APPROVED MINUTES
JUDICIAL INFORMATION SYSTEM COMMITTEE RETREAT
June 24, 2005
AOC SeaTac Facility, SeaTac, WA

Members Present:
Justice Bobbe Bridge, Chair
Judge C. Kenneth Grosse, Vice Chair
Ms. Pat Crandall
Ms. Cathleen M. Grindle
Judge Glenna Hall
Judge James R. Heller
Mr. William Holmes
Mr. N.F. Jackson
Ms. Janet McLane
Judge Clifford L. Stilz
Ms. Nancy Talner
Judge Michael Trickey, Ex-Officio
Ms. Denise Turner
Ms. Yolande Williams
Ms. Siri Woods
Judge Thomas J. Wynne

Staff Present:
Mr. Brian Backus
Mr. Richard Duchaine
Mr. Doug Ford
Mr. Brian Lonardo
Mr. Dennis Longnecker
Ms. Celeste Maris
Mr. Dexter Mejia
Mr. Manuel Najarro
Ms. Kathie Smalley
Ms. Ann Sweeney
Mr. Kirby Tingle

Members Absent:
Mr. Greg Banks

Guests Present:
Ms. Jeri Cusimano (JISAC)
Mr. Bruce Eklund (JISAC)
Ms. Kathy Friedman, Seattle Municipal Court
Ms. Bev Hempleman, OFM Criminal Justice Grants Coordinator
Ms. Betty Hopper, King County Superior Court
Ms. Patty King (JISAC)
Ms. Barb Miner, King County Clerk
Ms. Kay Newman, State Law Librarian
Mr. David Ponzoha (JISAC)
Judge Brian Tollefson (JISAC)
Mr. Barry Goldberg, Gartner Group
Dr. Bob Roper, CIO for Colorado Courts
Ms. Judy Wells, Codesic Consulting
Ms. Sally Caplan, Gartner Group

CALL TO ORDER

Justice Bridge opened the JISC business portion of the meeting at 9:00 a.m. Introductions were made.

Motion: The March 25, 2005 JISC Meeting Minutes were approved as written.

Overview of Day's Agenda
Janet McLane commented on the day's agenda and noted that most of the time would be devoted to the retreat.

GR 31 Contract Mandates Update
Brian Backus noted that GR 31 requires the JIS Committee to approve (1) a standard contract for JIS data that is sold, (2) the essential elements of data dissemination contracts that others use under GR 31, and (3) a disclaimer that those who use JIS data and resell it need to provide to their users. Staff prepared recommended versions of these three items and brought them to the Data Dissemination Committee which has recommended them for JISC approval. They are on this meeting's agenda for a first reading.

Justice Bridge reported that work has started on the GR 31 one-year review. A 30-day comment period will begin on July 1, 2005. During August, AOC staff will prepare an analysis and draft report which will go to the Data Dissemination Committee on September 1 for review and comment. The JISC will then review the report and it will be on the agenda for approval at the September 30, 2005 meeting.

Data Warehouse Revenue Model
Richard Duchaine commented that the last JISC meeting included a discussion about whether or not to charge for access to electronic information through the Internet in the data warehouse system which is scheduled for implementation this summer. The AOC was tasked to take a look at options where a revenue model is concerned. AOC contracted with Codesic Corporation to do a benchmarking study. Mr. Duchaine introduced Judy Wells of Codesic to give a preliminary report to the Committee.

Judy Wells reported on activities to date. Codesic has interviewed AOC staff, surveyed websites of other states, and also looked at some private sector and other public organizations which provide case information. They will interview 10-15 states to identify what the best practices strategies on pricing are.

ISD Director Status
Janet McLane reported on plans to use an executive search firm.

JIS Budget Update
Janet McLane reported on the budget just adopted by the Legislature. The JIS request was for $15 million new dollars for the migration project, $9.7 of those coming from the JIS fund, plus another $5 million for migration, and an additional $3.9 million for equipment replacement from the Public Safety and Education Account (PSEA). Only the $9.7 million from the JIS fund and the equipment replacement money from the PSEA were appropriated. In addition, about $1 million in federal grant money will be available, and we estimate $12 million will be needed. We anticipate that the JIS Revolving Account will begin to accrue additional dollars and we can go back to the Legislature in the supplemental session and ask for an additional appropriation.

The current cost for biennium projects is $12 million.

Equipment Replacement Plan Update
Dennis Longnecker provided a brief overview of the Biennium 2006/2007 Equipment Replacement Project. Siri Woods noted the County Clerks would like the Committee to revisit the current policy. Replacement for the clerks is based on the amount of equipment provided when SCOMIS was installed which in most cases falls far short of what is needed and what would meet the one PC per FTE standard. Mr. Longnecker noted the AOC is analyzing current replacement plan and court staffing data and will report back to the Committee on the discrepancies.

The business meeting adjourned at 9:45 a.m.

RETREAT: 10:00 a.m. to 3:00 p.m.

Objective of Retreat
Janet McLane gave an overview of the Retreat Agenda and noted the need to continue the discussion and possibly have another similar meeting in September to make strategic decisions.

She then introduced Bob Roper, the Chief Information Officer for the Colorado Courts, and Barry Goldberg of Gartner Consulting -- the two facilitators for the retreat. She noted that the agenda includes time for:
- Review of the vision for the JIS.
- Review accomplishments so far.
- A report on the experience in other states which Barry Goldberg will give during lunch.
- A candid discussion of the course for JIS.

The Vision for JIS
Bob Roper led the discussion of the vision – a vision is where you want to be in three to five years. Committee members offered the following as part of their vision:
- All electronic data entry be done by outside users; the Clerks become gatekeepers, instead of data entry providers. (Siri Woods)
- Voice activated sentencing forms. (Cathy Grindle)
- Systems that are easy to use, free or inexpensive, and accurate and reliable.
- Accessible to people without lawyers (pro ses). (Judge Glenna Hall)
- Pro ses able to file their own cases. (Siri Woods)
- Deal with the human factor so people are willing to use technology. (Judge Thomas Wynne)
- Applications to help judges do their job - decision making. (Judge James Heller)
- A digitized recording system integrated with the case management system, so that judges can hear or read what happened. (Pat Crandall)
- Reports from sources outside the court system (e.g., pre-sentence reports) are available to judges. (Bill Holmes)

- Electronic documents, a recording system that allows essentially real time access, and searchable documents, searchable transcripts, and searchable resources. (Judge Ken Grosse) Judge Grosse noted that these are available now but that the real issue is how to pay for them.
- A virtual Judicial Assistant. (N.F. Jackson)

Bob Roper discussed the question of whether it was proper protocol to have judges in the courtroom keying information into a system, or whether a judges' full attention in the courtroom should be to the litigants who are trying to argue their cases. He stated that some judges are changing in attitude so if they have the right technology, they will do some basic entry from the bench.

Judge Hall noted that judges read a lot and it's not easy to read on a PC. N.F. Jackson noted the problem of ease of access to the electronic document -- the need to cue up what the judge is going to want to look at. Bob Roper described Colorado's success in solving this problem. He added that state of the art, high quality flat panel monitors are essential.

Siri Woods remarked that the JIS can't dictate how judges work and that there are generational and other factors; new judges are used to reading from screens. Barry Goldberg responded that some subset of system users will make decisions for the larger group. The challenge is determining what is the right subset.

Bob Roper discussed four dimensions of a vision:
1. Addressing court business. Is there a business vision that we can apply technologies to?
2. The types of technologies that support the court's business.
3. An organization that's capable of supporting that technology. This includes the buy or build question.
4. The resources that are going to be necessary to support the organization and the technology.

Bob Roper presented PowerPoint slides on "Technology Supporting Business", the "IT Organization Supporting Technology" and "Resources Supporting Technology".

Discussion turned to the business issues that need help from technology. Siri Woods noted recent success in handling files electronically and meeting deadlines in the case challenging the gubernatorial election. Bruce Eklund commented on his recent experience with the JCI Advisory Committee and the JCS system. He noted the great diversity of the way courts, particularly the juvenile courts, are run throughout the state and the problem of trying to design a statewide system to meet all of those needs or alternatively force individual cultures and individual ways of doing things into a statewide model.

Judge Trickey stated that we have a decentralized court system particularly in the trial courts, but a centralized IT structure. This is a huge organizational and institutional problem that JIS has struggled with and is the fundamental "political" question.

N.F. Jackson commented that JIS is and needs to become a more fluid indexing service; JIS's role is a coordinator which keeps the playing field relatively even. Judge Grosse agreed and noted the need for counties to provide their own systems where they have the resources and for JIS to provide systems in the smaller counties. N.F. Jackson commented that JIS would be an indexing service for some counties, but the primary provider for other counties. Barb Miner said it has to be flexible with a basic system at the state level and the ability to implement enhancements at the local level.

Judge Heller commented that the DISCIS docket includes unreadable and unusable entries. N.F. Jackson noted that the migration plan is to solve that problem, but had moved slowly. He also noted that JABS has much improved the problem that Judge Heller described, but not completely. Judge Stilz observed that the DISCIS docket does include extraneous manner, but it is a powerful tool. A judge can find out what happened in Asotin, or King, Thurston, or Pierce County -- if a prior judge imposed conditions of release, or conditions of sentence on an individual. What we really are dealing with is the fact that we haven't decided yet on what critical data elements are needed for a judge to do their job on the bench.

Moving Toward the Vision
Manny Najarro introduced his presentation and noted that it will include discussions about what we've done, what we've learned, near term projects, and data exchanges.

JCI (Juvenile & Corrections Integration) -- The JCI project went live on May 16 in Yakima and Walla Walla and the AOC is in the process of rolling it out through the rest of the state. It was one of the cleaner deployments as shown by the number of problems following the rollout – in the first 10 days less than a dozen marginal issues with the application were reported. Most of the calls had nothing to do with the application, but were from line staff concerned about changes in their business processes. One success has been with the detention centers – it used to take over 60 minutes to actually process someone through the system and it now takes 20 minutes.

ACORDS Enhancements -- The new ACORDS was deployed a few years ago, but it was delivered immaturely – creating challenges for the courts that use it. In January 2005, it was decided to address a number of deficiencies. This project, ongoing through the end of this year, is intended to improve performance stability and ease of use. This includes usability enhancements.

CAPS Enhancements -- The calendaring system (CAPS) is in limited release. It was deployed prematurely and had many challenges. In January, AOC initiated an effort to engage the courts to identify what needed to be done and what was most important to them. We came to an agreement on what should be done and, at the end of this year, will deliver a system that meets the users' needs.

<u>JRS Enhancements</u> -- This upgrade to the eight year-old Judicial Receipting System includes new software, new hardware, and improved capability.

<u>Dynamic Data Exchange</u> -- Currently JIS data in Olympia cannot be easily captured from or shared with the courts or other agencies outside of the JIS network.   AOC is developing a new framework and is now doing "road shows" to demonstrate what the data exchange is, what it can do for the user, and give the user the basis to think about from a court level perspective. A pilot is scheduled in September.

<u>eCitations</u> -- ECitations is a variation on data exchange to eliminate manual creation and transfer of ticket data using paper forms among law enforcement agencies and the courts. The business challenges are the absences of a centralized data capture mechanism and of an exchange that allows the various systems to talk to each other. This project has had successful collaboration among the agencies and groups. The AOC will develop and deliver the interface this fall.

<u>Public Data Warehouse</u> -- AOC will deliver the first phase of this project the July 4 weekend. The objective is to go from concept to first release in a short period of time.

<u>What have we learned?</u> –
-   Planning before, during, and after a project is absolutely critical.
-   You need to be ready organizationally, operationally, strategically, and have a solid technical plan that says what you're going to do and how you're going to do it. Communication is essential.
-   The customer must be involved from day one to the end.
-   Technology should not drive court business practice, rather business process first, technology solutions second.

<u>Near-term Projects</u>
-   Juvenile risk assessments. In January, working with the juvenile courts, AOC made a commitment to acquire an off-the-shelf solution. The first capability is due June 30.
-   Public Data Warehouse. Provides increased capability, increased tools, on the web.
-   JRS. Enhancements will continue through August.
-   Judgment and Sentence. The pilot program last year showed that the business process did not fit the application. AOC needs to assess the business rules that govern the process and, involving the prosecutor, change it.

Until recently, only 19% of AOC developer resources were being devoted to the migration effort. The AOC will make a substantial shift from supporting legacy (i.e., SCOMIS, JCI (as it's being implemented), ACORDS, and CAPS) to new development. That means a freeze for most of the existing systems.

Mr. Najarro discussed the issues around a single system for all courts and agreed that one system probably can't accommodate everybody, but that one system can meet

most of the needs. He then commented on infrastructure: planning, logistics, and implementation before, during, and after the project.

A National Perspective on CMS Deployment Strategies
During lunch Barry Goldberg presented a talk on case management system (CMS) deployment strategies in other states, drawing from his experience and from information provided by the National Center for State Courts (NCSC). A trend that the NCSC sees is that information sharing needs are driving integration projects, and the creation of judicial data warehouses for storing information collected around the state. Another trend is participation in local, regional, statewide, and national integrated justice environments.

There is no one direction that states are following in case management system implementations. Some states are organizing around a single vendor or a set of vendors and are establishing contracts with the vendors that local courts can then use. Some states require contracts with vendors that AOCs "certify" so that only certified case management system vendors are allowed to sell to the courts. Statewide technology standards are critically important.

In a number of states (such as Washington and Colorado), both large and small, the implementation strategy is to build systems. Other states, such as Delaware, Hawaii, and Alaska, have bought packages recently. There is a diversity of deployment strategies ranging from a centralized to a decentralized environment:
-   South Carolina bought a package and implemented it regionally, with a backend at the AOC that ties them all together.
-   Small states, such as Delaware, decided to implement one system for all courts. Delaware did not have any vertical integration, so with cases that start in the justice of the peace courts and get appealed or bound over to the higher court, the data entry has to be redone. When the higher courts make their decisions or send cases back to the lower courts, the data entry is done again. Their intent is to establish full integration vertically within the courts in the system.
-   In Arizona, the implementation was not one system, but one vendor, with over 100 individual implementations.
-   Colorado has a fully truly centralized environment, one system that everyone shares. Arizona is decentralized but has a single vendor solution which most courts have implemented individually.
-   In Florida and Georgia, local courts make their own decisions – some buy and some build.
-   Ohio is decentralized – it has 385 courts and every court has something different. Its strategy is a statewide courts network project – called the Ohio Courts Network. The intent is a data repository, with some applications capabilities for searches and for moving information. The supreme court is taking the responsibility for the infrastructure and for the data warehouse itself, and letting the local courts run their own case management systems.
-   Nevada has a mixed approach; the state offers a centralized solution for those courts that want to take advantage of it, but allows local courts to do something

differently if they want. This includes an information sharing environment called MC-IJIS (Multi-County Integrated Justice Information System) that is currently used in the northern counties. It is an integrated environment with law enforcement, corrections, and the courts, and covers the process from e-Citations to adjudication and probation. It is an operating database where various stakeholders can get information.
- California also has a mixed environment. The state is providing the infrastructure that will enable the smaller counties and courts to share a system. The southern counties started a consortium to find a single solution for all of them.
- States in transition include Indiana which is going from a decentralized build environment with local and regional systems to a centralized package environment.
- West Virginia has gotten some vendor proposals, but has not yet made a decision.

Janet McLane noted that Mr. Goldberg had said that Ohio was playing the role of a statewide data repository in a centralized information sharing role but with no central case management system. She asked how in a system like that the state overcomes the risk that local jurisdictions would not be financially able to adequately build their own case management. Mr. Goldberg replied that Ohio is developing standards that courts must follow in order to participate in the statewide repository.

Where Do We Go From Here?
Mr. Goldberg noted that there are two primary issues to be discussed fully: (1) buy or build, and (2) central or de-centralized. He noted that any combination of approaches is legitimate, but we have to decide what approach we're going to follow.

The Committee discussed the definition of "case management system." Bob Roper stated that it includes calendaring, docketing, a financial system, and other components which are fully integrated, and that it is a set of tools to meet the courts' business needs based on common data elements.

The Committee discussed the situation in Washington and with the JIS. Judge Wynne noted that some counties, like Pierce and King, are building comprehensive systems. N.F. Jackson commented on the lack of integration with the Seattle Municipal Court. Dr. Roper commented that the biggest challenge is to build the system so that it's flexible enough to provide the core information that everybody needs to know about, but still let local courts control what they need to control. Judge Stilz suggested that we basically already have that in Washington, realizing that there are interfacing problems, but a sharing of common data at all levels of trial court now.

Siri Woods commented that the JIS should contain about what it does now – docketing, calendaring, financial, resolution, and the ability to import and export data. N.F. Jackson said his definition of JIS would be that it's an organization that sets mandatory data collection and data sharing standards, and optionally provides case management tools.

Committee members commented on the need to start with the vision and then determine the resources needed to achieve it. Judge Hall felt that we had a vision and that JIS and AOC has been working on projects that haven't been delivered and asked how do we know that we can achieve it even if we had money? Mr. Goldberg responded that progress has been made but not necessarily to the extent that it could or should, and remarked that before you can go forward, you need to understand the past.

Judge Hall expressed further concern about having spent money, without good results, in the CAPS and ACORDS projects. Siri Woods noted the lack of progress reporting to the JISC. N.F. Jackson noted that technology had driven the business in some projects and the lack of user buy-in because users want systems that meet their unique needs. Cathy Grindle noted that lack of project management skills has been a problem. Pat Crandall noted the need to build in flexibility. Betty Hopper commented that the JIS should have base functionality but not support innovative justice programs.

Pat Crandall commented that AOC has started to deliver on ACORDS improvement and that there is good communication and the effort now has business analysts with appellate experience. Bruce Eklund noted the long history of JUVIS, JCI, and JCS and that modularizing components increases the likelihood of successful delivery.

Judge Stilz said that some of the major frustrations, such as with the uniform judgment and sentence, result from failure to get all the players to agree on the business rules. Barry Goldberg noted the need for flexibility so that you can continue to support existing technology and set guidelines for what you can deliver in a particular timeline and you move forward.

Ms. Woods asked whether, if ACORDS is now working well, it would be the platform to change the structure for superior courts. Mr. Najarro replied that the intention is to use it as the basis for the functionality, but major revisions are needed to architect it appropriately in order to scale it to support all users.

Janet McLane reported on plans to do an independent assessment of the JIS architecture to see if it's usable for the future. She also noted the need to demonstrate ACORDS for the JISC.

Siri Woods asked Richard Duchaine to comment, based on his experience, on the discussion. He replied that there is a need to define the vision and goals.

Bob Roper noted the following problems:
- Project assessments (little project management)
- Little project accountability
- More user input (very little discussions with line staff users about what they needed)
- Common business practices
- Build-in flexibility
- Know the requirements
- Take small bites and build on successes

- Avoid project creep, have a general strategic plan

Judge Wynne asked about governance. Bob Roper discussed the Colorado experience with a committee of about 26 members that worked out the basic requirements and prioritized them.

Discussion turned to the independent assessment. Janet McLane noted the lack of complete project plans and that currently we have only a short term road map. We also have performance issues that need to be included in the assessment.

Richard Duchaine observed:
- The lack of a total clear picture or vision of where we're going.
- Significant weakness in the underlying structure.
- The need to revisit the strategy of central and in-house development.

He said the approach would be to charter an objective, independent organization to do the assessment; this is a fairly common process for high quality consultant groups. It would include the JISC, people from the courts, and AOC staff as resources. The consultant would:
- Review current resources, organization processes, and technologies.
- Make recommendations on approach, options, and strategy.
- A report would be made to the JISC at the September meeting.

N.F. commented on the need to look at three things:
- What has and hasn't been done.
- Current projects and whether the architecture will support them.
- User expectations and what can be delivered.

Bruce Eklund said that the JISAC is struggling with its role. The current subcommittee structure doesn't lend itself to the kind of fast turn-around that is needed. The JISAC has a retreat scheduled for July 18th to discuss its structure and governance.

Siri Woods said that the consultant report needs to be usable for decision making, specific to the courts and not just high-level policy recommendations.

Janet McLane noted that the JISAC might be able to go ahead and identify the core components of a case management system.

Sally Caplan commented that the assessment is analogous to a review of plans and construction of a building -- someone to come in and look at the architectural plans and make sure that they're solid, you're building to code, and you're building to best practices.

Janet McLane recapped the action items:
1. Do the assessment; keep the JISC informed about the process and progress; target the September meeting to report findings and recommendations.

2. Expose the JISC to ACORDS and CAPS and include users in the demos.
3. Go forward with the near term projects including data exchanges.
4. Give the JISC good progress reports.

The members discussed the JISAC and its planned retreat. The JISAC will go ahead with its governance discussion including its relationship with the JISC and AOC.

Janet McLane said that the JISC Executive Committee should review the proposal for the assessment.

The meeting adjourned at 2:45 p.m.

FUTURE MEETINGS

The next JIS Committee meeting will be on July 29, 2005, from *10:30 a.m. to 12:00 p.m.* at the AOC SeaTac Facility, SeaTac, WA.

The next JIS Data Dissemination Committee meeting will be on July 29, 2005, from *9:00 a.m. to 10:30 a.m.*, at the AOC SeaTac Facility, SeaTac, WA.

The next JIS Advisory Committee meeting will be a Retreat on July 18, 2005, from approximately *9:30 a.m. to 3:30 p.m.,* at the AOC SeaTac Facility, SeaTac, WA.

A National Perspective on CMS Implementation Strategies

Washington Courts JIS Retreat
24 June 2005

Perspectives on CMS Implementations
Engagement: 220958060

Gartner

Implementation Strategies
Selected States

- **Build**
  - Washington
  - Colorado
  - New York
  - New Jersey
  - Illinois
  - Alabama
  - Connecticut
  - Nebraska
  - Maine
  - North Carolina

- **Buy**
  - Delaware (ACS)
  - Hawaii (ACS)
  - Alaska (Maximus)
  - New Hampshire (Tyler)
  - Rhode Island (ACS)
  - South Carolina (PCSS)
  - Arizona (Tiburon)
  - Missouri (ACS)
  - Nevada (Maximus)
  - Indiana (CA)
  - West Virginia (selection in progress)
  - Mississippi (Jano)
  - Arkansas (ACS)
  - New Mexico (Tiburon)
  - Minnesota (Tyler)
  - Wyoming (Justice Systems)

Trends

- **No absolute direction in CMS Implementation strategies**
  - Movement towards implementation of vendor packages – centralized and locally, but…
  - States/Courts with development history tend to re-build

- **Integration for information sharing**
  - Judicial data warehouses / data repositories
  - Participation in local, regional and statewide integrated justice environments

- **Standards**
  - Statewide licensing and certifications
  - Statewide technology standards – within and external to judicial apps

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Specific Implementations

- **Ohio**
  - Decentralized case management system implementations
  - Statewide data repository system for information sharing in progress
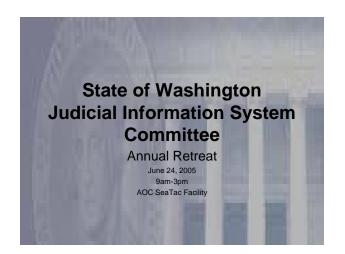
- **Nevada**
  - Mixed implementation Environment - local and regional CMS implementations
  - Regional data sharing system (MC-IJIS)

- **Delaware**
  - Centralized statewide CMS implementation in progress (vendor package)

- **Cleveland Municipal**
  - CMS package implementation in progress
  - Creative financing option proposed by vendor

- **Kansas City Municipal**
  - CMS package selection in progress
  - Creative technology option discussed for bench
  - E-Filing expected to extend to support agencies such as traffic school and mental health facilities

- **Franklin County, Ohio**
  - Troubled CMS Implementation resulted from deficiencies in planning and project management

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Deployment Strategies
Selected States

- **Centralized**
  - Washington
  - Colorado
  - New York
  - New Jersey
  - Illinois
  - Hawaii (ACS)
  - Alaska (Maximus)
  - New Hampshire (Tyler)
  - Delaware (ACS)
  - Rhode Island (ACS)
  - South Carolina (PCSS)

- **Decentralized**
  - Arizona (Tiburon)
  - Florida
  - Georgia
  - Missouri (ACS)
  - Ohio
  - Texas
  - Connecticut

- **Mixed**
  - Nevada (Maximus)
  - California

- **In Transition**
  - Indiana (CA)
  - West Virginia

The Vision for JIS

State of Washington Judicial Information System Committee
Annual Retreat
June 24, 2005
9am-3pm
AOC SeaTac Facility

VISION FOR JIS:
COURT BUSINESS AND NEEDS
- How does the vision for JIS match with the vision for the courts in general?
- It's all about anyone, from anywhere, getting access to valid, reliable and timely information at any time.
- Increase Operational Efficiencies in Courts
- Easy Public Access to Court Information
- Data Sharing with Other Entities
- Paper on Demand
- Improve Caseflow Management

WHAT IS A VISION?

It is the place you want to be in 3-5 years- -it does not happen overnight

VISION FOR JIS:
TECHNOLOGY SUPPORTING BUSINESS
- It all begins with a strong CMS as a foundation (all casetypes for all courts)
- Solid infrastructure (network, client and server based)
- Technical Architecture
- E-filing (be prepared to take on a 250 yr tradition of a paper culture)
- CJIS Systems (playing nice in the sandbox)
- E-forms as point of data entry (let others do our jobs)

The DIMENSIONS OF A VISION FOR JIS
- Addressing Court Business
- Technology supporting the court business
- Organization supporting technology
- Resources supporting technology

VISION FOR JIS:
IT ORG. SUPPORTING TECHNOLOGY
- Governance
- Structure
- Staffing
- Funding
- R&D: Using the Latest and Greatest?
- Responsive
- Flexible
- Cultured in Project Management
- Able to Maintain

VISION FOR JIS:
RESOURCES SUPPORTING TECH.
➢ **Funding**
- ❖ **State general funds**
- ❖ **Imposed penalty fees**
- ❖ **User fees**
- ❖ **Printer SECTOR Partnering**

➢ **Local Support**
➢ **Users**

SUCCESS COMES FROM HAVING…

➢ **…the right people,**
➢ **…in the right place,**
➢ **…with the right resources,**
➢ **…at the right time,**
➢ **…who build on small successes,**
➢ **…through good planning, and**
➢ **…who take advantage of opportunities.**

WHERE DO WE GO FROM HERE?
THE ROLE OF THE AOC?
➢ Address funding issues
➢ Acquire legislative support
➢ Secure cooperation from other state agencies/departments
➢ Address business practice inconsistency
➢ Assess JIS
➢ Conduct feasibility study
➢ ID what has changed over 4 years?
➢ ID the risks of AOC continuing to deploy and manage CMS, and plans to mitigate the risks

THANKS FOR YOUR ATTENTION

GOOD LUCK IN YOUR EFFORTS

WHERE DO WE GO FROM HERE?
WHAT IS REQUIRED TO BE A SUCCESS?
➢ Leadership
➢ Project Management
➢ Small, Incremental Successes
➢ Patience
➢ Take Small Bites
➢ ID and Model After existing local Successes
➢ Learn from past mistakes
➢ Be able to prioritize
➢ Learn how to say "no" is six languages
➢ Avoid Paralysis by Analysis
➢ Complete an IT strategic plan
    INVOLVE THE END USERS THROUGHOUT