewide	Tracking and checkout for educational materials
Web Expressions	Microsoft	31	Used to maintain the Intranet and Supreme Court web site
Grant Tracking System	Internal development on AS/400	5	Application to record and track grants to courts
Private Fiduciary Tracking	Internal development	2	Tracks certification of private fiduciaries
Internet Explorer	Microsoft	3607 computers	Used for Internet/Intranet access
Juvenile Contract Tracking	Internal development on AS/400		Used to track juvenile service provider contracts
Juvenile Online Tracking System Youth Index	Internal development on the AS/400	30	Used for statistical analysis and for sharing high-level JOLTS data among users
Logos	New World Systems Troy, MI	AOC: 21	Fund Accounting, Fixed Asset, Contract Tracking, and Budgeting package
McAfee Virus Scan	McAfee	3607 PCs	Virus scanning on all desktops in the AOC, Supreme Court and all AJIN computers (ACAP, JOLTS and APETS sites) statewide

Software Application	Vendor/Internal Development	No. Users	Comments
Microsoft Project	Microsoft	11	Project planning tool
MQ Series	IBM	113	Server-based message broker software for integration projects
MQ Series Integrator	IBM	3	Server-based message broker software for content-based routing and application development
Parent Assistance Hotline	Internal development Remedy AR System	5	Call tracking and referral information database Remedy AR System application was replaced by an in-house custom application.
PowerBuilder	Sybase	9	Development tool for new applications
PowerGen	E Crane, Inc	1	Developer tool for PowerBuilder
HOW	Riverton	3	Case development tool, UML modeling tool; PowerBuilder code generator
PowerPoint	Microsoft	3607	Primary presentations application
Quick Test Pro	Mercury	5	Test script execution product that supports regression testing
Quality Center	Mercury	225	Used as part of a structured testing methodology to script and track testing
Remedy	BMC	114	Call/service request tracking application used by IT Support Center; user access via web browser provided for lookup
Training Server	ThinQ	Internal: 22 Statewide: 2000	A learning management system tracking employee education, enhanced with an internally developed online web registration module
Visio	Microsoft	50	Diagram/flow charting software

Software Application	Vendor/Internal Development	No. Users	Comments
Weekly Exception Time Reporting (WETR)	Internal development on AS/400	438	Records leave and weekly time
Word	Microsoft	3607 computers	Word processing software
WETR Online	Internal development	Intranet Application	AOC Intranet application used for timekeeping
Online Leave Requirements	Internal development	Intranet Application	AOC Intranet application used for leave requests

APPENDIX - C

APPENDIX – C. ACRONYMS AND ABBREVIATIONS

APAAC	Arizona Prosecuting Attorneys' Advisory Council
ACA	Arizona Courts Association
ACAP	Arizona Court Automation Project
ACJA	Arizona Code of Judicial Administration
ACJC	Arizona Criminal Justice Commission
ADOA	Arizona Department of Administration
ADOT	Arizona Department of Transportation
ADRS	Arizona Disposition Reporting System
AFIS	Arizona Financial Information System (legacy)
AGAVE	The COT-approved CMS used by Pima Superior Court and the Pima Clerk's Office
AJACS	Arizona Judicial Automated Case System
AJB	Arizona Judicial Branch
AJC	Arizona Judicial Council
AJIN	Arizona Judicial Information Network
AMCAD	American Cadastre, LLC., vendor for the AJACS case management system
AO	Administrative Order
AOC	Administrative Office of the Courts
APETS	Adult Probation Enterprise Tracking System

A.R.S.	Arizona Revised Statutes
AS/400	IBM's midrange business computing platform and operating system
ASET	Arizona Strategic Enterprise Technology Office (formerly GITA)
AVT	Automated Validation Table
AZTEC	Arizona Courts' legacy case and cash management system software being replaced by AJACS
AZTRACS	See TRACS
AZYAS	Arizona Youth Assessment System
BCDR	Business Continuity/Disaster Recovery
BJS	Bureau of Justice Statistics
BREAZ	Business Re-Engineering Arizona, the state's replacement for AFIS
BYOD	"Bring Your Own Device," allowing consumer mobile devices on a business network
CACC	Court Automation Coordinating Committee (formerly LVCC), as subcommittee of COT
CASA	Court Appointed Special Advocate
CBT	Computer-Based Training
CCI	Central Case Index
CDR	Central Document Repository
CIO	Chief Information Officer
CLD	Certification and Licensing Division of the AOC
CMS	Case Management System

CORP	Correctional Officers' Retirement Program
COT	Commission on Technology, a committee of AJC
CPOR	Court Protective Order Repository
CPSR	Convicted Persons on Supervised Release
CSD	Court Services Division of the AOC
CTS	Court Technology Services, a division of Maricopa Superior Court
DB	Database
DCATS	Dependant Children's Automated Tracking System
DCSD	Dependant Children's Services Division of the AOC
DES	Department of Economic Security
DOJ	Department of Justice
DOR	Department of Revenue
DPS	Department of Public Safety
DR	Disaster Recovery
DSO	Debt Setoff Program
DTM	OnBase's Document Transfer Module
DUI	Driving Under the Influence
EACCESS	Court program for remote access to electronic case data, documents, and bulk data
E-CITATION	An electronic means of opening a case within a CMS, typically by law enforcement

E-FILING	Electronic filing of case-related information formerly done using paper
E-PAYMENT	Electronic Citation Payment via an Internet Website
E-PTR	Electronic Petition to Revoke (Probation)
E-WARRANT	The electronic means of creating, storing, and appropriately sharing a warrant for arrest
EA	Enterprise Architecture, codified in ACJA §1-505
EBP	Evidence-Based Practices
ECF	Electronic Court Filing Specification, managed by OASIS
EDM	Electronic Document Management
EDMS	Electronic Document Management System
EFM	Electronic Filing Manager
EOL	End of Life
ERR&D	Electronic Records Retention & Destruction Committee
ESB	Enterprise Service Bus (formerly called “data bus”)
FAQ	Frequently Asked Questions
FARE	Fines, Fees and Restitution Enforcement Project
FCRB	Foster Care Review Board
FY	Fiscal Year
GJ	General Jurisdiction
GJXDD	Global Justice XML Data Dictionary

GJXML	Global Justice Extensible Markup Language
HA	High Availability
HD	High Definition
ICIS	Maricopa Superior Court's and Justice Courts' case management system
ID	Identifier
ISC	Interstate Compact
IT	Information Technology
ITAC	Information Technology Authorization Committee, an executive branch committee
ITD	Information Technology Division, a division of the AOC
IVR(U)	Interactive Voice Response (Unit)
JAI	Judicial Assistant
JCEF	Judicial Collections Enhancement Fund
JJSD	Juvenile Justice Services Division of the AOC
JLBC	Joint Legislative Budget Committee
JOLTS	Juvenile Online Tracking System
JP	Justice of the Peace
JPIJ	Judicial Project Investment Justification
JPR	Judicial Performance Review
JUSTIS	Judicial Statewide Information Service

JWI	Justice Web Interface
LEP	Limited English Proficient
LJ	Limited Jurisdiction
MCDV	Misdemeanor Crimes of Domestic Violence
MPLS	Multi-Protocol Label Switching
MVD	Motor Vehicle Division (of the Arizona Dept. of Transportation)
NARIP	NICS Record Improvement Program
NCSC	National Center for State Courts
NICS	National Instant Criminal Background Check System
NIEM	National Information Exchange Model
NSI	Notice of Supervening Indictment
OASIS	Organization for the Advancement of Structured Information Standards
ODS	Operational Data Store
OPDJ	Office of the Presiding Disciplinary Judge
O/S OR OS	Operating System
PACC	Probation Automation Coordinating Committee, a subcommittee of COT
PC	Personal Computer
PD	Police Department
PCCJC	Pima County Consolidated Justice Court

PDF	Portable Document Format
PEP	Penalty Enforcement Program
PMO	Project Management Office
PO	Protective Order
POC	Proof of Concept
PSI	Pre-Sentence Investigation
QMOE	Qwest Metro Optical Ethernet
RAM	Random Access Memory
RFP	Request for Proposal
ROAM	Rapid Online Access Method
SAN	Storage Area Network
SCCM	Microsoft System Center Configuration Manager
SLA	Service Level Agreement
SLAPR	Arizona State Library, Archives, and Public Records
SSIS	SQL Server Integration Services
SSRS	SQL Server Reporting Services
SWID	(Juvenile Probation) Statewide Identifier
TAC	Technical Advisory Council, a subcommittee of COT
TFS	Microsoft Team Foundation Server, a suite of software development tools

TIP	Tax Intercept Program
TRACS	Traffic and Criminal Software (law enforcement software application)
TRP	Technology Refresh Project
TTEAP	Traffic Ticket Enforcement Assistance Program, including penalties for all delinquent court obligations and holds on vehicle registration renewals, as provided by law
UA	Urinalysis
UI	User Interface
VM	Virtual Machine
VPN	Virtual Private Network
VRI	Video Remote Interpreting
WAAS	Wide Area Application Services, a Cisco product
WETR	Weekly Exception Time Reporting
XML	Extensible Markup Language

APPENDIX - D