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Administrative Office of the Courts

Information Technology Portfolio Report

2011-13 Biennium

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Mission:

"To advance the efficient and effective operation of the Washington judicial system."

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Introduction

A message from Callie Dietz, Interim State Court Administrator

For more than 50 years, the Administrative Office of the Courts (AOC) has worked to serve a mission to "advance the efficient and effective operation of the Washington judicial system" through a variety of programs, initiatives, and functions that serve our court system.

Callie Dietz, Interim State Court Administrator

As a constitutionally separate, independent and co-equal branch of government, the judiciary's duty is to protect the rights and liberties of individuals, uphold and interpret the law, and resolve disputes peacefully through the open and fair administration of justice. The Administrative Office of the Courts provides services that support justice in individual cases and serve to maintain an effective court system in Washington State.

In recent years, the use of information technology (IT) has become increasingly important in the Judicial Branch as today's courts face larger caseloads and a greater need to share justice information. In support of this need, the AOC provides a wide variety of IT products and services to the nine justices of the Supreme Court, 22 judges of our Court of Appeals, 189 Superior Court judges, 213 judges of our District and Municipal Courts and to the public.

I invite you to become more familiar with our agency: the programs, the budget appropriated to support them, and our strategies for investing in technology to provide even greater value to the courts.

A message from Vonnie Diseth, Chief Information Officer

The AOC has successfully supported the judicial system within Washington State since 1957. Over that time, the needs and demands of the judicial system have evolved, but the automated systems that they depend upon have struggled to keep pace.

Vonnie Diseth, CIO, ISD Director

Recognizing the need to replace aging systems and improve the effectiveness of IT investment selections, management of IT projects, and delivery of IT services to the court community; the Information Services Division (ISD), under the governance of the Judicial Information System Committee (JISC), undertook an initiative to transform the way in which we provide services to the court community.

This IT Portfolio is a product of that transformation. It demonstrates our strategy for modernizing the aging set of JIS applications; as well as the JISC and court community's priorities for our current and future IT investments.

It is with pleasure that I present the Administrative Office of the Courts 2012 Information Technology Portfolio.

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Purpose

This report is prepared in accordance with RCW 2.68.060 which states:

RCW 2.68.060 Duties of the Administrative Office of the Courts.

The Administrative Office of the Courts, under the direction of the Judicial Information System Committee, shall:

1. *Develop a judicial information system information technology portfolio consistent with the provisions of RCW 43.41A.110;*

2. *Ensure the judicial information system information technology portfolio is organized and structured to clearly indicate participation in and use of enterprise-wide information technology strategies;*

3. *As part of the biennial budget process, submit the judicial information system information technology portfolio to the chair and ranking member of the Ways and Means committees of the House of Representatives and the Senate, the Office of Financial Management, and the Consolidated Technology Services Agency.*

RCW 43.41A.110 Information Technology Portfolios

Information technology portfolios shall reflect (1) links among an agency's objectives, business plan, and technology; (2) analysis of the effect of an agency's proposed new technology investments on its existing infrastructure and business functions; and (3) analysis of the effect of proposed information technology investments on the state's information technology infrastructure.

Use of Enterprise-wide Information Technology Strategies

The Administrative Office of the Courts collaborates with state, county and city government agencies to make the best use of state-wide information technology assets and data. This is accomplished through participation in leadership forums, professional associations, data exchanges with external organizations, use of statewide network infrastructure and applications, and the use of shared IT services. Examples include:

- CIO Forum
- Technology Services Board meetings
- Association of County & City Information Systems
- Information Processing Manager's Association
- Project Management Institute membership
- IT Portfolio Managers Forum
- Use of State Government Network (SGN) and Intergovernmental Network (IGN)
- Use of shared IT services for purchasing, contracting and equipment surplus
- Use of statewide applications such as the Human Resource Management System, Agency Financial Reporting System, Budget Development System, Capital Asset Management System, Disbursement Reporting System, Enterprise Budget Reports, Enterprise Financial Reports, Financial Toolbox, OFM Fiscal Note System, Salary Projection System, Property Disposal

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Request System, Secure Access Washington, The Allotment System, Treasury Management System, Unclaimed Property, Use Tax Filing and the Version Reporting System.
- Data exchanges with Department of Licensing, Department of Transportation, Washington State Patrol, Secretary of State, Department of Corrections, Consolidated Technology Services, law enforcement agencies, Department of Fish and Wildlife, and others.

The Value of Information Technology Portfolio Management

Information Technology Portfolio Management (ITPM) is a framework of principles, processes and practices that enables the AOC to make well-informed decisions to maximize the value of investments in information technology. The goal of ITPM is to inform governance (investment selection) and decision-making by:

- Providing a comprehensive view of IT investments and costs
- Measuring the performance (value) of investments
- Providing visibility and transparency of IT spending
- Highlighting areas of potential risk

So that:

- The right IT services are being provided to the court community
- Funding and staffing are focused on priority outcomes
- Investments are balanced between strategic growth opportunities and operational efficiencies
- Risks are managed proactively

IT portfolio management, IT governance and the Project Management Office are relatively new practices at the AOC, implemented during fiscal year 2011.

This is the first publication of the IT Portfolio Report.

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Washington State Courts

Supreme Court

The state Supreme Court is the state's highest court and consists of a panel of nine justices. Its opinions are published, become law of the state, and set precedent for subsequent cases decided in Washington. The Supreme Court is located in the Temple of Justice in Olympia, Washington.

The Supreme Court also governs the state court system, adopting court rules that apply to proceedings in the state's courts such as civil and criminal procedure and rules of evidence. In addition, the Supreme Court has administrative responsibility for operation of the state court system, and supervisory responsibility over certified court interpreters, certified professional guardians, limited practice officers, and certain activities of the Washington State Bar Association, including attorney discipline.

Court of Appeals

Most cases appealed from superior courts go directly to the Court of Appeals. It is a non-discretionary appellate court, which means it must accept all appeals filed with it. The Court of Appeals has authority to reverse, remand, modify or affirm the decision of the lower court. The court decides each case after reviewing the transcript of the record in the superior court and considering the arguments of the parties. Generally, the court hears oral arguments in each case but does not take live testimony.

The Court of Appeals is divided into three divisions, each serving a specific geographic area of the state. Within each division are districts, similar to legislative districts.

- Division I, with 10 judges from 3 districts, is located in Seattle, Washington.
- Division II, with 7 judges from 3 districts, is located in Tacoma, Washington.
- Division III, with 5 judges, from 3 districts is located in Spokane, Washington.

The Supreme Court and Court of Appeals use the Appellate Courts Records and Data System (ACORDS).

Superior Courts

Superior courts are called "general jurisdiction courts" because there is no limit on the types of civil and criminal cases heard by them. Superior courts also have authority to hear cases appealed from courts of limited jurisdiction. Each court has a presiding judge who, with the help of an administrator or manager, oversees operations and serves as the court's spokesperson. Most superior court proceedings are recorded so a written record is available if a case is appealed. All superior courts use the Superior Court Management Information System (SCOMIS). Some superior courts use local case management systems in conjunction with SCOMIS.

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Districts

All superior courts are grouped into single or multi-county districts. There are 30 such districts in Washington State. Counties with large populations usually comprise one district; in less-populated areas a district may consist of two or more counties. A superior court building is located in each of Washington's 39 counties.

Most superior court districts in Washington serve the one county in which they are located. However, several of Washington's smaller counties are served by a multi-county superior court district. While courthouses are located in each county of these districts, superior court administration is consolidated for each district. Those counties belonging to a district include:

- Skamania and Klickitat
- Columbia, Garfield and Asotin
- Ferry, Stevens and Pend Oreille
- Benton and Franklin
- Pacific and Wahkiakum

Juvenile Courts

There are 35 juvenile courts in Washington, four of which are multi-jurisdictional. A juvenile court is a department within their superior court. It is established by law to deal with youths under the age of 18 who commit offenses or who are abused or neglected dependents.

Courts of Limited Jurisdiction

Courts of limited jurisdiction include district and municipal courts. District courts are county courts. Municipal courts are those created by cities and towns. More than 2 million cases are filed annually in district and municipal courts.

District Courts

There are 54 district courts and branches in Washington, 49 of which use the Justice Information System (JIS), a statewide court computer system. The branches contract cases with their district court. District courts have jurisdiction over both criminal and civil cases. They have criminal jurisdiction over misdemeanors (e.g. petty theft), gross misdemeanors (e.g. driving under the influence), and criminal traffic cases.

Jurisdiction in civil cases includes those with damages up to $75,000 for injury to individuals or personal property, as well as penalty and contract disputes up to $75,000. District courts also have jurisdiction over traffic and non-traffic infractions.

Municipal Courts

There are 218 municipal courts in Washington, 101 of which use the JIS. 117 municipal courts contract with other district or municipal courts to handle their municipality's cases. Violations of municipal or city ordinances are tried in municipal courts for violations that occur within city boundaries. Like district courts, municipal courts have jurisdiction over gross misdemeanors, misdemeanors and infractions. Municipal courts can also issue domestic violence protection orders and no-contact orders.

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Court Administration

The state constitution designates the Chief Justice of the state Supreme Court as the administrative head of all the courts. The Supreme Court appoints a State Court Administrator to deal with the day-to-day administration of the court system. The Administrator and the Administrator's staff are known as the Administrative Office of the Courts (AOC).

The AOC was established by the 1957 Legislature and operates under the direction and supervision of the Chief Justice. The agency supports the court system by:

- Operating the statewide court computer system, JIS.
- Providing education and training for judicial officers and court personnel.
- Providing information and support for court administrators and managers.
- Overseeing collaborative efforts to study justice issues and improve the delivery of justice.

Court Rules

The court system is governed through a system of rules known as Washington Rules of the Court or "Court Rules". These are similar to the Washington Administrative Code (WAC) that governs Executive Branch state agencies. General rules are adopted by the state Supreme Court and apply to all courts. Local rules are adopted by the judicial officers governing a local court and cannot conflict with a general rule.

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Administrative Office of the Courts

Mission

"To advance the efficient and effective operation of the Washington judicial system."

Overview

The Administrative Office of the Courts (AOC) was established by the 1957 Legislature and operates under the direction and supervision of the Washington State Supreme Court, pursuant to Chapter 2.56 RCW. As originally enacted, RCW 2.56.03 was the only section of the RCW which directed the activities of the AOC, enumerating 11 functions. Today, that section details 23 functions and is augmented by more than 90 additional statutory references, court rules and court orders adopted and issued by the Supreme Court which direct the activities of the AOC. While the specificity of the mandates varies from "shall" to "may," they all operate in support of two fundamental constitutional provisions:

"No person shall be deprived of life, liberty, or property, without due process of law."
Article 1, Section 3, Washington State Constitution

"Justice in all cases shall be administered openly, and without unnecessary delay."
Article 1 Section 10 Washington State Constitution

To accomplish its work, the AOC is organized as follows:

- **State Court Administrator** – The State Court Administrator provides overall leadership to the AOC based on direction and guidance from the Supreme Court. In addition to planning, direction, and coordination of agency operations, the State Court Administrator works directly with those responsible for intergovernmental relations and communications, public information, and human resources.

- **Judicial Services Division** – The Judicial Services Division provides comprehensive professional and technical support to the state's courts in the following areas: policy and governance support, direct service programs, education, legal services, and research.

- **Information Services Division** – The Information Services Division provides support to the courts through the development, operation, and maintenance of the Judicial Information System (JIS). The JIS is used in municipal, district, juvenile, superior, and appellate courts. Over 16,000 users access data in the JIS, including judges, court staff, county clerk staff, attorneys, law enforcement, state agencies, private sector businesses and the general public.

- **Management Services Division** – The Management Services Division provides integrated budget planning, asset management, accounting, procurement, revenue monitoring and analysis, and contract management services. In addition to providing these services for the AOC, the MSD directly supports the Supreme Court, Court of Appeals, State Law Library, Office of Civil Legal Aid and, to a lesser extent, the Office of Public Defense.

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- **Pass-Through Funding** – The Administrative Office of the Courts administers more than $82 million in state funds which pass through to local government across seven functional areas. Agency staff is involved in developing and awarding grants, contracting, determining distribution formulas and amounts, auditing contract compliance, administering salary and benefits for the state's 189 superior court judges.

  Responsibility for managing pass-through funds and providing technical support to the funded programs is spread across the agency with the primary workload distributed within the Management Services Division and the Court Services section in the Judicial Services Division.

Authorizing Environment

RCWs

- Chapter 2.56 RCW establishes the Administrative Office of the Courts and its executive officer, the State Court Administrator.
- RCW 2.56.010 creates the Administrative Office of the Courts and establishes the executive officer.
- RCW 2.56.020 authorizes the State Court Administrator, with approval of the Chief Justice, to appoint and fix the compensation of assistants necessary to enable performance of powers and duties vested with the Administrative Office of the Courts.
- RCW 2.56.030 outlines the powers and duties of the State Court Administrator.

AOC Organizational Structure

There are 213 FTEs in the Administrative Office of the Courts.

Organizational Unit	FTEs
Agency Administration	10
Judicial Services Division	55
Information Services Division	126
Management Services Division	22
Total	**213**

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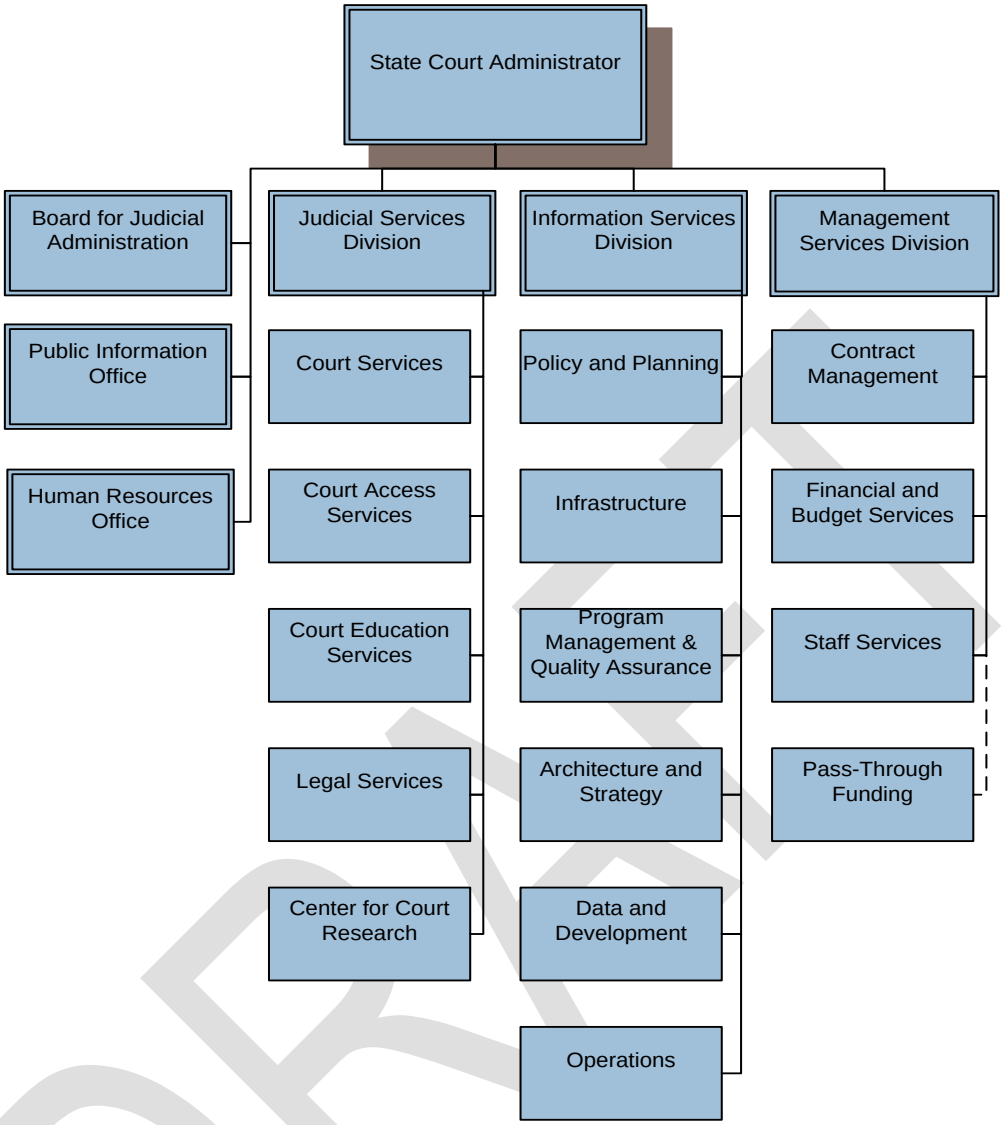

State Court Administrator – The State Court Administrator serves at the pleasure of the Washington State Supreme Court and leads the activities of the Administrative Office of the Courts under the direction of the Chief Justice. Duties and responsibilities of the State Court Administrator are enumerated in Chapter 2.56 RCW as well as numerous other statutes, Supreme Court Rules and Supreme Court Orders.

The State Court Administrator, by virtue of office and through appointment, serves on a number of policy boards and commissions that guide and direct the administration of justice in Washington, including:

- The Board for Judicial Administration
- The Judicial Information System Committee
- The Board for Court Education
- The Minority and Justice Commission
- The Court Management Council

The State Court Administrator also serves as the secretary to the Annual Judicial Conference and the Public Guardianship Administrator of the Office of Public Guardianship established within the Administrative Office of the Courts.

Judicial Services Division – The Judicial Services Division provides comprehensive professional and technical support to the state's courts in the following areas: policy and governance, direct service programs, education, legal services, and research through the Washington State Center for Court Research.

The Administration Office of the Judicial Services Division (JSD) provides overall leadership for the division and includes the Business Process Management Office and staffing for the Court Management Council.

The Division is organized into the following sections and programs:

- Administration
- Court Services
- Court Access Programs
- Court Education Services
- Legal Services
- Washington State Center for Court Research

Information Services Division – Information Services Division (ISD) currently maintains and operates nine major JIS applications providing statewide court information to more than 16,000 court customers and over 8,000 third-party users in state and local government agencies.

In addition, ISD provides internal technology services and software to the AOC, Supreme Court and the three divisions of the Court of Appeals.

The Division is organized into the following sections:

- Policy and Planning
- Infrastructure
- Program Management and Quality Assurance
- Architecture and Strategy
- Data and Development
- Operations

Management Services Division – The Management Services Division provides integrated budget planning, asset management, accounting, procurement, revenue monitoring and analysis, and contract management services. In addition to providing these services for the AOC, the Management Services Division directly supports the Supreme Court, Court of Appeals, State Law Library, Office of Civil Legal Aid, and the Office of Public Defense.

The Division is organized into the following sections:

- MSD Administration
- Contract Management
- Financial and Budget Services
- Staff Services

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In addition to overall leadership for the division, the Administration Section of the Management Services Division provides:

- **Business Continuity Planning:** As part of an Enterprise Risk Management framework, the AOC Business Continuity Plan serves to protect the employees and assets of AOC and ensure continuity of critical operations in the event of a natural disaster or epidemic.

- **Public Records Request Response:** In accordance with AOC Policy, respond to records requests from the public and maintain overall management of AOC's public records program.

AOC Budget

	2011-13 Biennial Budget[1]
Agency Administration	$2,026,343
Judicial Services Division	$13,415,272
Information Services Division	$43,191,998
Management Services Division	$10,133,514
AGENCY SUB-TOTAL	**$68,767,127**

[1] Source: Maintaining Justice: *A Profile of the Administrative Office of the Courts*, February 2012

Governance

Judicial Information System (JIS)

The Judicial Information System (JIS) is the primary information system for courts in Washington. It provides case management automation to appellate, superior, limited jurisdiction and juvenile courts. Its two-fold purpose is to:

(1) Automate and support the daily operations of the courts.
(2) Maintain a statewide network connecting the courts and partner criminal justice agencies to the JIS database.

It serves as a statewide data repository for criminal history information, domestic violence protection orders and outstanding warrants. The benefits of this approach are the reduction of the overall cost of automation and access to accurate statewide history information for criminal, domestic violence, and protection order history.

The principal JIS clients are judicial officers, court managers, and other court staff. In addition, JIS provides essential information to:

- Washington State Patrol
- Department of Corrections
- Office of the Secretary of State
- Sentencing Guidelines Commission
- Department of Licensing
- local law enforcement agencies
- prosecutors
- public defenders, the media, attorneys and law firms

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The JIS is formally established by authority of RCW 2.68 and Judicial Information System Committee Rules (JISCR). Funding for JIS is provided through user fees on court filings and fines.

Governance Bodies

Judicial Information System Committee (JISC)

The Supreme Court delegates governance of the JIS to the Judicial Information System Committee (JISC). The JISC operates under state court Judicial Information System Committee Rules (JISCR) and RCW Chapter 2.68. The JISC sets policy for the Judicial Information System and approves projects and priorities. The JISC's responsibilities include:

- Setting the strategic direction for the JIS.
- Approving budgets and funding requests for the JIS.
- Determining what JIS projects will be undertaken and establishing their scope.
- Establishing JIS policies, standards and procedures.
- Oversight of JIS projects including:
    - Approving project plans including phases, major milestones and deliverables.
    - Establishing project steering committees.
    - Monitoring project progress.
    - Dealing with major project issues.

The JISC has created sub-committees for various purposes as defined in their charters. JIS sub-committees include:

- JIS Codes Committee
- Data Dissemination Committee
- Data Management Steering Committee

Priorities: "What Matters"

The Judicial Information System Committee (JISC) has identified the following priorities to guide decision-making on information technology requests:

- **Provide Infrastructure** – Supply court communities and AOC with the necessary hardware, network and other infrastructure needed to access JIS.

- **Maintain Portfolio –** Maintain existing portfolio of JIS applications, providing baseline functionality.

- **Integrate to Inform -** Enable data, applications and information to be shared and combined in meaningful and useful ways.

- **Modernize Applications –** Replace, enhance and otherwise modernize JIS applications.

Governance Process

IT Governance consists of the structure and processes that guide information technology investment decisions and determines the priority of when and how those decisions get completed. With limited budgets and resources, IT Governance helps the courts ensure that the

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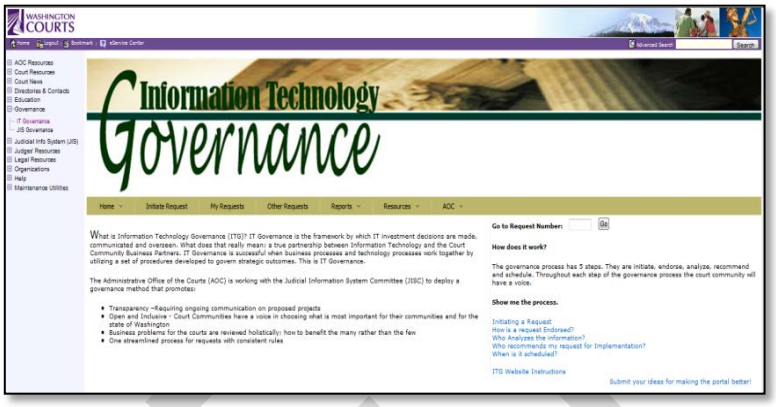
Administrative Office of the Courts Information Services Division (ISD) resources meet the business needs of the Washington Courts.

The new IT Governance process, implemented in July 2010, focuses on involving the court users in the decision making process from start to finish. Each step is open and inclusive. IT Governance request tracking and communication have been improved and the request process has been simplified. The status of IT requests and the decisions affecting them is shared with all court community stakeholders throughout the process. Court communities play a key role of ensuring business priorities are addressed through their role as endorsing bodies and as members of the Court Level User Groups that review and recommend IT requests for approval. The governance process is supported by the IT Governance Portal – a web-based application that provides tracking, reporting and workflow capabilities.



The new governance process is directed by the Judicial Information System Committee (JISC) with a consistent end-to-end process designed to serve all court levels. Authority for approving requests rests with the Judicial Information System Committee. The JISC has delegated limited authority to the AOC Administrator and Chief Information Officer for requests that meet specified funding thresholds.

The IT Governance process consists of the following steps:

1. **Initiate -** The request is initiated by any individual or group. The request is considered initiated when it is submitted for endorsement via the IT Governance Portal. Organizations and individuals outside the court system cannot enter their request directly; instead they provide the necessary information related to the request to anyone within AOC. The AOC staff person will then initiate the request for them, ensuring that they include the actual requestor's information on the request.

2. **Endorsement** - The request goes to the selected endorsement body for consideration via the IT Governance Portal. The endorsing body can take one of three actions. The body could decide to decline the endorsement which results in the IT Governance request being closed. The body could decide to endorse the request, which results in the request proceeding to AOC for analysis. Finally, the endorsing body could return the request to the initiator for clarification. The clarification requested could be additional information, or it could be to provide the initiator an opportunity to send the request to another endorsing body. Any endorsing body can endorse any request assigned to it by a request initiator, but the best practice is for endorsing bodies to limit their endorsements to requests that impact their members or processes for which they have a thorough understanding.

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3. **Analysis -** AOC then analyzes the request and produces a proposed solution, which includes estimates of project costs and duration. AOC may provide an analysis that indicates that the request cannot be accomplished due to technical constraints, so long as a thorough explanation is provided. In addition, AOC can use the analysis to identify when a request should be addressed through a business process change rather than a technological change. The AOC analysis is finalized when it is approved by AOC's Operations Control Board (OCB) and the decision is communicated via the IT Governance Portal.

4. **Endorsement Confirmation -** The request returns to the endorsing body for endorsement confirmation via the IT Governance Portal. The endorsing body again has three actions they can take. They can confirm their endorsement which will advance the request to the appropriate Court Level User Group (CLUG). The endorsing body can decide to decline the endorsement which closes the request permanently. Finally, the endorsing body can provide additional or changed information and return the request to AOC for Re-Analysis.

5. **Recommendation -** The request is then presented to the CLUG for consideration via the IT Governance Portal. The CLUG has three actions that can be taken on each request. The CLUG can unanimously decide not to recommend the request. If this occurs, the request is permanently closed. The CLUG may not be able to reach a unanimous recommendation on a request. In this case, the CLUG members provide pro and con statements regarding the request and the request advances to the next step. Finally, the CLUG can unanimously recommend a request. In this case, the CLUG prioritizes the request relative to all other active requests that have been considered by the CLUG. The request then proceeds to the authorization step.

6. **Authorization –** The request is presented for authorization to the JISC, or under delegated authority to the Administrator or the CIO. If the JISC authorizes a request, the JISC also establishes the request's overall priority relative to all other active requests authorized by the JISC. The JISC has decided that they will not change the priority of a request that is in progress or to which AOC has irreversibly committed resources. Requests authorized by either the Administrator or the CIO are not assigned a priority other than that assigned by the CLUG. The JISC, Administrator, and the CIO can decide to not authorize a request. In this event, the request returns to the CLUG for further action. If the request was considered under delegated authority, the CLUG can ask the JISC to consider the request. In every case, the CLUG can decide to re-prioritize the request for reconsideration, if they consider it appropriate. The CLUG can also elect to close the request.

7. **Scheduling and Implementation –** Once a request is authorized, AOC can schedule and implement the request. Requests are scheduled after giving due consideration to the assigned priority and with the goal of making the most efficient use of AOC resources.

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Information Services Division

Overview

Vision

"To be the premier technology solution provider to the Washington Courts, working as one team to deliver IT solutions based on court priorities, and to provide accurate and complete information – anytime, anywhere. "

The Information Services Division (ISD) provides a range of technology products and services in support of the Judicial Information System (JIS), including the maintenance and operations of statewide court case management applications and data. ISD currently provides support to more than 16,000 court customers and over 8,000 third-party users in other state and local government agencies.

In addition, ISD provides internal technical support services to the AOC, the Supreme Court and the three divisions of the Court of Appeals.

Guiding Principles

The following principles guide our decisions and the way we work:

- Make *wise investments* in information and technology solutions based on judicial priorities.
- Practice *service excellence* in our day-to-day interactions with our AOC and court customers.
- *Make a difference* in the lives of our staff and our court users.

ISD Organizational Structure

There are 116 FTEs in the Information Services Division.

Organizational Unit	FTE
ISD Administration	7
Infrastructure	30
Operations	23
Data and Development	16
Program Management / QA	14
Architecture and Strategy	15
Policy and Planning	11
Total	**116**

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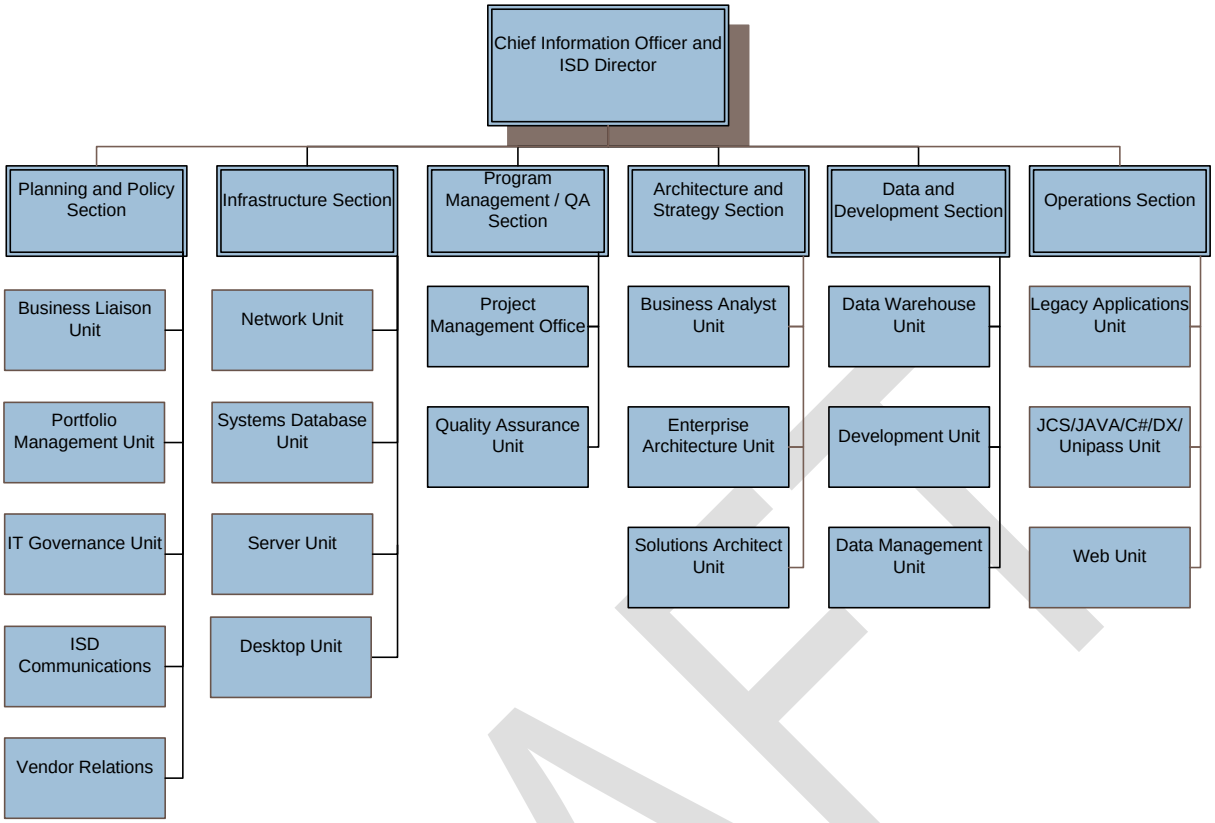

The following sections describe each of the ISD organizational units in more detail.

Policy and Planning

The Policy and Planning Section is responsible for developing JIS and ISD policies, procedures, and standards; communicating externally with the court community; communicating internally with other sections across ISD; facilitating the IT governance process; managing the JIS portfolio of business applications; assigning and tracking technical resources; and monitoring the performance of work within the Information Services Division.

The Policy and Planning Section provides services in the following areas:

- **Internal Organizational Change Management and Communications:** Responsible for developing internal communications to help ISD staff understand the organizational changes taking place, understand what is expected of them, and when the changes will occur to help prepare them for the change and increase their adoption of new ways of doing business. Compiles monthly division reports for the State Court Administrator, CIO and the JISC. This unit is also responsible for developing and managing JIS and ISD policies, procedures and standards.

- **IT Portfolio Management:** Responsible for tracking and reporting on JIS IT investments which include (projects, applications, staff resources, hardware and software) and providing investment analysis, including Total Cost of Ownership (TCO) of assets. This unit coordinates resource assignments to projects and tracks project timelines to ensure that projects have the needed resources to complete projects on

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schedule. This unit also identifies staffing capacity issues for resolution by management.

- **IT Governance and Performance Measurement:** Responsible for coordinating the IT Governance process with the court communities and the Judicial Information System Committee to ensure transparency of the process and that ISD is working on the right requests that have the highest priority for the courts. This unit also coordinates internal performance measurements of each section across ISD to ensure that we are meeting performance goals and expectations across the division.

- **Business Liaison:** Responsible for customer relations/communications and court outreach to ensure that the court community knows and understands what ISD is doing on their behalf and that ISD hears and understands their issues and concerns. This unit also provides direct support to the Judicial Information System Committee.

- **Vendor Relations:** Responsible to ensure that technical aspects of contracts meet the needs of the AOC and the judiciary, develop standards and acceptance criteria for vendor deliverables, communicate proper engagement practices to vendors, and ensure that AOC obtains the best rates and discounts for services and products that are being purchased from vendors.

Infrastructure

The Infrastructure Section of the Information Services Division provides overall support and maintenance for the technology that directly supports the Administrative Office of the Courts, the Supreme Court and the three divisions of the Court of Appeals.

The section is comprised of three units:

- **Network Unit:** Responsible for the Local and Wide Area Networks (LAN/WAN) and wireless connectivity for all AOC facilities, the Supreme Court and the three divisions of the Court of Appeals. The Network Unit is responsible for the hardware, circuits, and systems that provide connectivity between the servers and PCs via wired and wireless connections. The unit also works with individual court sites to ensure that the wiring in local courthouses can support connection to the JIS.

- **Systems Database Unit:** Responsible for deploying and maintaining all databases for the JIS. This requires close coordination with other ISD sections for internally-developed applications and outside entities for vendor-developed software. The unit manages over 200 databases running in IBM DB2 or Microsoft SQL Server. In addition, the unit oversees the security and administers the database patches to these database environments.

- **Server Unit:** Responsible for deployment and maintenance of all server hardware and software located at the AOC, the Supreme Court and the Court of Appeals. The Server unit is responsible for the deployment, monitoring and maintenance of JIS servers.

- **Desktop Unit:** Responsible for the installation, maintenance and support of desktop and laptop computers, projectors, and video conferencing systems at all AOC facilities, the Supreme Court and the three divisions of the Court of Appeals. The unit is

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responsible for maintaining and providing support for all software running at the workstations.

Program Management and Quality Assurance

The Program Management and Quality Assurance Section is responsible for managing IT projects using industry best practices and ensuring that all application changes have been thoroughly tested prior to release to our customers.

The Program Management and Quality Assurance Section provides services in the following areas:

- **Project Management (PMO):** Responsible for delivering IT projects on time, within budget and scope that meet the needs of the court community. This unit is responsible for defining project management methodologies and ensuring compliance among all IT projects. The PMO develops project charters, project plans, schedules, status reports, presentations, and provides oversight on projects. This section also reports on project status to the JISC.

- **Quality Assurance and Testing:** Responsible for defining, implementing quality control standards in the testing of all major information technology functions.

Architecture and Strategy

The Architecture and Strategy Section coordinates the operational and business processes within ISD to ensure continuity, productivity and quality of the work products provided by the JIS system.

This section includes the following units:

- **Enterprise Architecture Unit:** Responsible for the development of standards for the statewide Judicial Information System. The unit works as the "think-tank" for recommending strategic direction in five different technology domains—business, information, applications, infrastructure and security. The group ensures alignment of JIS standards with those from the Washington State Executive Branch as well as with the federal standards for Justice Information Exchange. In addition, enterprise architects are responsible for providing an initial analysis for certain customer requests through the IT governance process.

- **Business Analyst Unit:** Responsible for translating the business needs of the courts into technology solutions that address the business needs. The unit serves as a liaison among court users and other stakeholders to elicit, analyze, communicate, and validate requirements for changes to business processes, policies, and information systems.

- **Solutions Architect Unit:** Responsible for designing and architecting technology solutions that meet the requirements of the customers. Solution architects ensure that the solutions align with the agency's technology standards and strategic direction and act as an interface between enterprise architecture and project teams. The unit is also responsible for providing end-to-end oversight during the development phase of projects. In addition, solution architects are responsible for conducting feasibility studies and researching solutions.

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Data and Development

The Data Management and Development Section consists of three units:

- **Data Warehouse:** Responsible for providing consistent, timely, and accurate responses to requests for data made by the court community, government entities, the media, researchers, and the general public. This is done by providing a robust enterprise data warehouse, public data mart, and an easy-to-use data access and query application. Currently, the data warehouse contains case management information, person and attorney information, e-ticketing, and juvenile risk assessment information. Accounting information is being added to the data warehouse. The first accounting reports became available in the fourth quarter of 2011.

- **Data Management:** Responsible for architecture, design and maintenance of data contained within the Judicial Information System. A data governance program is being implemented to oversee data projects, data quality, and other data management functions.

- **Development:** Responsible for the development and maintenance of data exchanges and other data integration projects within the Judicial Information System including documenting and publishing the data exchange library.

Operations

The Operations Section within the Information Services Division is responsible for the daily maintenance and operations of the applications in the portfolio that support the court system in Washington State.

Some of the more significant applications include:

- Judicial Information System (JIS), including the District and Municipal Court Information System (DISCIS)
- Superior Court Management and Information System (SCOMIS)
- Judicial Receipting System (JRS) for Superior Courts
- Juvenile and Corrections System (JCS)
- Appellate Court Record and Data System (ACORDS)
- Judicial Access Browser System (JABS)
- Court Automated Proceeding System (CAPS)
- Electronic Ticket Process (ETP)
- Public facing and internal web services

For a complete list of applications in the portfolio see the Applications section later in this report.

The Operations Section actively monitors and responds to issues and problems and performs the maintenance required to keep the JIS applications operational. This section also writes all of the programming code for changes to the JIS applications. Programming code changes are made as a result of legislation, user requests or discovery of defects.

Web services developed and maintained by the Operations Section ensure that all stakeholders in the judicial process can access the information they need in a secure and easy manner.

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ISD Budget

	FTE	2011-13 Biennial Budget[1]
ISD Administration	7.60	$1,517,377
Infrastructure	29.90	$14,673,292
Operations	23.10	$4,813,404
Data and Development	16.00	$3,369,436
Program Management & Quality Assurance	14.00	$3,015,283
Architecture & Strategy	15.00	$3,300,890
Policy & Planning	11.00	$2,368,316
JIS Projects	9.50	$10,134,000
ISD TOTAL	**126.10**	**$43,191,998**

[1] Source: Maintaining Justice: *A Profile of the Administrative Office of the Courts*, February 2012

Strategic Plans, Goals, Objectives

The Information Services Division (ISD) currently manages a portfolio of aging applications that are difficult to maintain and enhance. As a result, ISD has not kept pace with user demands for changes and enhancements.

Beginning in 2008, ISD undertook a strategic planning effort with the goal of maturing the IT organization so that it can support the implementation and maintenance of modern systems that are more scalable, easier to integrate, operate and maintain, and better align with customer needs.

The strategic planning effort began with an assessment of ISD's current state. This assessment identified the strength and maturity of ISD's systems and processes, the level of alignment with customer needs and the constraints that should be considered in the definition of a strategy. Following the current state assessment, the future state of ISD systems, processes and governance structures was envisioned, and gaps between the current and future states were identified. The *ISD Business Plan*, *IT Strategy* and *IT Operational Plan* are documents that explain how ISD can achieve the future state.

The Judicial Information System Committee (JISC) and ISD completed the assessment and strategy definition with the support of Ernst & Young and Sierra Systems (collectively, the Vendors). The Vendors conducted interviews, assessed the existing processes and defined strategy through workshops and review sessions with ISD leadership and the JISC.

The implementation of new capabilities began in the 2009-11 biennium and continues through the 2011-13 biennium. They include IT governance, service delivery, business relationship management, resource management, enterprise architecture and strategy, project management, portfolio management, organizational change management and vendor management.

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In August 2010, the JISC approved a future state architecture. The goals of the architecture are to:

Goal 1: Improve Standardization
The first goal is to setup an architecture that can improve standardization of business and technology processes to support federated centralized and local systems. This is an important goal because it brings consistency, improved data quality and data sharing while promoting ease of integration across all jurisdictions and all court levels.

Goal 2: Minimize Change Impact
The second goal is to minimize impact of the new architecture to existing JIS, local and partner applications.

Goal 3: Phased Implementation
The third goal is that the architecture must support a phased modernization plan through re-engineering or replacement of current systems.

Goal 4: Real-time Information
The fourth goal is to provide real-time or near real-time justice information and business intelligence to all JIS users.

In May 2012, AOC presented a high-level strategy to the JISC for modernizing the aging set of applications in the JIS application portfolio.

The objectives of modernizing the application portfolio include:

- Providing sustainable applications that fulfill courts' business requirements
- Alignment with enterprise architecture and standards
- Simplification – reducing the variety of supported programming languages, hardware platforms, tools and software
- Containment of maintenance and operational costs and risks.

The following illustrates ISD's vision of the future state of the portfolio:

- There will be a mixed portfolio based on commercial-off-the shelf and custom-built applications
- The focus will be on integration and interoperability with both central and local applications
- Alignment will be based on JIS baseline services (discussed later in this report)

Investment candidates were identified in terms of replacing applications, retiring applications, enhancing existing and adding new applications to the portfolio.

The following observations and recommendations were made:

- The portfolio will be complex to very complex before becoming simple.
- The longer we need to concurrently maintain existing applications while deploying new applications, the more difficult it will be to manage change.
- Drive standardization for business process and minimize the variations in configurations.

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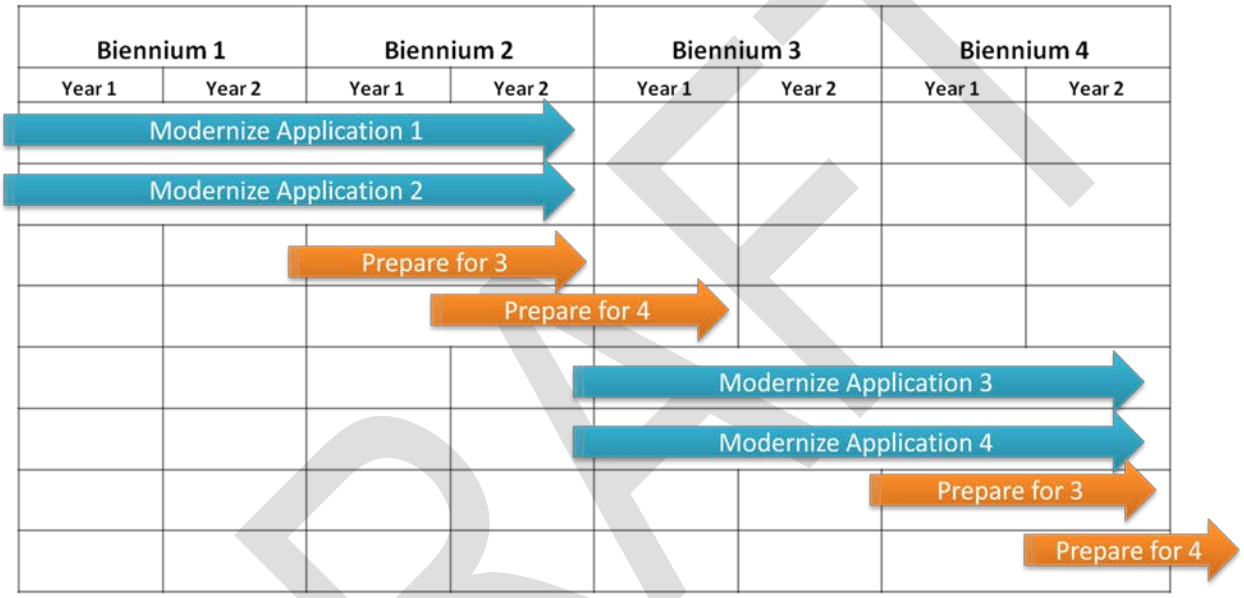
- Choose modernization scope based on holistic view of court level portfolio to minimize disruptions to courts.
- Reduce the technology platforms required to support applications.

A strategy for modernizing the portfolio, known as the 2-2-2 strategy, was presented to the JISC. Implementation of the strategy would involve modernizing 2 applications and preparing 2 more applications for modernization (feasibility studies, etc.) every 2 biennia.

2-2-2 JIS Portfolio Modernization Strategy

Two Applications, Two Preparations every Two biennia



Business Plan

The *ISD Business Plan* describes ISD's desired future state and the funding that will be required to achieve it. It defines ISD's target customers and the products and services that ISD will provide them. The business plan also documents expected benefits and risks.

The scope of this planning effort to achieve ISD's desired future state as documented in the business plan encompasses ISD's activities related to the Judicial Information Systems (JIS) environment.

The primary audience for this business plan is the JISC. The business plan is intentionally non-technical and can be used to communicate objectives to stakeholders, provide clarity and direction around the JIS products and services, guide decision-making and help secure required funding.

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IT Strategy

The *IT Strategy* describes how ISD will implement the future state defined in the business plan. It incorporates an analysis of the current ISD environment, a description of the key initiatives organized into a six year roadmap, benefits of pursuing the strategy and discussion on how ISD will be organized to deliver on the vision defined in the business plan.

The primary audience for this strategy is the ISD Leadership Team and the JISC. The IT strategy can be used to explain the path from the current state to the future state, align resources with key initiatives and track and communicate progress to stakeholders.

IT Operational Plan

The *IT Operational Plan* breaks down each of the initiatives identified in the IT strategy into manageable activities. For each activity, it provides effort estimates for the required roles and cost estimates for hardware, software and consulting. It includes a staffing plan that outlines when ISD needs to staff key roles to support the IT transformation and ongoing ISD operations.

The primary audience for the operational plan is the ISD Leadership Team and ISD staff. The operational plan can be used to plan and manage the projects required to transform ISD and achieve the future state benefits. It can also be used to track and communicate progress to customers and partners.

Challenges and Opportunities

The following strengths, weaknesses, opportunities and threats (SWOT) were identified during the strategic planning effort and are used to guide planning and investments.

Strengths	Opportunities
IT operations management	Availability of skilled resources
Disaster Recovery	Next generation Commercial Off the Shelf (COTS) systems
Application maintenance	
Weaknesses	**Threats**
Complex application and data architecture	Loss of state funding
Lack of customer alignment	Customers using other IT service providers
Missing or ineffective governance bodies	Low credibility with customers
Lack of process definition and standardization	High variability of court processes
Weak security controls	

Other Challenges

Aging Systems

AOC supports over 70 applications, nine of which provide primary services to the courts. The applications range in age from four years old to 35 years old and are built with a variety of programming languages. Primary applications must be systematically refreshed or replaced to

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maintain sustainability over the long term. Budget constraints restrict our ability to refresh our application portfolio.

Staffing
Hiring, training and retaining key IT-related employees are several of the ISD's biggest challenges. The Superior Court Case Management System project will continue to draw on internal staffing which must be back-filled with temporary staffing. Loss of knowledge and experience in the maintenance and operations staff will hamper the ability to provide operational enhancements to applications over the short term.

Demand vs. Supply
There are currently 30 active projects that are in-flight and an additional 20 pending projects that have been authorized for work. The pending projects amount to approximately 20,750 hours of effort, an estimated combined duration of 130 months and $400,000 in cost.

There are another 34 requests in the pipeline awaiting review and potential authorization.

ISD's overall resource capacity has generally been constrained by several roles that are in high demand, such as Project Managers, Legacy Programmers, Business Analysts, Solution Architects and Testers. These constraints have eased somewhat with the hiring of vacant positions but the constraints will continue to restrict the throughput of work and the ability to schedule new work.

Competing Priorities
The IT Governance model defines five court-level user groups (CLUG) for the purpose of vetting, recommending and prioritizing new IT requests. The process works well for prioritizing requests within a court level. The challenge is prioritizing requests across the CLUGs, balancing maintenance activities and strategic growth opportunities, and allocating scarce resources.

Visibility / Transparency
Visibility and transparency of project progress, status of new requests and resource utilization has improved significantly with the implementation of the IT Governance Portal, the project and portfolio management tool, the introduction of Business Liaisons and regular meetings with the JISC.

Credibility
The key to building trust and credibility with customers and stakeholders is in building relationships and consistently delivering expected results. The ISD Leadership Team has made significant progress in building relationships with the JISC, stakeholders and customer groups. The ISD Business Liaisons have been a key to this success by communicating with user groups and bridging the gap between ISD and the court community.

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The table below shows diversity of our stakeholders and the customers we serve.

Primary Stakeholders	Judges, county clerks, court administrators
Judicial Branch	Supreme Court, Court of Appeals, superior courts, juvenile courts, district courts, municipal courts, Administrative Office of the Courts
Government Agencies	Department of Licensing, law enforcement agencies (WSP, Department of Corrections), social services, State Auditor's Office
Commercial Businesses	Legal offices, insurance companies, property management, claims services, bail bonds
General Public	Case search, forms, court opinions

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IT Portfolio

The AOC's IT Portfolio is a collection of assets that are used to deliver IT services in support of court business functions. These IT assets include: applications, data, servers, networks, PCs and devices, tools, staffing, and facilities. These assets are maintained through periodic investments.

IT Portfolio at a Glance As of June 30, 2012	
Projects (includes sub-projects of programs)	30 Active 20 Planned 19 Completed
Users	Over 16,000 defined users
Applications	9 primary applications. Over 70 applications total
Database	96 production databases 4 Terabytes of data Largest database = .6 TB
PCs	1,025 - 5yr refresh cycle
Data Center	3690 sq. ft, raised floor, secured, HVAC, fire suppression, generator, UPS
Virtual Servers	56
Physical Servers	125 - 4yr refresh cycle
Online Storage	Total capacity: 24 Terabytes Used: 17 Terabytes
Network	Intergovernmental Network: 180 courts Virtual Private Network: 73 courts, 200 users Local Area Network: 6 locations Wireless: 6 locations
Disaster Recovery	Local and "hot site" 2 DR exercises conducted per year
Security	Security audit for the courts last conducted: May 2012 JIS security audit last conducted: 2010

In addition, investments are made to deliver new products and services that support new business capabilities or enable business process growth and transformation.

Requests for new investment follow the prescribed IT Governance process presented earlier in this report. Potential investments are selected and prioritized based on criteria such as criticality, value, risk, cost and impact.

Approved investments are funded in the form of projects. Therefore, projects are also a key component of the IT portfolio.

Projects are carefully managed throughout their lifecycle using recognized project management practices. The project lifecycle includes the following processes: Initiation, Planning, Execution, Monitoring and Controlling and Close-out. Larger projects are assigned a Project Manager, well-trained and experienced in managing large, complex IT projects.

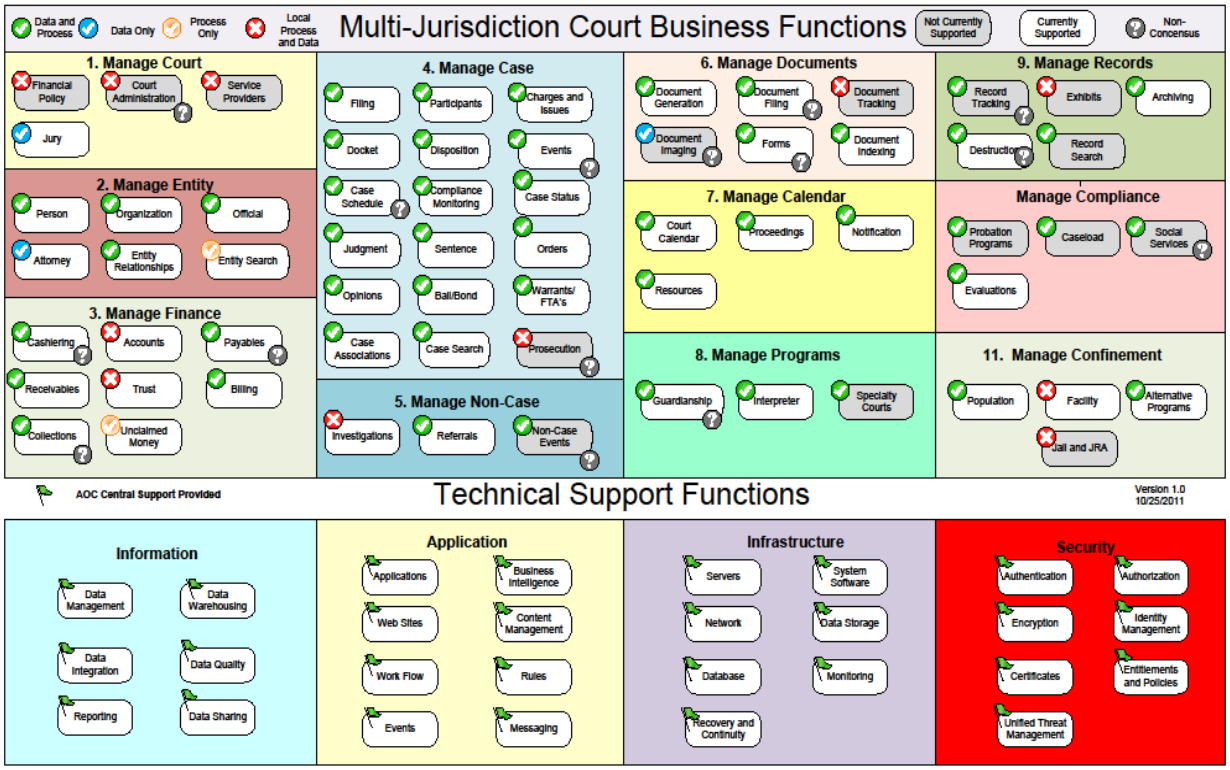
The portfolio is tracked and reported using Clarity, an enterprise project and portfolio management tool. Clarity was first implemented in October 2011. Over time, all investments will be entered into Clarity and will provide AOC management with a continually updated status of the portfolio.

Court Business Functions and IT Services

ISD provides a range of services that enable and support business capabilities in the courts.

The following diagram displays the 11 high-level court business functions and sub-functions. Indicators attached to each sub-function show how supporting services should be distributed (central vs. local).

For example, the **Jury** sub-function listed under **Manage Court** indicates that key **data** used in managing juries would be provided centrally while the **process** for managing juries would be handled locally because of the variation among jurisdictions.



The following Technical Support Functions are provided centrally by the AOC:

Application

- Applications
- Web sites
- Work flow
- Events
- Business intelligence
- Content management
- Rules
- Messaging

Data

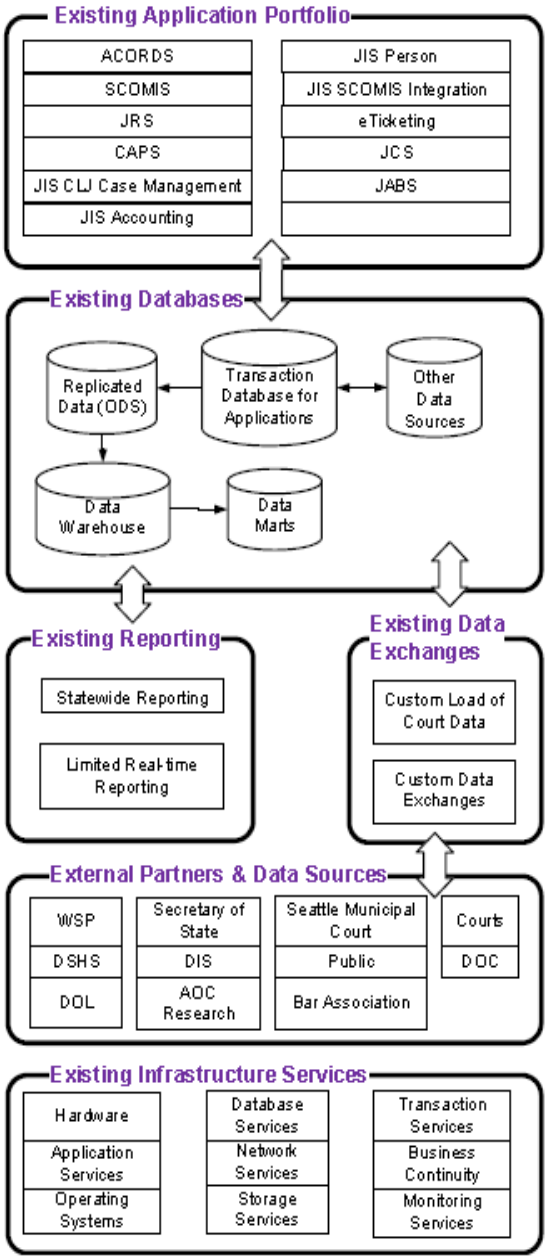
- Data management
- Data integration
- Data warehousing
- Data quality
- Data sharing
- Reporting

Infrastructure

- Servers
- Network
- Database
- Recovery and Continuity
- System software
- Data storage
- Monitoring

Security

- Authentication
- Encryption
- Certificates
- Unified threat management
- Authorization
- Identity management
- Entitlements and policies



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Infrastructure

The AOC provides technology support services to state, county, and city courts throughout the state including the Supreme Court, Court of Appeals, superior courts, and courts of limited jurisdiction – district and municipal courts.

The AOC server environment consists of two platforms:

- IBM System z servers (mainframes)
- Microsoft Windows servers.

Along with the servers there are various network components which support the JIS environment.

The majority of the case management production work accessed by the courts runs on the System z. For a full list of applications and their operating environment see the Applications section later in this report.

Data Center Facilities

The Data Center is a secured facility located in Olympia, Washington. It consists of raised floor, halon fire suppression and internal air conditioners. The facility has an Uninterruptible Power Supply (UPS) and backup generator.

The Data Center is 45' by 82' with two separate offices and secured access points. Building security is monitored 24 x 7.

Servers

System z Server Environment

The System z server environment runs two physical mainframe servers to support the JIS production workload. One server runs the production JIS applications and the other runs the DB2 subsystem and WebSphere Application Server.

Both servers fully support the Service Oriented Architectures (SOA), J2EE and Web Services.

Distributed/Virtual Server Environment

The distributed server environment runs 125 Intel based servers. 51 servers run the Windows 2008 operating system and 74 run the Windows 2003 operating system.

The distributed servers provide

- E-mail services to AOC staff
- Virus scanning and spam filtering
- File storage and print services for AOC staff
- Web services for internal users, court users and the public
- Data warehouse services
- JIS Juvenile and Correction System application
- SQL Server database management system
- Development and test environments for AOC staff

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Databases

Data Warehouse

The electronic data warehouse contains seven databases. The data is updated nightly via Informatica from the Operational Data Store (ODS) database. The ODS is updated in near real-time from live DB2 database transactions.

Database Servers

Nine production instances of SQLServer support 96 application databases for Internet/extranet, Clarity PPM, Sharepoint, Biztalk and other applications.

Networks

The AOC network primarily connects court workstations and printers across the state to servers in Olympia. The AOC network is segmented into several pieces known as the local Olympia network, Consolidated Technology Services (CTS) network, Temple of Justice, Court of Appeals (COA), Intergovernmental (IGN) courts, JIS courts, and the Internet.

Local Olympia Network

AOC owns and operates the network in Olympia that houses the various servers. AOC is connected to CTS by two 100 megabit Ethernet fibers. One connection is direct to CTS; the other connects to the Internet. Network monitoring of the local Olympia network, Temple of Justice, Courts of Appeal, and JIS courts is performed by a product called OpManager. Network sessions outside the local Olympia network and COA segments must go through the AOC firewall before establishing connections to AOC servers. Access to AOC is offered through VPN.

Consolidated Technology Services Network

CTS is used as a network transport. CTS connects the local AOC network to the Temple of Justice, Inter-governmental courts, and JIS courts. AOC does not monitor the network devices at CTS.

Temple of Justice

The Temple of Justice network is connected to CTS by a 100 megabit Ethernet fiber. The Temple of Justice Building houses the Supreme Court. The network devices that support the Supreme Court consist of a router, a firewall, and several switches located in six wiring closets.

Court of Appeals

There are three divisions of the Court of Appeals located in Seattle (COA1), Tacoma (COA2), and Spokane (COA3). All three locations are connected by T1 service to a frame-relay cloud which is connected to the local Olympia network. Each COA has a router and several switches.

Inter-Governmental Network Courts

Those courts that are located in or near their respective county seat in every county (except Wahkiakum) are connected either by T1 circuitry or Ethernet services to CTS. Counties running Ethernet are Yakima (100 megabit); King (4 megabit); and Thurston (10 megabit). CTS staff own and operate their network equipment including the routers that terminate in the county seats. County network staff or third party vendors maintain the county networks.

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JIS Courts
Courts not connected through their respective counties connect directly to CTS using T1, fractional T1, or 56 kilobit frame relay circuits. AOC provides these courts with network equipment.

Internet
Access to some of AOC's applications and the use of VPN for access is provided through the Internet.

Desktop Computing

ISD provides PC technical support services to the Washington State Supreme Court, the Court of Appeals and the Administrative Office of the Courts. Services include: ordering equipment, configuration and installation, desktop support, and surplus.

There are 1,025 desktop PCs and laptops in inventory. They are refreshed every five years. All devices are purchased, not leased. Old equipment is sent to state surplus after data has been completely erased.

Security

Security policies and procedures are maintained by the Infrastructure Manager. Policies address such topics as password security, network access, secure remote network access, user account creation/deletion, firewall access, server security, desktop security, change management, incident response, intrusion detection, wireless access, physical access, media storage, destruction and disposal, etc.

The last security audit for the courts was conducted in May 2012. The last JIS security audit was conducted in 2010. The audit reports are filed with the Infrastructure Manager.

Disaster Recovery / Business Resumption

The JIS Information Technology Disaster Recovery / Business Resumption Planning Policy requires the AOC to develop, maintain, and test a Disaster Recovery Plan. The plan addresses two categories of disasters:

- Localized event which could have impact on daily activities.
- Catastrophic situation disabling the data center.

To help offset the impact of a localized event bringing down the datacenter, we have made these recent improvements:

- Implemented failover servers running in a cluster mode. If one server fails, the others take over.
- Upgraded our Uninterruptible Power Supply (UPS). We now run with two UPS which are capable of providing 45 minutes of backup power.
- Installed a diesel generator which provides unlimited power to the AOC Datacenter building.

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For catastrophic events, we have obtained a “Hot Site”. A “Hot Site” is a facility that has the necessary computing equipment and resources to recover the business functions affected by the occurrence of a disaster which has rendered the data center unavailable.

In compliance with JIS Policy, JIS systems will be available within 48 hours of declared disaster and data is no more than 24 hours old.

The following table illustrates our Recovery Time Objectives for the various documented business functions:

Business Function	Impact of Loss of Service	Recovery Time Objective
JIS case management and accounting services for courts; includes production database, applications & essential systems software, and future operational data store.	Courts operate in extremely degraded mode. They have no access to up-to-date calendars to run courtrooms; cannot update accounting records and must issue manual receipts; cannot transmit funds to state and local treasurers. A data entry backlog of documents, receipts, and other entries is created and must be managed. Judges do not have criminal histories.	48 hours
JIS services for juvenile detention agencies.	Users do not have information needed to make referral decisions and cannot track juveniles’ status within detention facilities.	48 hours
Operational data store (ODS) and data warehouses.	The ODS and data warehouses are critical sources of information for the courts and the public. Loss of the ODS or a warehouse will impact users’ ability to operate.	48 hours
Information and services on extranet website.	The extranet is the access point for the JIS services. Courts lose access to a variety of useful information and some services – most importantly bench books and other manuals they rely on to do their jobs. As the extranet becomes the access point for the JIS, they also lose access to the JIS. In the future, they will lose the ability to file problem reports.	48 hours
Help desk services.	Trial court, appellate court and AOC staff cannot get problems resolved.	48 hours
Archived production data.	Users cannot get detailed information on old cases.	5 days
Access to JIS for criminal justice agencies.	Prosecutors and law enforcement agencies lose access and must rely on their own databases. Possible impact on public safety.	5 days

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Business Function	Impact of Loss of Service	Recovery Time Objective
Access to JIS for other governmental units.	Governmental subscribers lose access information they need for their businesses. JIS loses revenue.	5 days
Access to JIS for the public (JIS-Link).	Public access subscribers lose access information they need for their businesses. JIS loses revenue.	5 days
File servers for AOC and appellate courts. (H & N drives plus, JCS and Research Data) Office software)	AOC and appellate court staff cannot perform their jobs; projects lag. JCS Reports and stored images are unavailable.	5 days
Email and other group services for AOC and appellate courts.	AOC and appellate court staff must rely on other avenues of communication.	5 days
Internet access for AOC and appellate courts.	AOC and appellate court staff must rely on other avenues of communication and information.	5 days
Public indexes and agency data dumps.	JIS information provided in bulk is uses for analytical purposes and by data resellers. Given the quarterly cycle for these products, the effects of an outage are mitigated.	2 weeks
Information and services on public website.	Public loses access to a variety of information and services, but can access key services – e.g., forms and opinions – elsewhere on-line.	2 weeks
Information and services on intranet website.	AOC staff that depend on intranet resources (e.g., developers who need JIS documentation and other materials) cannot do their jobs. Projects are delayed.	2 weeks

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Applications

The AOC maintains a set of nine primary Judicial Information System applications that are critical to the courts for the purposes of case management, court administration and reporting. These applications range in age from 4 years to 35 years old. The applications are primarily custom-built in a variety of programming languages, including COBOL, Natural, and JAVA.

Long term sustainability refers to the ability of an application to provide current service levels over the next five years. The table below shows the long-term sustainability risk using the following indicators:

- Able to avoid negative impact on application and users
- Challenging to sustain at current levels
- Difficult to sustain at current levels without negative impact

Primary Applications

Application	Description	Years in Service	Long-term Sustainability
Superior Court Management Information System **SCOMIS**	This application is the primary docketing system used by the county clerks in support of the superior courts. This application also provides minimal case calendaring and management functionality to the clerks and superior courts. This application is accessed by the other court levels in view-only mode.	35	
Judicial Information System **JIS** (also known as District and Municipal Court Information System **DISCIS)**	This application is the primary accounting and case management system used by the district and municipal courts. This application also serves as the repository of person records and domestic violence protection order tracking, supporting both the courts of limited jurisdiction and the superior courts including juvenile departments. A version of its accounting module supports the superior courts.	24	
Appellate Court Records and Data System **ACORDS**	This application is the primary case management system used by the Supreme Court and Court of Appeals. It supports case filing, event management, calendaring and management of opinions.	9	
Juvenile and Corrections System **JCS**	This application is the juvenile referral and juvenile detention management system sued by the juvenile courts. It provides for pre-case filing, juvenile sentencing, diversion and post adjudication probation support.	7	
Judicial Receipting System **JRS**	This application is the receipting system used by the county clerks' offices in support of the superior courts. The system processes receipts, balances the cash drawers and forwards the transaction for posting against case balances maintained in JIS.	19	

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Application	Description	Years in Service	Long-term Sustainability
Court Automated Proceedings System **CAPS**	This application provides resource management and case event scheduling for the superior courts. It is currently in production and in use at one county.	9	
Judicial Access Browser System **JABS**	This application provides a view of criminal history, active warrants, domestic violence protective order, and child custody order information. It is available to all court levels and used typically by judicial officers and clerical staff.	11	
Data Warehouse Business Objects XI **BOXI**	Reporting Tool for Data Warehouse data. Users can create custom reports, save and send reports.	4	
Electronic Ticket Processing **ETP**	Application used by the courts to process tickets filed electronically. Reporting function is covered through web applications.	5	

There are over 60 secondary applications and data exchanges that support important business functions of the courts, criminal justice and the AOC.

Secondary Applications

Application / Product	Description
Adult Static Risk Assessment	A STRONG-based static adult risk assessment application system to be used by Washington trial courts to provide them with risk of recidivism information to aid in judicial officer pre-trial decisions.
AFRS Data Distribution System	ADDS provides financial information from AFRS in a relational database for downloading to agency internal applications. Used to query financial data and data collection by JCTS. Used by MSD.
Agency Financial Reporting System	Washington state accounting system used by all state agencies and higher education institutions.
AOC Mailing Label	Client-based application used for storing AOC and court employee contact information. Primarily used for printing large groups of mailing labels.
Attorney Notifications	A task that runs nightly and uses JIS data to create a list of calendared cases for interested attorneys.
Bill Tracker	An application that allows AOC staff to manage / track bills for each legislative session.
Black's Law Dictionary	Legal reference book/dictionary used by Court Education Services.
Budget Development System	BDS allows development of the agency's operating budget. Provides AOC budget office with a tool for developing budget requests.
Capital Asset Management System	CAMS provides for the control, accounting, and reporting of agency fixed assets and capital leases. Provides Financial Services with an automated depreciation module for capital assets.
Caseload Reports	Statewide caseload, time standards, and pending-caseload reports generated monthly. Crucial information used by courts in policy discussions, legislative and other analysis.

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Application / Product	Description
Clarity PPM	Clarity is a project and portfolio management tool that allows AOC ISD to plan and manage investments in projects, applications, resources and other assets.
Convicted Felon Reporting	This application extracts JIS data for convicted felons, and reports the info to the Department of Licensing (DOL) Firearms section via their web service. The courts are also provided with a reporting tool which allows them to request a list of cases that were sent to the DOL-Firearms.
Court Directory	An application that allows management of the Court Directory. Information is displayed on the public web site and extranet.
Court Interpreter Database	An application that enables the AOC to administer a court interpreter testing and training program and to maintain a list of certified interpreters. Mandated by RCW 2.43.070.
Court of Appeals e-Filing	Application that provides trial courts the ability to upload documents needed to file a case with the Court of Appeals.
Court of Appeals Transfer	Transfers changed data within a given timeframe from ACORDS to appellate court systems.
Court Supplies	An application that provides a means for courts to order supplies provided by AOC.
Cybersource	Cybersource provides fast, reliable, and secure electronic credit card processing for online or over the phone credit card payment options. Used by MSD.
DataWarehouse Business Objects	Case information for querying and reporting.
Decision Process Framework	A SharePoint application used to submit, track and communicate ISD Leadership decisions.
Disbursement Reporting System	DRS, a sub-system of AFRS, is a payment history system that provides agencies access to AFRS payment data. Used to process 1099-MISC forms and OMWBE reporting.
Disclosure Forms	An electronic way of capturing the detail data for various aspects of an agency's activities. Facilitates the preparation of the comprehensive Annual Financial Report (CAFR). Used by fiscal to input annual financial data to OFM.
eClips	This service compiles links to news articles of interest to the courts. Articles are posted each day and are organized by topic. Users can subscribe to receive eClips by email. There is also a web-based version.
Electronic Leave Slips	Manage leave slips electronically. Allows employees to create, managers to approve and payroll to print leave slips. Used by AOC, COA.
Electronic Ticket Process	This application is a web application that integrates the Statewide Electronic Collision & Ticket Online Records (SECTOR) system with DISCIS. Electronic tickets are routed to the AOC via the Justice Information Data Exchange (JINDEX) applications. The electronic tickets are processed and stored using the DISCIS system using a Web page overlay.
Enterprise Budget Reports	EBR delivers reporting information from the different budget systems (BDS, CBS, FNS, RPM, SPS & TALS) via Enterprise Reporting. Provides MSD Budget Services timely reports for budget forecasting to management.
Enterprise Financial Reports	Enterprise Financial Reports delivers AFRS, CAFR, Disclosure Forms, Financial Statements, TEMS and other financial information via Enterprise Reporting. Provides fiscal and program staff with timely financial reports and statements.
Event Manager	An application used by AOC staff to manage events such as judicial conferences and to manage the continuing education credits earned by judges.

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Application / Product	Description
Financial Toolbox	the Financial Toolbox is a web-based application enabling users to prepare transactions in an Excel spreadsheet and transmit to AFRS. Used by MSD to upload large amounts of data to AFRS.
Firearms Reporting	An application that provides trial courts the ability to identify mental health cases that need to be reported to NICS and DOL.
FormSite	Used by ISD to create online surveys.
Gregg Reference Manual	Used by Court Education Services as authority on grammar, style, usage and formatting.
Guardianship	Allows a person to apply on-line to become a guardian and maintain their own account information (contact info, continuing education, etc) Allows AOC staff to track status of Certified Guardian and ongoing certification requirements. Generates reports and mailing labels.
Human Resources Management System	HRMS is the enterprise HR and payroll system for WA State government. HRMS captures and distributes statewide personnel, payroll and financial data and produces paychecks for approx. 70,000 employees in more than 100 agencies.
Inside Courts (Extranet)	Enables the AOC to provide online services to its court customers. Provides AOC and court-related information.
Interpreter Reimbursement	A web-based application that allows courts to record daily court interpreter services for reimbursement. Allows AOC staff to review, edit and approve/deny these services for reimbursement.
ISYS	Program that enables fast, easy searches of multiple file types. Indexes works in all documents and searches indexes to produce quick results. Used by Legal Services.
ITG Portal	The IT Governance Portal is a web-based application that allows the court community to initiate requests to enhance court applications and provides workflow and reporting as the request flows through the governance process.
JIS-Link	The Administrative Office of the Courts (AOC) provides a facility that allows the public to access display-only Judicial Information System (JIS) court information through a web-based service called JIS-Link. JIS -Link is offered pursuant to RCW chapter 2.68 and applicable Judicial Information System Committee Rules (JISCR) of the Washington Rules of Court. JIS-Link is a fee-based subscription service.
Judicial Contract Tracking System	JCTS is a web-based application that provides a contracts tracking, processing and performance of agreements with AOC. Used by MSD, Program Mgrs, Office of Public Defense, Office of Civil Legal Aid, AOC on behalf of the Supreme Court.
Juvenile Offender Reporting	This application extracts JIS data for juvenile cases (type 8), when a NTIPF (Notice of Ineligibility to Possess Firearm) docket entry is found. Person information is forwarded to the Department of Licensing (DOL) Firearms section via their web service. The courts are provide with an application that allows them to review a list of cases forwarded to DOL-Firearms.
Juvenile Risk Assessment Tools	This application provides Juvenile and CLJ Assessment tools for pre- and post-case adjudication decision making. It is a purchased application hosted at AOC.
OFM Fiscal Note System	Provides a means to track and submit fiscal impacts of legislative bills. Also used by agencies to communicate fiscal impact for agency request legislation.
Opinion Upload	An application that allows courts to upload and distribute opinions.

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Application / Product	Description
Positive Achievement Change Tool	This tool is used to determine how to effect a youth's behavior by changing conditions in his or her environment. This is done by using statistical measures (i.e., a series of questions and answers in several defined categories as past criminal history, social support, family, etc) which has been proven to target key behaviors for positive change.
Property Disposal Request System	Web-based application provides the ability to create and submit property disposal requests to GA Surplus Programs and check status of requests. Used by MSD.
Public Case Search	This application provides public access displaying case information. It provides access to find cases for a person, court date for a person or cases assigned to an attorney.
Quickbooks	Business accounting software. Used by MSD Financial Services.
RightNow!	A Customer Relationship Management that facilitates incident tracking and management and provides knowledgebase.
Salary Projection System	SPS provides estimates for salary and benefit needs pertaining to the preparation of allotments, biennial and annual budgets, fiscal note estimates and labor negotiations. Provides MSD budget with a tool for projecting current and future salaries for budgeting purposes.
SAS	Data analysis tool used by Court Research.
Secure Access Washington	SAW is a web-based application that allows users to report L&I premiums incurred during a specific period.
SharePoint	Agency collaboration and communication tool. Used by JSD and ISD. Includes applications, workflow and document management capabilities.
SPSS	Statistical Package for the Social Sciences. Used by Court Research.
STAT Transfer	Stat/Transfer moves data among different spreadsheet and statistical programs by converting files from one format to another.
STATA	Complete, integrated statistical package that provides data analysis, data management and graphical results.
Survey Monkey	Used by Court Research to create and publish online surveys and review results graphically in real time.
The Allotment System	TALS allows development of the AOC's capital and operating allotment packages on-line. Supports the allotment development, management, review, reporting, and monitoring needs. Provides MSD Budget Office with a tool for establishing and maintaining biennial budget allotments.
Time for Trial Reporting	An application that manages the display of time for trial information reported to the AOC.
Treasury Management System	TM$ is a web-based application that enables users to research cash transactions, warrant inquiry, cash receipt journal summary entry, view journal vouchers processed through OST and run reports.
Unclaimed Property Application	The Unclaimed Property application is a web-based application that allows users to report unclaimed property held by organizations. Used by MSD to report unclaimed property.
Use Tax Filing	The Use Tax Filing Application is a web-based application that allows users to report use tax incurred during a specific period. Used by MSD.
Vehicle Related Violations Data Exchange	VRV is a standards-based data service (data exchange/web service) that enables real-time electronic submittal of vehicle related violations from LEA's to JIS.

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Application / Product	Description
Version Reporting System	VRS provides AOC with electronic access to budget versions that are proposed during the budget process. Multiple reports are available from detail to summary and 2 and 3 way version comparisons. Allows management to plan and prepare for finalized budget.
Washington Courts (public web site)	Public web site providing the public with information about the Washington state judicial system.
WSP Dispositions	Disposition data transfer to the Washington State Patrol.
West Check	Provides fast online citation checking and up to the minute publication lists. Used by Legal Services.
Westbrief Tools	Westbrief Tools is a citation-checking and file retrieving software application used with Microsoft Word.
Westlaw	Online legal research service for legal and law related materials and services. Used by Legal Services.

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Current Investments

Current technology investments during the 2011-13 biennium will implement the strategies of addressing the need to refresh legacy applications, moving towards commercial-off-the-shelf applications, enabling data exchanges among local and central systems and improving ISD service delivery capabilities.

The following is a list of the more significant investments. Three of these investments are managed as programs – with a number of sub-projects included in each program as noted below. In addition, there are 47 other projects that are in-progress, planned or have been completed during the biennium.

- Superior Court Data Exchange (SCDX)
- Superior Court Case Management System (SC-CMS)
- Appellate Court Electronic Content Management System (AC-ECMS)
- Information Networking Hub (INH) Program– 2 sub-projects
- Commercial Off-the-shelf (COTS) Preparation Program– 10 sub-projects
- ISD Transformation Program– (9 sub-projects)

Each of these investments is described in more detail in the following pages.

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Superior Court Data Exchange (SCDX)

Project Overview

Justice information is currently shared among the courts and justice partners using a variety of different methods. The various methods require manual processes and/or customized, automated approaches. There is no single common approach for the large amount of data that is shared among the AOC and its customers.

A consistent, defined set of standards and a standard technology solution for sharing information is required to:

- Eliminate redundant data entry
- Improve data accuracy
- Provide real-time information for decision making
- Reduce support costs through a common technical solution for sharing data

The Superior Court Data Exchange project will deploy a data exchange that will enable local court information systems to access the Superior Court Management Information (SCOMIS) data using a standard messaging format.

Objectives

This project will meet the following objectives:

- Set and define a strong technical foundation through implementing leading practice standards for sharing data between third party systems.
- Build capability by defining and enabling reuse of existing AOC infrastructure investments following a Service Oriented Architecture approach (SOA).
- Develop and deploy targeted data services (data exchange / web services)
    - Retiring and replacement of current data sharing approaches
    - Enable query and update access to SCOMIS for sharing data and eliminate the need for duplicate data entry by superior courts.

Approach

66 web services will be developed and deployed incrementally in the following 4 increments:

- Increment 1: 10 web services
- Increment 2: 19 web services
- Increment 3: 12 web services
- Increment 4: 25 web services

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Superior Court Case Management System (SC-CMS)

Project Overview

The Superior Court Case Management System (SC-CMS) Project is intended to procure and implement centrally hosted commercial off-the-shelf case management software. Once acquired, the software will be made available to superior courts statewide. The SC-CMS will specifically support calendaring and case flow management functions, along with participant/party information tracking, case records and relevant disposition services functions in support of judicial decision-making, scheduling, and case management.

Objectives

In September 2011, the Superior Court Judges' Association, Washington Association of County Clerks, and the Association of Washington Superior Court Administrators recommended that the Judicial Information System Committee (JISC) approve the acquisition and deployment of an SC-CMS. The objectives of this system are to:

- Enable judicial officers to:
  - Direct and monitor court case progress.
  - Schedule case events.
  - Enforce court business rules.
  - View case plans/schedules, status, progress, and case party information.
  - Quickly and efficiently communicate court schedules and orders.
- Enable county clerks to:
  - Quickly and efficiently maintain court records.
  - Report and view case docket, schedule, status, progress, and case party information.
  - Enforce court business rules and address statutory requirements.
  - Effectively manage clerk resources.
  - Streamline business processes.
  - Enable public access per statute and court rule.
  - Migrate away from SCOMIS without losing functionality.
- Enable court administrators to:
  - Report and view case plans/schedule, status, progress and case party information.
  - Quickly and efficiently schedule case events.
  - Enforce court business rules.
  - Quickly and efficiently communicate court schedules and orders.

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Approach

The high-level SC-CMS Project timeline is outlined below. This timeline will be adjusted when contract negotiations with the Apparent Successful Vendor are complete.

- Feasibility Study: November 2010 – September 2011
- Phase 1: RFP Development and System Acquisition – September 2011 – May 2013
- Phase 2: Configuration and Validation – May 2013 – June 2015
- Phase 3: Local Implementation Preparation – May 2013 – February 2018
- Phase 4: Pilot Implementation – January 2015 – July 2015
- Phase 5: Statewide Implementation – July 2015 – July 2018

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Appellate Court Enterprise Content Management System (AC-ECMS)

Project Overview

The appellate courts in Washington State consist of the Supreme Court and the Court of Appeals. The Court of Appeals consists of three divisions located in Seattle, Tacoma and Spokane. The appellate courts use the Appellate Courts Record and Data System (ACORDS) to support case filing, event management, calendaring and management of opinions. Additionally, each division of the Court of Appeals maintains their own electronic document management system for management of court documents.

The purpose of this project is to acquire a common commercial off-the-shelf application that will provide the functionality and workflow processes required by the appellate courts.

Objectives

The project will acquire, configure and implement a common application for the appellate courts that will:

- support the business requirements of the appellate courts
- provide a web interface for external court users and the public
- support electronic filing of documents
- implement an automated workflow for processing court documents
- combine the functionality of the current ACORDS and document management into one system

Approach

The project will be accomplished in these phases:

- Requirements analysis
- Procurement
- Analysis and design
- Incremental configuration and deployment
- Testing
- Training and knowledge transfer
- Operations transition
- Project close out

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Information Networking Hub (INH)

Project Overview

The Information Networking Hub (INH) Program is a multi-year effort to provide a set of core business services and a central data repository of statewide shared information and provide the architecture by which centralized and local court systems can access the information. The services delivered by the Superior Court Data Exchange project will be highly leveraged by the INH project in the development of data exchange services.

The initial effort of the INH program (Release 1) is to develop a core technology foundation and develop an essential set of data exchange services needed to ensure that the new Superior Court Case Management System, when implemented, can exchange data with existing legacy systems and local court systems.

Foundation – Establish a core technology foundation by which other aspects of the INH can be developed and deployed and begin defining the required data models, data quality and business rules of the central data repository anticipated to be established by the INH project.

Pilot Services - The pilot services will implement the INH technology as a production ready prototype. The initial pilot services will be designed, developed and used to prototype and refine future INH business services design and development.

Objectives

Pilot Service Deployment

- Develop and deploy pilot data exchanges to serve as operational prototypes.

Develop Business Service Processes and Templates

- Develop business service model templates and standards
- Develop common solution patterns for the development of new services

Design and Develop Middleware Architecture and Infrastructure –

- Design and Develop Middleware Data Exchange Services

Design an Enterprise Data Repository (EDR)

- Develop the conceptual, business and logical data models
- Develop the physical data design framework
- Implement data quality automation

Legacy System Migration

- Migrate legacy systems to EDR
- Develop reference data framework
- Develop information registry framework

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Approach

The sequencing of the INH project work is being driven by the need to support the new Superior Court Case Management System. An emphasis will also be placed on ensuring that existing JIS applications can interoperate with INH and the new SC-CMS. Although the SC-CMS is the immediate business driver, the INH is planned to be a standalone capability that is integral to the AOC's overall data integration strategy.

INH components and services will be delivered in the following releases:

- **Release 1** prepares for Superior Court Case Management System and consists of:
  - Middleware services and templates
- **Release 2**
  - Enterprise Data Repository (EDR)
  - Data Quality Automation
- **Release 3**
  - Legacy system migration to EDR
  - EDR updated using business services
- **Release 4**
  Courts of limited jurisdiction and appellate court systems

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Commercial Off-the-Shelf (COTS) Preparation

Project Overview

As a result of the 2008 IT strategic planning effort, the JISC and AOC adopted a strategy to modernize the portfolio of JIS applications by acquiring and configuring commercial off-the-shelf applications, where appropriate. The Superior Court Case Management System is expected to be the first COTS-based application to be implemented.

To prepare for the implementation of the new SCCMS, AOC initiated the COTS Preparation program to identify impacts and mitigate risks associated with the implementation. Specifically, the program will identify impacts and risks related to existing applications and infrastructure components in the JIS portfolio. To accomplish this, the program is comprised of 10 sub-projects divided into two tracks – Infrastructure and Applications.

Objectives

Infrastructure

The infrastructure track consists of five projects intended to address the following areas of the infrastructure:

- Network capacity and performance
- Service Level Agreements
- Disaster Recovery
- Network future state
- Computer/storage future state

Applications

The applications track consists of five projects intended to address the following areas:

- JIS-Link impacts
- Data warehouse impacts
- Existing system impacts
- Existing external data exchange impacts
- Statewide reporting impacts

Approach

COTS Preparation is structured as a program with two related tracks – infrastructure and applications. Each track is managed by a project manager. This project is closely tied to the Superior Court Case Management System project and must meet deadlines imposed by the SCCMS project to ensure the readiness of infrastructure and existing applications.

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Information Services Division Transformation

Project Overview

In 2008, the AOC's Information Services Division undertook a strategic planning effort with the goal of maturing the IT organization so that it could better support the implementation and maintenance of modern computer systems.

The current capabilities of the ISD organization were assessed at that time and compared to the desired future state. A roadmap was developed to achieve the desired future state and became known as the ISD Transformation Roadmap. Beginning in 2009, and continuing through the 2011-13 biennium, a series of projects have been completed to establish or improve service capabilities of ISD.

This project is intended to establish the remaining capabilities identified in the roadmap.

The roadmap projects that have been completed to date are:

- IT Governance
- IT Portfolio Management
- Enterprise Architecture Management
- Data Governance
- Establishing Enterprise Security Requirements
- Establishing Governance Bodies (decision making framework)
- Performance Reporting
- Project Management Office
- Organizational Change Management
- Relationship Management
- Service Catalog
- Resource Management
- Vendor Management

Objectives

The objectives of this project are to establish capabilities in the following areas:

- Managing enterprise requirements
- Managing software product releases
- Managing application development

Approach

The ISD Transformation is structured and managed as a program. There are three projects yet to be completed. They are:

- Enterprise Requirements Management
- Release Management
- Application Development Management

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All positions with the Transformation have been identified and the majority of those have been filled. Work continues to implement the remaining projects within the program. This work is being achieved through a combination of dedicated staff and contractor efforts to develop, document, and implement the associated policies, standards and processes.

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Other Investments

Active Projects

ITG #	Investment	Description / Business Value	Est. Finish Date	Status
130	Mandate – Add JIS case condition codes	Add case condition code MDP for tracking defendant's compliance with Methadone Program as ordered by a judge as a condition of sentence. Add case condition code IOP for tracking defendant's compliance with Intensive outpatient treatment as ordered by a judge as a condition of sentence.	Jun 2012	In-progress
125	Mandate – Changes to Court Rule CrRLJ 3.2 that impacts JIS for CLJs	This mandate is to implement changes to Court Rule Criminal Rule of Limited Jurisdiction (CrRLJ) 3.2, which was adopted by the Washington Supreme Court on June 3, 2010. This change must be in place by July 1, 2012. According to the proposed change the courts will no longer be able to enter a Finding/Judgment (F/J) Code of BF - Bail Forfeiture as a final disposition of a charge in the Judicial Information System (JIS). The existing BF F/J Code will need to be made no longer effective as of July 1, 2012.	Jul 2012	In-progress
165	Codes Request – Dependency Cases	This request, as approved by the Codes Committee, is to create 11 new Dependency Exit Order Codes for the Superior Court Management Information System (SCOMIS).	Oct 2012	In-progress
137	Upgrade CA Clarity to v. 13	The Administrative Office of the Courts' (AOC) Information Services Division (ISD) has implemented Computer Associates (CA) Clarity version 12 as its project and portfolio management tool. Version 13 of Clarity has been released and CA has announced that support version 12 will be discontinued on December 31, 2012. This request seeks to upgrade ISD's current implementation from version 12 to version 13.	Dec 2012	In-progress
94	Guardian Application	This request seeks to implement changes to the Guardian application to accommodate changes to the Certified Professional Guardian Board's Continuing Education Regulations.	Apr 2013	In-progress
9	Add accounting data to the data warehouse	This enhancement would mirror accounting data into the Data Warehouse and make specific canned reports available.	Aug 2013	In-progress

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ITG #	Investment	Description / Business Value	Est. Finish Date	Status
41	Remove CLJ archiving and purge certain records	JISC directs that AOC remove the archiving requirement for certain courts of limited jurisdiction records and, by extension, remove archiving of these records from the JIS applications. This request would see the records in the JIS applications "destroyed" at the same time the records are listed for destruction by the courts.	Aug 2013	In-progress
58	Enhance JIS to allow bench warrants to print on plain paper **(combined with ITG 37 & 79)**	This request is for an enhancement to JIS to allow Courts of Limited Jurisdiction (CLJ) to print warrants on plain paper rather than a printed form.	May 2013	In-progress
37	Comments line on bench warrants **(combined with ITG 58 & 79)**	This request is for an enhancement to JIS to provide an area on the Warrant Order (WRO) screen to include comments that would be printed on a warrant of arrest. The comment would print once on the warrant issued and would not be added to subsequent warrants for the same case.	---	---
79	WRO screen change under BAIL options **(combined with ITG 58 & 37)**	This request seeks to change the Warrant Order (WRO) screen in the Judicial Information System (JIS). On the WRO screen, the current options for the Bail field are: 1. Cash Bail or Bond/No PR and 2. No Bail. This request seeks to change the options to: 1. Cash Bail Only/No PR, 2. Bondable, and 3. No Bail. The docket entries should also be changed to reflect the new options. In addition, the endorsing group asks that the screen be enhanced to allow bench warrants to be issued for $100,000.00 and above.	---	---
126	Update SharePoint to v. 2010	The goals of this project are to: • Procure and configure virtual servers for the three environments needed to deploy SharePoint 2010 • Design, configure, and implement SharePoint 2010 in the virtual environment • This includes the purchase of server and client access licenses • Develop guidelines to govern the use of SharePoint • Migrate the existing SharePoint 2007 content to the new environment • Develop new content to enhance and expand AOC's use of SharePoint, including extranet access for our court customers and the public	Jul 2014	In-progress

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Planned Projects

ITG #	Investment	Description / Business Value	Start Date	Status
27	Expanded Seattle Municipal Court case data transfer	The Court desires to work with the AOC to develop a two-way data exchange, which would expand the current SMC/AOC data exchange to include infractions and develop a new data exchange with the AOC that would allow for the retrieval of SMC defendent criminal history into the SMC case management system.	TBD	Planned
3	Imaging and viewing of court documents	Superior Court judges have a need to see images of certain documents from other courts to verify information or to find details not recorded in SCOMIS or JIS. Currently, court staff must call the clerks of other courts and have specifics of the documents read to them. Court personnel need to view documents from all trial courts and not just their own court.	TBD	Planned
7	SCOMIS field for CPG number	The Administrative Office of the Courts (AOC) proposes to create a new person type for Certified Professional Guardians (CPG). A CPG would be added as a case participant by entering the CPG number into the system in the same way that attorneys are added by Bar number. A BOXI report would also be created to simplify gathering the data requested.	TBD	Planned
26	Prioritize restitution recipients	The Administrative Office of the Courts (AOC) proposes to create a new person type for Certified Professional Guardians (CPG). A CPG would be added as a case participant by entering the CPG number into the system in the same way that attorneys are added by Bar number. A BOXI report would also be created to simplify gathering the data requested.	TBD	Planned
31	Combine true name and aliases for time pay	This change will allow court personnel to see all accounts receivable for a person and set up a single Time Pay for the individual no matter which name the case was filed under. Currently the courts have to set up a Time Pay agreement for each name which can result in an individual having to make two payments in a month rather than a single, combined payment	TBD	Planned
32	Batch enter attorneys to multiple cases	This request is for an enhancement to enable courts to attach an attorney to multiple cases more easily. The courts wish to have a screen where they can enter the attorney's BAR Number and Begin Effective Date one time and then enter multiple case numbers on which to add that same attorney as a case participant.	TBD	Planned

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ITG #	Investment	Description / Business Value	Start Date	Status
38	Transfer code for judgment field	Cases that are transferred from one court to another show up on the DCH screen twice and can be confused as two cases rather than just one that is being transferred. The finding and judgment code shows as D (dismissed) which is inaccurate. If not resolved, the DCH could be viewed incorrectly and the defendant might be prejudiced because it appears there are more cases than actually are.	TBD	Planned
49	Reversing/transferring recouped costs to jurisdiction	This request seeks to enhance JIS to allow additional Cost Fee Codes (CFC) to be reversed, and/or transferred on the Check Register (CKR) screen. Currently some CFCs can be reversed, and/or transferred while others cannot.	TBD	Planned
62	Automate courts DCXT table entries	This request seeks to automate the process for updating the County Department Cross Reference (DCXT) tables. Courts have to manually update their DCXT tables for every new Budgeting, Accounting and Reporting System (BARS) Code established due to new legislation. Errors occur in this process which can lead to misdirected funds.	TBD	Planned
68	Allow full print on Docket public view	This request is for an enhancement to allow the Public View of Docket to print the full docket instead of the screen print that is now available. This would function like the Court View of Docket.	TBD	Planned
70	Access data from payment monitoring report	The Administrative Office of the Courts (AOC) proposes to redevelop the current Payment Monitoring Report (PMR) process to provide a data extract that is not limited in regards to the amount of data that can be processed in a single query.	TBD	Planned
85	JRS replacement	This request seeks to correct deficiencies in the Judicial Receipting System (JRS) to provide expanded data field sizes, increased flexibility, real-time processing, and better reporting. Modernizing JRS would provide more real-time or near real-time information for courts and customers. It would also meet other identified requirements that are not currently being met as identified by court customers. It would improve customer service delivered by the courts to customers.	TBD	Planned
87	Allow JIS password to be changed in JABS	The Administrative Office of the Courts (AOC) would enhance JABS by adding a Judicial Information System (JIS) password change screen within JABS. The JIS password is also used to access JABS. This enhancement would simplify the process of changing the JIS password for JABS users by eliminating the need to log into JIS to change the password.	TBD	Planned

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ITG #	Investment	Description / Business Value	Start Date	Status
102	Request for new case management system to replace JIS	Replacing a major legacy system would be a multi-year effort and a multi-million dollar investment. For a project of this size and complexity, a feasibility study is necessary for due diligence and to gain a better of understanding of associated costs and project risks. The Administrative Office of the Courts (AOC) would begin by conducting a feasibility study to gather and document high-level business requirements for the CLJs. AOC will also solicit information from vendors to determine if systems exist in the market space to meet the needs of the courts.	TBD	Planned
107	PACT Domain 1 integration	The Positive Achievement Change Tool (PACT) is the juvenile risk assessment software used to identify the criminogenic needs of juvenile offenders and is used to determine juveniles' eligibility for evidence based treatment programs. The intent of this project is to take the domain 1 report developed for the juvenile departments by AOC ISD (which pulls data from JCS, SCOMIS, and DISCIS) and link it directly to ADC, thus removing the step of hand entering information from the printed report in to the ADC software.	TBD	Planned
108	New DOL ADR format	This request originated from the Department of Licensing (DOL). DOL would like the Administrative Office of the Courts (AOC) to change how it receives the Abstract of Driving Record (ADR) from DOL's systems. AOC is currently tapping into one of DOL's legacy COBOL systems to access driver abstract information. Unfortunately, the string data that AOC's system gets via the old interface is a screen dump of the driver abstract. The format of data elements are laid out for viewing, which makes it extremely difficult for AOC's system to parse and maintain. This is often the reason why AOC's systems fail when DOL makes a layout change.	TBD	Planned
122	Event Manager	Event Management is mostly done manually today due to the significant limitations of the current system. Given that the team spends an estimated 160 hours per year doing work that could be done more efficiently electronically, and given the relative cost of Event Management systems on the market versus the cost of man hours to revise or rebuild the system, looking closely at vendor options makes sense	TBD	Planned

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Completed Projects

ITG #	Investment	Description / Business Value	Finish Date	Status
---	Records Management System	Provide complete SECTOR Ticket, Collision and Disposition data electronically to a local agency's RMS using a combination of the following options: • JINDEX messaging broker • SECTOR Back Office data extract • SECTOR client side data pull	Jul 2011	Completed
---	Back on Track to PACT Conversion	Convert from the Back on Track juvenile risk assessment tool to PACT.	Aug 2011	Completed
50	JRS Windows 7 compatibility upgrade	The current JRS 3.16 Release is built on a codebase that received its last major update in 2005. At that time JRS received maintenance and enhancements to provide for Windows XP compatibility. As of October 2010 Windows XP is no longer available for new systems and consequently JRS is not compatible with new PC hardware.	Oct 2011	Completed
72	JRS workstation-electronic journaling	The AOC is requesting a decision by the courts on whether to implement electronic journaling or remain with the current paper journal system.	Oct 2011	Completed
---	JIS baseline services	Under direction established by the Judicial Information System Committee (JISC), this Workgroup (created June 25, 2010) set about to determine which business functions should be made available centrally to all courts in the state (with JIS funding), and which functions should be decentralized (provided locally). This identification of baseline services provides a crucial foundation for the building of information systems that serve Washington's court-business needs. **40 baseline services were approved. 16 services needed additional definition.**	Oct 2011	Complete
84	Remove hyphens from drivers license number displayed on DOL screen in JIS	This request is for the Administrative Office of the Courts (AOC) to remove the hyphens from drivers license numbers when they are displayed on the DOL screen in the Judicial Information System (JIS).	Nov 2011	Completed
---	Vehicle Related Violations Data Exchange	VRV is a standards-based data service (data exchange/web service) that enables real-time electronic submittal of vehicle related violations from LEA's to JIS.	Nov 2011	Completed
111	JRS transaction code for internet surcharge	This request seeks to create a Judicial Receipting System (JRS) transaction code to track fees for actions initiated over the internet, such as filing cases or requesting copies of documents.	Jan 2012	Completed

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ITG #	Investment	Description / Business Value	Finish Date	Status
6	Court interpreter database	The AOC is mandated by RCW 2.43.070 to administer a court interpreter testing and training program, and to maintain a list of certified interpreters.	Jan 2012	Completed
78	Conference hearing fee	This request seeks to create a code to track fees for conference call type hearings. This code would be used to receipt these fees and to track the amount collected for these hearings.	Jan 2012	Completed
---	BizTalk Upgrade	This project is a component of a larger effort of work within the AOC, the Superior Court Data Exchange Project (Superior Court DX). This effort is being undertaken to complete the work necessary to update our current BizTalk Server (BTS) and SQL Server environments.	Feb 2012	Completed
134	Codes request – reinstate code GRDHRG	This request, as approved by the Codes Committee, is to reinstate the code for Guardian Hearing (GRDHRG). This code is a Superior Court Management Information System (SCOMIS) proceeding docket code. It will be available on Case Type 7. The code was disabled on January 12, 1992.	Mar 2012	Completed
139	Codes request – Add FNL code	This request, as approved by the Codes Committee, is to create the Case Condition Code (Case Review/Tracking) code FNL for Final Review.	Mar 2012	Completed
140	Codes request – Allow code STLCON on case type 7	This request, as approved by the Codes Committee, is to allow the use of the Docket Code STLCON – Settlement Conference on Case Type 7.	Mar 2012	Completed
28	CLJ parking module modernization	The existing JIS Parking Module was designed to process parking violations and was developed prior to the advent of red-light and photo-speed violations, also known as VRV. The existing parking module limits the court's ability to efficiently monitor parking and vehicle related violations, receivables, and interfaces with other agencies. The evolution of vehicle related violations has clearly illustrated the business need for a new JIS parking module.	Apr 2012	Completed
96	Allow JABS to display plea and sentencing data	This request seeks to enhance the Judicial Access Browser System (JABS) so that Superior Court sentencing information is available as a separate tab. This would be similar to the way that Superior Court Management Information System (SCOMIS) docket information is currently made available in JABS.	Apr 2012	Completed

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ITG #	Investment	Description / Business Value	Finish Date	Status
81	Adult Static Risk Assessment	Develop and implement the static adult risk assessment portion of the WSIPP approved Static Risk and Offender Needs Guide (STRONG) v2 tool. Included in the project is automating scoring using JIS criminal history data and providing an interface to enter out of state criminal history data.	May 2012	Completed
145	Mandate – New orders in guardianship cases	This request, as approved by the Codes Committee, is to create a Superior Court Management Information System (SCOMIS) Docket Code **OR18FC** – Findings and Order on Post-18 Extended Foster Care. This code will also be available in the Juvenile and Corrections System (JCS). This is mandated by ESHB 2592.	Jun 2012	Completed
146	Mandate – New orders related to deferred disposition cases	This request, as approved by the Codes Committee, is to create Superior Court Management Information System (SCOMIS) Docket Codes: • **ORDSDD** – Order Dismissing Deferred Disposition • **ORRST** – Order on Unpaid Restitution Re: Dismissed Deferred Disposition • **ORSDDD** – Order Sealing Records of Previously Vacated Deferred Disposition Pursuant to RCW 13.40.127 (10) These codes will also be available in the Juvenile and Corrections System (JCS). This is mandated by SSB 6240.	Jun 2012	Completed
147	Mandate – Finding and order on Post-18 extended foster care	This request, as approved by the Codes Committee, is to create a Superior Court Management Information System (SCOMIS) Docket Code **OR18FC** – Findings and Order on Post-18 Extended Foster Care. This code will also be available in the Juvenile and Corrections System (JCS). This is mandated by ESHB 2592.	Jun 2012	Completed
148	Codes request – Two CAPS proceeding codes	This request, as approved by the Codes Committee, is to create one new Court Automated Proceeding System (CAPS) proceeding code and modify one existing code. The codes are: • **SET STC** – Settlement Conference (This code already exists but needs to be available for Case Type 7) • **GRD GRD** – Guardianship Hearing.	Jun 2012	Completed
---	Natural to COBOL Conversion	The Natural to COBOL conversion provides cost savings from reduced licensee fees and the implementation of a three tier architecture, increased system performance, improved maintenance and infrastructure supportability.	Jun 2012	Cancelled

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ITG #	Investment	Description / Business Value	Finish Date	Status
---	DB2 Upgrade	The AOC uses the IBM database product DB2 to provide a repository for statewide court data. Over time newer versions of DB2 are released and older versions of DB2 become unsupported. In order to maintain proper support of the statewide court data, periodic upgrades of the DB2 product need to be implemented at the AOC.	Jul 2012	Completed

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Future Investments

The following investments are being planned for the 2013-15 biennium:

- Superior Court Case Management System
- JIS Multi-Project Funding
- Information Networking Hub
- Internal and External Equipment Replacement
- EDMS Ongoing Support

Superior Court Case Management System	FTE 22.0	JIS Account	$11,298,000
Funding is requested for staff and resources to continue the implementation of the superior court case management system, including the COTS Preparation track. Funds will be used to complete Phase 2 (Statewide Configuration and Validation), begin Phase 3 (Local Implementation Preparation), begin Phase 4 (Pilot Implementation) and begin Phase 5 (Statewide Rollout).			
JIS Multi-Project Funding	**FTE 0.0**	**JIS Account**	**$2,000,000**
Funding is requested to develop and implement small to medium information technology projects approved by the JIS during the 2013-2015 biennium. During each fiscal period a number of critical small and medium information technology projects are reviewed, prioritized and approved by the JISC. Funds will be used to complete and implement the most critical information technology projects.			
Information Networking Hub (INH)	**FTE 0.0**	**JIS Account**	**$1,500,000**
Funding is requested to continue the development and implementation of the information networking hub. Completion of the INH will provide a comprehensive set of bi-directional real time data exchanges. The INH will unify the current data architecture allowing for the exchange of data across disparate court information systems and will provide a single central data repository for storing statewide shared justice data.			
Internal and External Equipment Replacement	**FTE 0.0**	**JIS Account**	**$3,336,000**
Funding is requested to replace aged computer equipment housed at AOC and to continue the 5-year court equipment replacement cycle. Internal Equipment: $2,138,000 is requested to replace and consolidate servers; upgrade data storage systems; update our Office software suite; replace aged HVAC system used for climate control in the computer room; replace VPN routers. External Equipment: $1,198,000 is requested to replace computers and printers for the appellate and trial courts.			
EDMS Ongoing Support	**FTE 1.0**	**JIS Account**	**$400,000**
Funding is requested to provide ongoing support of the appellate electronic document management system (EDMS). The selected COTS EDMS represents new technology as well as an additional staff position will be required to provide ongoing system training, system administration and maintenance and perform system support. It is further assumed that there will be ongoing licensing and software maintenance costs.			
Total IT Preliminary Budget Requests	**FTE 23.0**	**JIS Account**	**$18,534,000**

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