

Montana Judicial Branch

# Information Technology Strategic Plan

2017



Commission on Technology  
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This report is also available on-line at the Montana Judicial Branch Web site:

[www.courts.mt.gov](http://www.courts.mt.gov)

The Montana Judicial Branch Information Technology Strategic Plan was prepared for the Montana Judicial Branch by the Commission on Technology. The Commission was established by order of the Supreme Court on January 29, 2002. The members, appointed by the Court, serve a three-year staggered term. The current members are as follows:

Hon. Mike Wheat, Supreme Court Justice, Commission Chair  
Hon. Randal Spaulding, District Court Judge, 14<sup>th</sup> Judicial District  
Hon. Gregory Mohr, Justice of the Peace, Richland County  
Hon. Larry Carver, Justice of the Peace, Judith Basin County  
Representative Kenneth Holmlund  
Ed Smith, Clerk of the Supreme Court  
Peg Allison, Clerk of the District Court, Flathead County  
Beth McLaughlin, Supreme Court Administrator  
Sarah McClain, State Law Librarian  
Christopher Manos, Executive Director, State Bar of Montana  
P. Mars Scott, Public Member

## **Information Technology Mission Statement**

The Mission of the Information Technology Division is to provide the highest level of professional and technical services, in the most cost-effective and efficient manner and to provide these services to all end-users with integrity, equality and respect in a concerted effort to streamline the courts, to protect rights and liberties, to ensure access to justice for all citizens and to be effective, efficient and responsive to the general public and agencies that rely heavily on court information.

# Profile: Montana Judicial Branch

Article VII of the Constitution of the State of Montana provides that the “judicial power of the state is vested in one supreme court, district courts, justice courts, and such other courts as may be provided by law.” The Montana Judicial Branch also includes special jurisdiction courts created by the Montana Legislature.

## The Judiciary

### Supreme Court

The Montana Supreme Court consists of six justices and one chief justice. All seven justices are elected via non-partisan statewide elections. The Montana Constitution grants the Supreme Court the authority to hear appeals from all District Courts. It also authorizes the Supreme Court to exercise original jurisdiction over some legal actions.

### District Courts

District Courts in Montana are courts of general jurisdiction with authority over felony criminal cases and a variety of civil cases, including domestic relations matters. The District Courts also serve as Montana’s Youth Courts. Montana has 46 district court judges in 22 judicial districts. The District Courts serve citizens in all 56 of Montana’s counties and district court judges have more than 400 years of combined experience on the bench.

### Courts of Limited Jurisdiction

The Montana Courts of Limited Jurisdiction include 155 justice, city and municipal courts. Limited jurisdiction courts are the courts most often accessed by citizens of the state. These courts handle a variety of matters both criminal and civil in nature.

### Special Jurisdiction Courts

**Water Court** -- Montana’s Water Court was created by the 1979 Legislature to expedite and facilitate the statewide adjudication of over 219,000 state law-based water rights and Federal and Indian reserved water rights claims. The Water Court, presided over by two judges, has exclusive jurisdiction over the adjudication of water rights claims.

**Workers’ Compensation Court** -- Created in 1975 by the Legislature, the Workers’ Compensation Court (WCC) resolves disputes arising under the Workers’ Compensation Act as well as disputes involving independent contractor exemptions and employment preferences. Presided over by one judge, the WCC conducts trials statewide and decides requests for judicial review from final orders of the Montana Department of Labor and Industry.

## Offices of the Judicial Branch

The Montana Judiciary is supported by the Office of the Clerk of the Supreme Court, the Office of Court Administrator, the State Law Library, and the Clerks of the District Courts.

**Office of the Clerk of the Supreme Court** -- The Clerk of the Supreme Court is a statewide official elected on a partisan ballot to a six-year term. The Clerk conducts the business of the Court and serves as the liaison between the public, attorneys, and the Supreme Court. By statutory authority, the Clerk's office controls the docket and filings, manages the appellate process, and is the custodian of all legal records for the public and the Court. Additionally, the Clerk's office administers appellate mediation, maintains the official roll of Montana attorneys, and is responsible for licensing Montana's 4,700 attorneys.

**Office of Court Administrator** is the administrative office of the Supreme Court and is responsible for providing administrative services to the Judicial Branch. Services are provided to the Branch through three primary divisions: Court Services, Budget and Finance, and Information Technology.

**State Law Library** is the primary information provider for the citizens of Montana who are in need of legal information. The staff responds quickly and appropriately by delivering either in print or digital format what is requested. No legal advice is given, but explanations of process, procedure, and the history of laws is given readily. The Library's collection of over 200,000 hard copy items is supplemented by electronic licenses on various legal topics. The State Law Library also maintains a self-help center, which it staffs in partnership with the Court Help – Montana Legal Services AmeriCorp Program.

**Clerks of the District Courts** are independently elected county officials who serve as the custodian of the district court record and jury commissioner for the county in which they reside. There are 56 Clerks of the District Courts.

### ***PROFILE: JUDICIAL BRANCH INFORMATION TECHNOLOGY***

In 2002, the Supreme Court established the Commission on Technology to address the many challenges facing the Montana Judicial Branch related to outdated IT infrastructure, obsolete or declining installed hardware and operating systems, and obsolete major applications. The Commission on Technology crafts the strategic plan for information technology in the Judicial Branch. The Commission is aided in this effort by several other committees that provide input and guidance to improve the court technology program. These committees include the Automation Committee of the Commission on Courts of Limited Jurisdiction and the Automation Committee of the Montana Association of District Court Clerks.

On a day-to-day basis, the Information Technology Division of the Supreme Court's Office of Court Administrator is responsible for the tactical activities necessary to implement the plan. These activities include the development, acquisition and training of court case management systems, the acquisition and deployment of the necessary computer hardware to support the case management systems, maintenance of the Judicial Branch website, and arranging for network connectivity to facilitate remote support, research and electronic information exchange. In addition, the Division provides support for a variety of other technologies used in the courtroom, e.g., interactive video, court reporting and recording, and bench applications (sound systems, evidence display, etc.).

- The Montana Judicial Branch consists of roughly 1000 individuals. Approximately 430 state employees and 570 local government employees.
- Twenty-one positions (18 permanent FTE/3 one-time-only FTE) provide information technology services to the Branch.
- Court locations exist in all 56 Montana counties.
- Four systems are supported: C-Track Case Management (Supreme Court); Juvenile Case Assessment and Tracking System (Youth Courts), FullCourt Case Management (Courts of Limited Jurisdiction and District Courts), and Montana Courts E-Filing.
- The Judicial Branch's operating budget for FY16 was \$50,928,172. The IT budget as a percent of the total was 9.3%.
- In FY 2016, court generated fines, fees, and forfeitures deposited into the state general fund amounted to \$9.2 million with \$1.41 million being generated from the Court IT surcharge.

## ***INFORMATION TECHNOLOGY 2015 BIENNIAL ACCOMPLISHMENTS***

The Commission on Technology adopted the sixth Judicial Branch Information Technology Strategic Plan in October 2015. The plan is the blueprint for court technology initiatives in the Judicial Branch and the success of the Court information technology program is a direct result of the strategic vision articulated in the plan, support of Judicial Branch members, and the support from Montana Executive and Legislative Branches. Information technology goals and accomplishments from 2006 through 2014 are listed in Appendix A (Page 29).

- **(Action Item 4.2.1 – 2015 Plan)** - Technical Development Staff significantly refined the data collection process and developed a considerably more accurate reporting mechanism for determining recidivism rates of Drug Court participants. Reoffending information extracted via matching logic between Drug Court data and statewide FullCourt data.
- **(Action Items 3.1.7, 3.5.6, 3.5.7 – 2015 Plan)** - Fully implemented the SmartCop electronic citation process for the Department of Fish, Wildlife and Parks, and Motor Carrier Services Division of the Montana Department of Transportation.
- **(Action Item 3.5.4 – 2015 Plan)** - Continued implementation of electronic Motor Vehicle Disposition Reporting – Richland County Justice Court and Sidney City Court (August 2016). Establishing an implementation strategy for the remaining Courts of Limited Jurisdiction.
- **(Action Items 2.1.4, 6.1.3 – 2015 Plan)** - IT Convergence – Executive Order No. 09-2016
  - To-date, transitioned 25% of existing Helena based IT Assets to the Enterprise Infrastructure. The remaining 75% will be moved to the enterprise infrastructure by December 31, 2017 or decommissioned due to SharePoint Online, O365 or FCE.
  - Added the FullCourt Enterprise and Court's E-Filing environments, as well as OCA Security resources to the Enterprise Infrastructure.
- **(Action Item 2.1.4 – 2015 Plan)** - Piloting with SITSD, the implementation of Office 365 (O365) and SharePoint Online technologies. These technologies will provide the following benefits:
  - All users web-based access to court data/documents (from any location)
  - Transition data/documents on physical servers (currently distributed across the state) to O365 thus allowing the decommission of physical servers (IT Convergence)
  - **(Action Items 3.1.11, 5.5.5, 5.5.6, 5.5.7 – 2015 Plan)** - SharePoint Online – Court Reporter Repository
    - Created a Court Reporter Repository to meet the statutory requirement of secure, archival retention of the courtroom record (3-5-603, MCA - the courtroom record must be retained for a period of ten years).
  - **(Action Item 3.1.11 – 2015 Plan)** - SharePoint Online – creating web-based, secure access to OCA applications and resources.
- **(Action Item 3.2.1, 3.2.2 – 2015 Plan)** - Implementing Flex VPN technology for City Court sites unable to connect to SummitNet due to physical location. Flex VPN creates a secure extension of SummitNet allowing the OCA safe remote access and support capabilities. Working with SITSD to assess and discover more cost-effective avenues to provide this service.

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- **(Action Item 3.1.12 – 2015 Plan)** - Acquired the Microsoft Premier Service – provides a significantly increased level of support; expert evaluation of Microsoft systems and environment health; continuous, hands-on assistance and immediate escalation of issues to accelerate response times and speed resolution to mission critical systems; operations assessments to help streamline business processes; expanded opportunities for next level hands-on training and knowledge transfer to increase staff expertise and improve alignment.
- **(Action Item 3.2.1 – 2015 Plan)** - Transitioned Missoula County state users (District Court Judges, District Court Staff, and Juvenile Probation Users) from the county owned network to the State of Montana (SummitNet) owned network – significantly improves the OCA's ability to support users.
- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Implementing Montana Secure wireless in the 7 most urban courthouses
  - Completed – Lewis & Clark, Missoula, Flathead, and Cascade Counties.
  - To Be Completed – Yellowstone, Butte-Silverbow, and Ravalli Counties.
  - Benefits Judges, Court Reporters, and Law Clerks
    - Improved viewing of transcription directly from court reporter's stenograph machine
    - Law clerks can carry laptops into courtrooms and have internet access to do research

### **Court Electronic Filing - (Action Items 3.1.5, 3.5.3 – 2015 Plan)**

- Live with Appellate Court E-Filing (November 2014)
- Live with Missoula County District Court E-Filing (September 2016)
- Preparing Mineral County District Court for E-Filing by end 2016
- Preparing Limited Courts in the 4<sup>th</sup> Judicial District for E-Filing in January/February 2017
- Appellate Court Payment Processor / Marks completion of Appellate Court Electronic Filing (November 2016)
- Kicking off trial court Civil Filing Workflow development sessions in December 2016
- Established an IT Division staffing position for an e-Filing Business Analyst, recruited and employed this position to assist with testing, training, troubleshooting/support, as well as assisting in workflow discussions and development and discussions.

### **FullCourt Enterprise**

- Established implementation strategy (district by district – all courts)
- **(Action Item 3.1.3 – 2015 Plan)** - Established pilot sites and pilot implementation sequence
- Held collaborative DC Automation / COLJ Automation kick off meeting (April 2015)
- **(Action Item 3.1.1 – 2015 Plan)** - Conducted and participated in monthly FCE project meetings with vendor and automation committees – May 2015 to date.

- **(Action Items 3.1.2, 3.5.1, 4.2.5 – 2015 Plan)** - Conducted and participated in numerous collaborative criminal justice agency discussions regarding information sharing and data exchanges.
- Established FullCourt Enterprise User Acceptance Testing Dates – April 3 to April 14, 2017
- Established FullCourt Enterprise Pilot Dates
  - Flathead County District Court – May 15, 2017
  - Flathead County Justice Court – June 19, 2017
  - Missoula District Court – July 2017
  - Missoula Municipal Court – August 2017
- **(Action Item 4.2.2 – 2015 Plan)** - Statewide case records cleanup - Clerks and Judge Dashboards and FullCourt Enterprise.
- **(Action Items 4.2.2, 4.2.4 – 2015 Plan)** - Reports Developed for Quarterly Distribution (Clerks of the District Court)
  - Juvenile Cases where Youth is over 18 years – Clerks review for sealing
  - Juvenile Cases that are “Not Current” – over 180 days – Clerks review for closure
- **(Action Item 4.2.1 – 2015 Plan)** - Implemented Table Standards (FCE Project or Legislative Changes)
  - COLJ - Hearing Types Standards; Civil Process Standards; MANS ROA Auto Seal Document; and Civil Filing Fee Increase
  - DC – Civil Subtype (RD – Restricted-Use Permit); DOCPRESS ROA set to closed; 2015 Jury Mileage Increase; 2016 Jury Mileage Decrease

**Audio/Video Technologies - (Action Items 5.5.1, 5.5.2 – 2015 Plan)**

- **(Action Item 5.6.2 – 2015 Plan)** - Successful advancement of funding proposal to procure modern courtroom technology equipment.
- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Installed new audio systems in 8 courtrooms throughout the state: (3) Missoula County; Big Horn County; Carbon County; Custer County; Stillwater County; and the Montana Supreme Court.
- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Upgrade audio systems in 4 courtrooms: (3) Cascade County and Fallon County.
- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Installed new portable audio systems in Treasure and Liberty Counties.
- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Upgraded 30 end-of-life video conferencing units with newer, more modern models throughout the state.
- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Upgraded Court Reporter stenographic systems in 2 locations.

- **(Action Items 5.5.1, 5.5.2 – 2015 Plan)** - Purchased and implementing a remote monitoring and redundant recording solution for 47 For the Record (FTR) courtrooms throughout Montana.
- **(Action Item 5.6.1 – 2015 Plan)** - Purchased and installed scanning technologies for Courts of Limited Jurisdiction, providing the capability of capturing court records to be stored in FullCourt Enterprise or for use with Electronic Filing.

## **Security**

- **(Action Item 6.1.1 – 2015 Plan)** - Developed, recruited, and employed a Security Analyst position within the Information Technology Division of the Judicial Branch. This position actively participates in numerous workgroups including the Montana Information Security Advisory Council (MT-ISAC) which is aggressively working on security related policy, procedures and recommendations.
- **(Action Items 2.1.2, 2.4.3, 3.4.2 – 2015 Plan)** - Implementing security procedures in accordance with a device hardening strategy recommended by the MT-ISAC. The policy recommends implementation of best security practices to end-users and workstations.
  - The policy addresses 11 major areas
  - The OCA has successfully addressed 8 of the 11 priority areas and continues work to address all 11 priority areas
- **(Action Items 2.1.2, 2.4.3 – 2015 Plan)** - Implemented automated workstation security patching and third party application patching through the SCCM (System Center Configuration Manager)
- **(Action Items 2.1.2, 2.4.3 – 2015 Plan)** - Purchased and actively working to implement a 3<sup>rd</sup> party utility to allow for automated deploys of 3<sup>rd</sup> party applications (Google Chrome, Adobe Reader, Adobe Acrobat, Mozilla Firefox, etc.)
- **(Action Items 2.1.2, 2.4.3 – 2015 Plan)** - Implemented a Windows Server Update Service (WSUS) service to allow for automated deploys of Microsoft Security Patches to all distributed field servers.
- **(Action Item 2.4.2 – 2015 Plan)** - Implemented a control group pilot test of Security Awareness and Training to the OCA (25 users).
- **(Action Item 2.5.2 – 2015 Plan)** - Implemented a control group pilot test of two-factor authentication RSA tokens to 17 Information Technology Division staff.
- Implemented a user login, Acceptable Use security splash screen to all workstations.
- Per a State Information Technology Services Division (SITSD) directive, successfully migrated 72 devices to the state's Mobile Device Management solution ensuring secure authentication of state resources on mobile devices.
- **(Action Items 2.1.2, 2.4.3 – 2015 Plan)** - Implementing vulnerability scans of OCA servers and workstations and deploying solutions to address identified vulnerabilities.
- Implemented ID controlled, secure access door systems in the Park Avenue Building.

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- **(Action Item 3.4.2 – 2015 Plan)** - Security policy development for Commission review and approval.
  - Computer Usage - Electronic Mail – Policy #1530
  - Computer Usage - Acceptable Computer Use – Policy #1510
- **(Action Items 2.1.2, 2.4.3 – 2015 Plan)** - Implemented Forefront Identity Management (FIM), a directive of the Department of Administration. Provides more oversight and control of individuals allowed to access state systems and resources.
  - FIM is designed to manage users' digital identities, credentials and groupings throughout the lifecycle of their membership in an enterprise computer system (state of Montana).

### **Juvenile Court Assessment and Tracking System (JCATS)**

- **(Action Item 3.1.4 – 2015 Plan)** - JCATS was modified to facilitate financial tracking and calculation of placement costs and reporting (JDIP fund administration).
- **(Action Item 3.1.4 – 2015 Plan)** - Cost of Care Module (In Process)
  - Vendor developing an independent Cost of Care module to handle the cost of care and social security tracking, invoicing, and payment acceptance.

### **Montana Drug Courts**

- Drug Court MIS Paper – Evaluating the Technical Needs of Montana's Problem-Solving Courts
  - Address Legislative Performance Audit Recommendations – most specifically the Supreme Court strengthen its Drug Court Case Management System.
  - Identify nationally recognized data elements and capabilities recommended for a statewide system.
  - Identify viable options for Montana in securing a Statewide Drug Court Management Information System.
- Drug Court MIS Committee Meetings - Reviewed paper, discussed data element requirements and establish approach for Montana.
  - Review of other state's use of the FullCourt Enterprise Diversion Module
  - Develop a Request for Information – vendors to provide more comprehensive information about systems

### **Montana Water Court**

- Water Court Technology White Paper
  - Address University of Montana Study – Future of Water in Montana calling for improved water right record system
  - Identify proven court technologies to make water court case processing more efficient and improve access to water court records
  - Identified four key strategies:
    - Ideas for collaborative information technology strategic planning between the Judicial Branch and the Executive Branch.
    - Ideas for Improving the quality (accuracy, timeliness and completeness) of water right records.
    - Ideas for Improving the efficiency of Water Court case processing and access to water court case records using proven court technologies
    - Ideas to Increase the utility of water right records by facilitating a one-stop-shop for water right records in the State of Montana.

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- Montana Water Court Technology presentation to the Commission on Technology in June 2016.

# Judicial Branch

## Information Technology Survey

The Judicial Branch Information Technology Survey is an important tool used by the Commission to evaluate the importance of emerging technologies and to evaluate at a statewide level the quality of services provided by the Court Technology Program. The survey is sent to all Supreme Court Justices, the Clerk of the Supreme Court, District Court Judges, Chief Water Judge, Court of Limited Jurisdiction Judges, Courts of Limited Jurisdiction Clerks, Chief Probation Officers, Clerks of the District Court, and managers of the Law Library and Office of Court Administrator.

### Information Technology Survey – Satisfaction and Performance

The following table measures Judicial Branch satisfaction and performance of the Court Technology Program.

**Table 1.1 -- 2016 Court Technology Program:  
Satisfaction and Performance Survey Comparison with 2014 Survey**

Areas of Support	DC Judges	DC Clerks	COLJ Judges	COLJ Clerks	Chief JPO's	Supreme Court, Clerk, OCA & Law Library	2016 Average	2014 Average	Change	Performance Increase or Decrease
IT Support	1.83	1.52	1.65	1.44	1.65	1.30	<b>1.57</b>	1.69	-0.13	
IT Support Timeliness (NEW MEASURE)	1.75	1.58	1.62	1.48	1.65	1.32	<b>1.57</b>			
Courtroom Technology Upgrades	2.02	2.00	1.97	1.87		1.59	<b>1.89</b>	2.29	-0.40	
Courtroom Technology Training & Support (NEW MEASURE)	2.02	1.95	1.89	1.92		1.56	<b>1.87</b>			
<b>CASE MANAGEMENT SUPPORT</b>										
FullCourt/Jury Support		1.8	1.87	1.61			<b>1.76</b>	1.71	0.05	
JCATS Support					1.56		<b>1.56</b>	1.72	-0.16	
JCATS-BOT Support					1.77		<b>1.77</b>	1.88	-0.11	
C-Track Support						1.50	<b>1.50</b>	1.92	-0.42	

**IT Support Key:**      **1=More than adequate**      **2=Adequate**      **3=Inadequate**

### Summary Statement:

Most courts and judicial offices continue to indicate that IT support and performance is better than adequate. Additionally, the 2016 Technology Survey shows a performance increase in the C-Track, JCATS and Back on Track support areas and slight decline in the FullCourt support area. The Courtroom Technology Upgrade scores increased over 2014 while a new measure for Courtroom Technology Training indicates a need for a bit of focused attention. Overall, Courtroom Technology continues to be the area where the Branch's performance scores remain the lowest.

**Information Technology Survey**  
**Emerging Court Technologies and Services**

The second part of the survey asked each group to rank the importance of key technologies identified by the Office of the Court Administrator as emerging court technologies. Table 1.2 provides the branch-wide results of important technologies and services to Montana courts today.

**Table 1.2 - 2016 Court Technology Program**  
**Important Court Technologies and Services - Comparison with 2014 Survey**  
*(Sorted by 2016 Most Important to Least Important)*

Technology or Service	2016 Rating Average	2014 Rating Average	Change	Importance Increase or Decrease
Document Imaging / Document Management?	1.53	1.50	0.03	
Courts Electronic Filing?	1.57	1.82	-0.25	
Video Conferencing?	1.60			
Electronic/Automated Information Exchange (DOR, DOJ, DPHHS, DOR, Local Law Enforcement/Prosecutors)?	1.66	1.58	0.08	
Online Fees/Fines Payments?	1.67	1.79	-0.12	
Courtroom Internet Connectivity (Attorneys, Prospective Jurors)?	1.67	1.82	-0.15	
Montana Courts Website (courts.mt.gov)?	1.69	1.73	-0.04	
Courtroom e-Evidence Presentation Equipment?	1.78	1.97	-0.19	
Web-Based Public Access to Court Records?	1.91	1.99	-0.08	
Web-Based Court Calendaring for Judges?	1.91	2.07	-0.16	
Online Electronic Jury Questionnaire? (NEW)	1.98			
Web-Based Court Calendaring for the Public? (NEW)	2.18			
SMS/Texting Technologies (Automated Notification System)? (NEW)	2.20			
Electronic Docket Displays Outside Courtrooms? (NEW)	2.34			

**Technology or Service Key:** 1=Very Important      2=Important      3=Not Important

## 2016 Summary Statement

Depicted statewide, Document Imaging/Document Management, Court Electronic Filing and Video Conferencing are the most essential branch-wide technologies (in bold above).

It is important to note:

- Implementation of both Montana Courts E-Filing and FullCourt Enterprise will address the document imaging/management technology priority, as well as assist with retention functionalities.
  - It is still critical that development of retention policies for electronic work products be established for the branch (**Action Item 2.2.3, Page 23**).
- New technology options considered in the 2016 Technology Survey resulted in a rating of “Little Importance” to Judicial Branch users at this time.

## Individual Group Priorities

### **Supreme Court Justice and Supreme Court Clerk's Office**

1. Courts Electronic Filing
2. Electronic / Automated Information Exchange
3. Document Imaging / Document Management

### **District Court Judges / Water Court**

1. Video Conferencing
2. Document Imaging / Document Management
3. Court Electronic Filing

### **District Court Clerks**

1. Document Imaging / Document Management
2. Video Conferencing
3. Electronic / Automated Information Exchange

### **COLJ Judges**

1. Online Fees/Fines Payments
2. Video Conferencing / Document Imaging / Document Management
3. Courts Electronic Filing

### **COLJ Clerks**

1. Online Fees/Fines Payments
2. Document Imaging / Document Management / Courts Electronic Filing
3. Electronic / Automated Information Exchange

### **Juvenile Probation**

1. Electronic / Automated Information Exchange
2. Video Conferencing
3. Web-Based Calendaring for Judges

# Information Technology Goals & Objectives

**GOAL 1: Strategic Information Planning.** The Montana Judicial Branch shall develop information technology resources in an organized, deliberative, inclusive and cost-effective manner consistent with the Judicial Branch's mission to provide an independent, accessible, responsive, impartial, and timely forum to resolve disputes; to preserve the rule of law; and to protect the rights and liberties guaranteed by the Constitutions of the United States and the State of Montana.

## Goal 1 Objectives:

- 1.1 Pursuant to the Supreme Court's January 29, 2002 order, the Commission on Technology will meet at least twice per year to review, recommend and adopt information technology policies, standards, procedures, and guidelines applicable to all Montana courts and judicial branch offices.
- 1.2 The Commission on Technology will draft the Judicial Branch's Strategic Plan for Information Technology, refresh the plan as needed in conjunction with budget development, and monitor performance of the plan.

**GOAL 2: Security and Business Continuity.** The Montana Judicial Branch shall provide the infrastructure and disaster-recovery tools to ensure the security, reliability, continuity, availability, and integrity of data, information and systems.

## Goal 2 Objectives:

- 2.1 The Judicial Branch will maintain a central repository of court information that ensures reliable and appropriate access to system information and reliable data recovery.
- 2.2 The Judicial Branch will develop security policies consistent with state policies, including procedures for authenticating electronic documents.
- 2.3 The Commission on Technology will review and approve security policies and security measures, consistent with state policies and measures for the Judicial Branch. The Commission on Technology will provide governance support to the Information Technology Division when implementing such policies and measures.
- 2.4 The Judicial Branch will assess risk, relative to security, availability, reliability, integrity, and continuity and develop a disaster recovery plan for all court information.
- 2.5 The Judicial Branch will employ automated tools to enhance efficiencies when deploying security policies and implementing security measures.

**GOAL 3: Appropriate Access.** The Montana Judicial Branch shall provide for user-friendly electronic access to and exchange of information for stakeholders, consistent with the public's right to know and rights of individual privacy.

**Goal 3 Objectives:**

- 3.1 The Judicial Branch will enhance the use and functionality of all provided applications.
- 3.2 The Judicial Branch will work to improve the connectivity of all field offices to the state's data/video network (SummitNet).
- 3.3 All web-based access will employ a similar look and feel and be ADA compliant.
- 3.4 Reliable, authentic public information will be accessible via a web browser where appropriate.
- 3.5 The Judicial Branch will encourage appropriate electronic information exchange with authorized entities.
- 3.6 The Judicial Branch will develop and implement consistent rules for access to court records.

**GOAL 4: Standardization.** The Montana Judicial Branch shall adopt standards that give staff and citizens a similar presentation when accessing judicial information and encourage seamless integration of all governmental systems in the state.

**Goal 4 Objectives:**

- 4.1 The Judicial Branch will use and encourage the use of state standards for software, hardware and security.
- 4.2 The Judicial Branch will work to adopt data standards that facilitate information sharing and allow better reporting throughout the system.
- 4.3 The Judicial Branch will promote the appropriate use of interactive video and provide an interactive video capability in Montana courts as funding and resources permit.

**GOAL 5: Appropriate Technology.** The Montana Judicial Branch shall equip its staff with appropriate contemporary technology to ensure efficient, effective, quality service to both the Judicial Branch and the public.

**Goal 5 Objectives:**

- 5.1 The Judicial Branch will maintain an inventory system and a regular replacement cycle for all supported technology.
- 5.2 The Judicial Branch will employ an inventory management system that will enhance branch accountability of equipment and IT resources.
- 5.3 The Judicial Branch will, where possible, centralize the administration, management, support and inventory of systems.
- 5.4 The Judicial Branch will train court and local government staff on standard software, hardware, and security.
- 5.5 The Judicial Branch will use technology to enhance courtroom efficiency, effectiveness and access (e.g., network access, evidence presentation and display systems, court reporting and recording use to capture and preserve the court record).
- 5.6 The Judicial Branch will deploy imaging functionality in the courts of limited jurisdiction as funding is available.

**GOAL 6: Efficient and Effective Management.** The Montana Judicial Branch shall procure and allocate the resources necessary for judicial information technology systems to be developed, deployed and supported in an efficient and fiscally responsible manner.

**Goal 6 Objectives:**

- 6.1 The Judicial Branch will seek adequate staffing to enable support of systems across the state.
- 6.2 The Judicial Branch will seek input from stakeholders and other communities of interest regarding efficient and effective management of information technology resources.

**NEW GOAL 7: Water Court Case Management Technology.** Collaboratively develop and utilize integrated IT services between DNRC (Water Rights Bureau, Water Adjudication Bureau) and the Judicial Branch to provide better services to citizens, courts and department programs.

**Goal 7 Objectives:**

- 7.1 Coordinate and align action items in the Judicial Branch and Department of Natural Resources Information Technology Strategic Plans for information technology improvements that support the general adjudication and administration of water rights in the state of Montana.
- 7.2 Develop policies, procedures and quality control measures to ensure any changes, upgrades or enhancements to information systems used in the general adjudication and the administration of water rights in the state of Montana do not result in 'lost' data, reduced functionality nor diminish court or program productivity.
- 7.3 Further define the elements and requirements of a publicly accessible 'one-stop-shop' for water right records to create a single public interface that provides a comprehensive view of water right(s) or a water right application.
- 7.4 Identify and promote the acquisition and deployment of appropriate technologies to improve efficiencies and access to water right records including an up-to-date supportable central water right record system and a modern court case management system for the Montana Water Court.
- 7.5 Create and implement a standards-based design for electronic information exchange between entities (DNRC, courts, citizens, other water right holders, and interfacing systems) to ensure water right records are timely, accurate and complete and easily accessible.

# Alignment with State of Montana 2014 Information Technology Strategic Plan

The following table shows how the Judicial Branch's Strategic Plan aligns with the State of Montana's 2016 Information Technology Strategic Plan.

Judicial Branch 2017 IT Goals	State of Montana 2016 IT Goals
<b>Goal 1:</b> Strategic Information Technology Planning	<p><b>STATE OF MONTANA STRATEGIC GOALS</b></p> <ul style="list-style-type: none"> <li>➤ Our strategic goals guide us as we evolve, providing us with a clear vision of what we will accomplish. We are continually evaluating enterprise information technology services to ensure that we implement IT in an innovative, effective and cost-efficient manner.</li> </ul>
<b>Goal 2:</b> Security and Business Continuity	<p><b>STATE IT PRINCIPLE – PROTECT PRIVACY, DATA AND SYSTEMS:</b> Mitigation of risks is a priority for protecting individual privacy, confidential data and IT systems.</p> <p><b>Goal 5 – Manage Cybersecurity Risk to Systems, Assets and Data</b></p> <ul style="list-style-type: none"> <li>➤ Objective 5.1 - Develop Best Practices for common security controls for all agencies to use.</li> <li>➤ Objective 5.2 - Develop and implement a standardized information security program assessment.</li> </ul>
<b>Goal 3:</b> Appropriate Access	<p><b>STATE IT PRINCIPLE – DELIVER SERVICES:</b> IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state government.</p> <p><b>Goal 2 – Delivery Mobile Capability that Serves Citizens, Businesses and Education</b></p> <ul style="list-style-type: none"> <li>➤ Objective 2.2 – Improve government efficiency by making government services available anytime, anywhere.</li> </ul> <p><b>Goal 3 – Build and Operate Enterprise Systems that are Shared Across State and Local Government</b></p> <ul style="list-style-type: none"> <li>➤ Objective 3.4 – Utilize existing resources to support or enhance enterprise electronic content management services.</li> </ul> <p><b>Goal 4 – Utilize Cloud Open Data and Existing Applications to Maximize Value and Minimize Cost of Information Technology</b></p> <ul style="list-style-type: none"> <li>➤ Objective 4.4 – Increase transparency and access to valuable government data.</li> </ul>

<p><b>Goal 4: Standardization</b></p>	<p><b>STATE IT PRINCIPLE – MINIMIZE DUPLICATION:</b> Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.</p> <p><b>Goal 3 – Build and Operate Enterprise Systems that are Shared Across State and Local Government</b></p> <ul style="list-style-type: none"> <li>➤ Objective 3.2 – Actively engage state agencies and local governments in the process of identifying opportunities to share resources.</li> </ul> <p><b>Goal 5 – Manage Cybersecurity Risk to Systems, Assets and Data</b></p> <ul style="list-style-type: none"> <li>➤ Objective 5.2 – Develop and implement a standardized information security program assessment and measures for departments and the state.</li> </ul>
<p><b>Goal 5: Appropriate Technology</b></p>	<p><b>STATE IT PRINCIPLE – SHARE OUR RESOURCES:</b> Montana will use shared platforms and systems to minimize IT expenditures, improve service delivery and accelerate service implementation.</p> <p><b>Goal 1 – Delivery Enterprise IT Services to State and Local Government, and the University System</b></p> <ul style="list-style-type: none"> <li>➤ Objective 1.1 – Identify and deploy networking technology that provides greater security and flexibility at lower costs.</li> <li>➤ Objective 1.3 – Actively engage state agencies, local governments, and university systems in the process of developing solutions for improving services.</li> </ul> <p><b>Goal 3 - Build and Operate Enterprise Systems that are Shared Across State and Local Government</b></p> <ul style="list-style-type: none"> <li>➤ Objective 3.3 – Leverage the data center for local governments, school districts, and the university system.</li> </ul> <p><b>Goal 4 – Utilize Cloud Open Data and Existing Applications to Maximize Value and Minimize Cost of Information Technology</b></p> <ul style="list-style-type: none"> <li>➤ Objective 4.1 – Take advantage of opportunities to save time and money by deploying Software as a Service (SaaS) and other existing solutions over custom-built systems when possible.</li> <li>➤ Objective 4.3 – Increase technology infrastructure efficiencies.</li> </ul>

<p><b>Goal 6: Efficient and Effective Management</b></p>	<p><b>STATE IT PRINCIPLE – BE ACCOUNTABLE:</b> Resources and funding will be allocated to the IT projects that contribute the greatest net value and benefit to Montana stakeholders.</p> <p><b>STATE IT PRINCIPLE – SHARE OUR RESOURCES:</b> Montana will use shared platforms and systems to minimize IT expenditures, improve service delivery and accelerate service implementation.</p> <p><b>STATE IT PRINCIPLE – USE RESOURCES WISELY:</b> IT resources will be used in an organized, deliberative and cost-effective manner.</p> <p><b>Goal 1 – Delivery Enterprise IT Services to State and Local Government, and the University System</b></p> <ul style="list-style-type: none"> <li>➤ Objective 1.1 – Identify and deploy networking technology that provides greater security and flexibility at lower costs.</li> <li>➤ Objective 1.3 – Actively engage state agencies, local governments, and university systems in the process of developing solutions for improving services.</li> </ul> <p><b>Goal 3 – Build and Operate Enterprise Systems that are Shared Across State and Local Government</b></p> <ul style="list-style-type: none"> <li>➤ Objective 3.1 – Make technology more cost effective by leveraging economies of scale.</li> <li>➤ Objective 3.2 – Actively engage state agencies and local governments in the process of identifying opportunities to share resources.</li> </ul> <p><b>Goal 4 – Utilize Cloud Open Data and Existing Applications to Maximize Value and Minimize Cost of Information Technology</b></p> <ul style="list-style-type: none"> <li>➤ Objective 4.2 – Enable IT to quickly allocate the proper resources to meet unpredictable and fluctuating business needs.</li> </ul>
<p><b>Goal 7: Water Court Case Management Technology</b></p>	<p><b>STATE IT PRINCIPLE – DELIVER SERVICES:</b> IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state government.</p> <p><b>Goal 3 – Build and Operate Enterprise Systems that are Shared Across State and Local Government</b></p> <ul style="list-style-type: none"> <li>➤ Objective 3.2 – Actively engage state agencies and local governments in the process of identifying opportunities to share resources.</li> <li>➤ Objective 3.4 – Utilize existing resources to support or enhance enterprise electronic content management services.</li> </ul> <p><b>Goal 4 – Utilize Cloud Open Data and Existing Applications to Maximize Value and Minimize Cost of Information Technology</b></p> <ul style="list-style-type: none"> <li>➤ Objective 4.4 – Increase transparency and access to valuable government data.</li> </ul>

# **INFORMATION TECHNOLOGY ACTION PLAN**

## **2017**

Crucial day-to-day activities conducted on a routine basis to meet ongoing objectives are identified in Appendix B (Page 36).

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The following action plan describes the specific activities that will be conducted to implement the objectives contained in the 2017 Information Technology Strategic Plan.

|                          |                                                                                                                                                                                                                                                                                                                             |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Objective 2.1</b>     | <b>The Judicial Branch will maintain a central repository of court information that ensures reliable and appropriate access to system information and reliable data recovery.</b>                                                                                                                                           |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                             |
| 2.1.1                    | Implement technologies to ensure Court systems are protected from Cyber Security vulnerabilities.                                                                                                                                                                                                                           |
| 2.1.2                    | Continue to work toward appropriate Public Access and Privacy Rules and develop a methodology to ensure appropriate public access to data in the repositories.                                                                                                                                                              |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                             |
| <b>Objective 2.2</b>     | <b>The Judicial Branch will develop security policies consistent with state policies, including procedures for authenticating electronic documents.</b>                                                                                                                                                                     |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                             |
| 2.2.1                    | Upon the re-evaluation and adoption of the currently suspended Public Access and Privacy Rules, develop and maintain information security policies consistent with the access rules adopted by the Supreme Court and consider adopting appropriate enterprise security policies advanced by the State of Montana.           |
| 2.2.2                    | Continue to ensure that any electronic filing system follows the best practices for authentication of electronic documents as recommended by the Electronic Filing and Access Task Force.                                                                                                                                   |
| 2.2.3                    | Review and develop retention procedures for electronic work products based on best practices.                                                                                                                                                                                                                               |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                             |
| <b>Objective 2.3</b>     | <b>The Commission on Technology will review and approve security policies and security measures, consistent with state policies and measures for the Judicial Branch. The Commission on Technology will provide governance support to the Information Technology Division when implementing such policies and measures.</b> |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                             |
| 2.3.1                    | Review, approve and recommend to the Court, security policies presented to the Commission on Technology by IT Division Security.                                                                                                                                                                                            |
| 2.4.2                    | Provide direction and backing to IT Division Security in execution of COT approved and Court ordered security policies.                                                                                                                                                                                                     |

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

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| <b>Objective 2.4</b>     | <b>The Judicial Branch will assess risk, relative to security, availability, reliability, integrity, and continuity and develop a disaster recovery plan for all court information.</b>                                                                                                                                                                                                                                                                                                       |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>2.4.1</b>             | Develop a detailed disaster recovery and business continuity plan for all court information.                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>2.4.2</b>             | Provide enhanced training to Judicial Branch employees on computer and network security, cyber security risk recognition, and the importance of backup procedures/responsibilities.                                                                                                                                                                                                                                                                                                           |
| <b>2.4.3</b>             | Collaborate with the Department of Administration's Information Technology Services Division to complete a comprehensive inventory of Judicial Branch applications and identify systems that may be vulnerable to cyber security risks. Develop a plan to implement protection appliances and measures consistent with the state's initiatives and policies.                                                                                                                                  |
| <b>Objective 2.5</b>     | <b>The Judicial Branch will employ automated tools to enhance efficiencies when deploying security policies and implementing security measures.</b>                                                                                                                                                                                                                                                                                                                                           |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>2.5.1</b>             | The Judicial Branch will develop, consistent with state policies and measures, a two-factor authentication security policy.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>2.5.2</b>             | The Judicial Branch will implement, consistent with state policies and measures, a two-factor authentication hardware FOB (token) to all personnel and contractors who access State of Montana computer systems.                                                                                                                                                                                                                                                                              |
| <b>Objective 3.1</b>     | <b>The Judicial Branch will enhance the use and functionality of all provided applications.</b>                                                                                                                                                                                                                                                                                                                                                                                               |
| FY16 - FY19 Action Items |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>3.1.1</b>             | Implement E-Filing Phase I, Prosecutor Initiated Case workflows in the 4 <sup>th</sup> Judicial District. <ul style="list-style-type: none"> <li>➤ Continue implementation of E-Filing Phase I, Prosecutor Initiated Case workflows to the remaining pilot districts.</li> <li>➤ In parallel, begin development of Phase II, Civil case workflows for the Appellate Court and the Trial Courts.</li> <li>➤ Implement Civil case workflows in the 4<sup>th</sup> Judicial District.</li> </ul> |
| <b>3.1.2</b>             | Develop educational and marketing strategies to encourage widespread use of the Montana Courts E-Filing System.                                                                                                                                                                                                                                                                                                                                                                               |
| <b>3.1.3</b>             | Continue to refine the Montana Courts on-line payment portal, particularly as it relates to payment of bond at jails.                                                                                                                                                                                                                                                                                                                                                                         |
| <b>3.1.4</b>             | Evaluate potential FullCourt Jury system enhancements – SMS Text Messaging and Interactive Voice Recognition (IVR).                                                                                                                                                                                                                                                                                                                                                                           |
| <b>3.1.5</b>             | Consider/evaluate the use of automated SMS Text Messaging functionality within the FullCourt Enterprise system.                                                                                                                                                                                                                                                                                                                                                                               |
| <b>3.1.6</b>             | Develop a Governance Plan for projects, requests, and changes to the enterprise content management system (SharePoint).                                                                                                                                                                                                                                                                                                                                                                       |

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

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| <b>Objective 3.3</b>            | <b>All web-based access will employ a similar look and feel and be ADA compliant.</b>                                                                                                                                                                         |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                               |
| 3.3.1                           | Establish a subcommittee of the COT to review Judicial Branch website and suggest improvements.                                                                                                                                                               |
| 3.3.2                           | Develop a Governance Plan for website improvements and content changes.                                                                                                                                                                                       |
| 3.3.3                           | Establish point of contact person within each court or judicial office to coordinate content changes.                                                                                                                                                         |
| 3.3.4                           | Begin preliminary research into pro se filing strategies and portal development.                                                                                                                                                                              |
| <b>Objective 3.4</b>            | <b>Reliable, authentic public information will be accessible via a web browser where appropriate.</b>                                                                                                                                                         |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                               |
| 3.4.1                           | Continue to work toward appropriate Public Access and Privacy Rules and develop a methodology to ensure appropriate access to system data housed in the central repositories.                                                                                 |
| 3.4.2                           | With the support of the COT implement technologies and policies consistent with state policies to ensure court systems and data are protected from Cyber Security vulnerabilities and unauthorized data access.                                               |
| 3.4.3                           | Evaluate the potential of social media technologies for use in the Judicial Branch. The branch currently utilizes Twitter and the Montana Law Library minimally uses Facebook.                                                                                |
| 3.4.4                           | Establish a branch Social Media policy.                                                                                                                                                                                                                       |
| <b>Objective 3.5</b>            | <b>The Judicial Branch will encourage appropriate electronic information exchange with authorized entities.</b>                                                                                                                                               |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                               |
| 3.5.1                           | Continue work with the Department of Transportation's Traffic Records Coordinating Committee to improve traffic record information exchanges.                                                                                                                 |
| 3.5.2                           | Work with state and local government agencies to convert information exchanges currently performed in a paper format into an electronic exchange.                                                                                                             |
| 3.5.3                           | Complete the implementation of electronic exchanges of traffic disposition data to the Department of Justice's Motor Vehicle Division for the remainder of the Courts of Limited Jurisdiction.                                                                |
| 3.5.4                           | Continue the implementation of electronic exchanges to the Criminal History Records System and Crime Victim Notification System for the remainder of the District Courts.                                                                                     |
| 3.5.5                           | Further enhance this effort with the delivery of court disposition information on FWP violations, as well as automatic delivery of court requested FWP License Suspensions and Reinstatements.                                                                |
| 3.5.6                           | Begin implementation and extensive training of an integration platform entitled Mule – Enterprise Services Bus which is designed to seamlessly manage data exchanges, application integrations, automate processes, and synchronization of data in real-time. |

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

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| <b>Objective 3.6</b>                                                                                                                                                                               | <b>The Judicial Branch will develop and implement consistent rules for access to court records.</b>                                                                                                                                     |
| FY16 - FY19 Action Items                                                                                                                                                                           |                                                                                                                                                                                                                                         |
| 3.6.1                                                                                                                                                                                              | Pursuant to Strategic Objective 6.2, the Commission on Technology will consider re-evaluating the currently suspended Public Access and Privacy Rules.                                                                                  |
| 3.6.2                                                                                                                                                                                              | The Commission on Technology will consider the ramifications of applying Public Access and Privacy Rules to Montana trial court records and court documents.                                                                            |
| <b>Objective 4.2</b> <b>The Judicial Branch will work to adopt data standards that facilitate information sharing and allow better reporting throughout the system.</b>                            |                                                                                                                                                                                                                                         |
| FY16 - FY19 Action Items                                                                                                                                                                           |                                                                                                                                                                                                                                         |
| 4.2.1                                                                                                                                                                                              | Develop and implement rules to identify aged District Court cases for dismissal in a more automated and timely fashion.                                                                                                                 |
| <b>Objective 4.3</b> <b>The Judicial Branch will promote the appropriate use of interactive video and provide an interactive video capability in Montana courts as funds and resources permit.</b> |                                                                                                                                                                                                                                         |
| FY16 - FY19 Action Items                                                                                                                                                                           |                                                                                                                                                                                                                                         |
| 4.3.1                                                                                                                                                                                              | Explore additional uses of interactive video including web-casting, use of video equipment for evidence display and desktop video conferencing.                                                                                         |
| 4.3.2                                                                                                                                                                                              | Evaluate and deploy improved procedures for scheduling interactive video sessions across the state.                                                                                                                                     |
| 4.3.3                                                                                                                                                                                              | Develop a branch video conferencing usage policy.                                                                                                                                                                                       |
| 4.3.4                                                                                                                                                                                              | Develop an interactive video marketing and education plan and significantly enhanced training material.                                                                                                                                 |
| 4.3.5                                                                                                                                                                                              | Seek opportunities and funding to develop the Branch Audio/Video Coordinator skillset for complete installation, maintenance and support of these systems, thereby reducing contracted services costs and creating Branch efficiencies. |
| <b>Objective 5.2</b> <b>The Judicial Branch will employ an inventory management system that will enhance branch accountability of equipment and IT resources.</b>                                  |                                                                                                                                                                                                                                         |
| FY16 - FY19 Action Items                                                                                                                                                                           |                                                                                                                                                                                                                                         |
| 5.2.1                                                                                                                                                                                              | Utilize the Enterprise Service Center Configuration Manager (SCCM) network inventory features to assist in device management, resource location and inventory tracking.                                                                 |
| 5.2.2                                                                                                                                                                                              | Continue development of an automated online ticketing feature to assist the Information Technology Division in accountability of support requests, issue tracking and resolution, and resource management.                              |

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

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| <b>Objective 5.3</b>            | <b>The Judicial Branch will, where possible, centralize the administration, management, support and inventory of systems.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>5.3.1</b>                    | Continue to implement the virtualization technologies (server and desktop) and consolidation opportunities with state and local government to: 1) reduce costs by sharing common IT infrastructure and common IT services; 2) reduce energy costs by reducing duplicative equipment and data centers; 3) reduce complexity and administrative overhead costs by implementing common services and infrastructure; 4) leverage the investment in the enterprise data centers to improve the security, disaster recovery and continuity of operations for Montana courts and judicial offices. |
| <b>5.3.2</b>                    | Continue working toward the IT Convergence - Executive Order No. 09-2016 – migration of agency information technology assets to the enterprise infrastructure.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Objective 5.5</b>            | <b>The Judicial Branch will use technology to enhance courtroom efficiency, effectiveness and access (e.g., network access, evidence presentation and display systems, court reporting equipment).</b>                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>5.5.1</b>                    | The Judicial Branch will seek adequate funding for future installations, upgrades and enhancements of Courtroom Technology including sound systems, audio systems and evidence displays.                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>5.5.2</b>                    | The Judicial Branch will consider future legislative proposals to provide regular replacement cycle funding for courtroom audio and video technology.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>5.5.3</b>                    | Continue efforts to develop a branch policy for use of the Court Reporters' Records Management Process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>5.5.4</b>                    | Continue efforts to develop a detailed training plan and guidelines for use of the Court Reporters' Records Management application.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>5.5.5</b>                    | Review 2016 IT Survey Common Themes; identify and address courtroom equipment (laptop) requests within budget constraints.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Objective 6.1</b>            | <b>The Judicial Branch will secure adequate staffing to enable support of systems across the state.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>6.1.1</b>                    | Review IT position descriptions and salaries to ensure that the Judicial Branch is competitive with other governmental entities in order to recruit and retain the best possible IT staff.                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>6.1.2</b>                    | Advance a proposal to the 2017 Legislature to retain the 3 one-time only FTE funded during the 2015 Legislature to permanent IT FTE.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

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| <b>Objective 6.2</b>            | <b>The Judicial Branch will seek input from stakeholders and other communities of interest regarding efficient and effective management of information technology resources.</b>                                                                                                                                                                                  |
| <b>FY16 - FY19 Action Items</b> |                                                                                                                                                                                                                                                                                                                                                                   |
| <b>6.2.1</b>                    | The Commission on Technology will continue to convene multi-disciplinary task forces as appropriate to research and recommend improvements to the court technology program.                                                                                                                                                                                       |
| <b>6.2.2</b>                    | The Commission on Technology will continue to survey Judicial Branch members and other communities of interest to evaluate customer satisfaction with services provided through the court technology program.                                                                                                                                                     |
| <b>6.2.3</b>                    | Consider/evaluate opportunities to collaborate with other state agencies for the use of the JCATS technology providing them an easily customizable platform to meet their needs. These relationships/opportunities have the potential of creating significant financial efficiencies for the state, as well as significantly improved data collection strategies. |
| <b>Objective 7.1</b>            | <b>Coordinate and align action items in the Judicial Branch and Department of Natural Resources Information Technology Strategic Plans for information technology improvements that support the general adjudication and administration of water rights in the state of Montana.</b>                                                                              |
| <b>Objective 7.2</b>            | <b>Develop policies, procedures and quality control measures to ensure any changes, upgrades or enhancements to information systems used in the general adjudication and the administration of water rights in the state of Montana do not result in 'lost' data, reduced functionality nor diminish court or program productivity.</b>                           |
| <b>Objective 7.3</b>            | <b>Further define the elements and requirements of a publicly accessible 'one-stop-shop' for water right records to create a single public interface that provides a comprehensive view of water right(s) or a water right application.</b>                                                                                                                       |
| <b>Objective 7.4</b>            | <b>Identify and promote the acquisition and deployment of appropriate technologies to improve efficiencies and access to water right records including an up-to-date supportable central water right record system and a modern court case management system for the Montana Water Court.</b>                                                                     |
| <b>Objective 7.5</b>            | <b>Create and implement a standards-based design for electronic information exchange between entities (DNRC, courts, citizens, other water right holders, and interfacing systems) to ensure water right records are timely, accurate and complete and easily accessible.</b>                                                                                     |

## ***APPENDIX A***

### ***2006 – 2014 ACCOMPLISHMENT***

The Commission on Technology adopted the third Judicial Branch Information Technology Strategic Plan in November 2009. The plan is the blueprint for court technology initiatives in the Judicial Branch and the success of the Court information technology program is a direct result of the strategic vision articulated in the plan, support of Judicial Branch members, and the support from Montana Executive and Legislative Branches. The following lists the information technology goals and accomplishments from the 2006 through the 2014 Plan:

- Deployed the Supreme Court module and document imaging subsystem of the C-Track Appellate Case Management System.
- Procured funding for a statewide license of a common case management system, jury management system and document imaging system for all Courts of Limited Jurisdiction and District Courts.
- Developed a Court Central Repository of all Courts of Limited Jurisdiction data. The Repository is designed for catastrophic backup and recovery, agency to agency data exchanges and information sharing, and the improvement of data quality.
- Developed and deployed to the 12 most urban Montana counties electronic exchange of traffic disposition data to the Department of Justice, Motor Vehicle Division.
- Advanced a funding proposal to fund network connectivity and office productivity tools for Judicial Branch courts and offices.
- Advanced a funding proposal to maintain a 5-year computer and server replacement cycle.
- Piloted and fully deployed the FullCourt case management system and document imaging subsystem in all 56 District Courts including replication of court case data to the District Court Central Repository. The Repository is designed for catastrophic backup and recovery, agency to agency data exchanges and information sharing, and the improvement of data quality.
- Developed and deployed a jury management system in Montana based on the functional specifications established by the HB 540 Task Force and Jury Track Team of the Montana Association of Clerks of District Court.
- Developed rules for Access to Court Records adopted by the Supreme Court in 2007. A substantial educational effort regarding the access rules was spearheaded by the Access Task Force. The rules were suspended in October 2010 by the Supreme Court, however, it is acknowledged that the main privacy elements of the rules are now included in the Rules of Civil and Appellate Procedure.

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

- The Electronic Filing Task Force and working groups defined the functional requirements for electronic filing in the State of Montana and funding was secured to implement a pilot e-filing system.
- Working in conjunction with the Montana Highway Patrol (MHP), developed a specification, piloted, and fully deployed the electronic filing of the MHP SmartCop E-citations to the Justice Courts' FullCourt system.
- Developed and deployed the Supreme Court Public Docket and Daily Order search. The Public Docket and Daily Order search are located on the Judicial Branch's website and are connected to the docket of the Supreme Court and a significant case index to decisions of the Montana Water Court.
- In collaboration with the Information Technology Services Division of the Department of Administration provided upgraded multi-protocol circuits to all courthouses in Montana to support quality data and video services.
- Expanded video services to the county courthouses in Broadwater, Deer Lodge, Madison, Sweet Grass, Pondera, Teton, Sanders, Carbon, Mineral, Chouteau, Judith Basin, Wheatland, Sheridan, Big Horn, Prairie, McCone, Carter, Powder River, and Garfield Counties and to the Water court. In 2011 and 2012 provided updated equipment to the majority of the above mentioned sites.
- Updating antiquated equipment in use by 44 court reporters and electronic transcriptionists throughout the state.
- Provided upgraded sound systems in 21 courtrooms located throughout the state. Installed new, supplementary or upgraded audio systems in the following counties: Richland, Dawson, Beaverhead, Gallatin, Yellowstone, Ravalli, Madison, Valley, Phillips, Lincoln, Flathead, Anaconda, Glacier, Toole and Pondera.
- Advanced a funding proposal to the 2013 Legislative Session for the remaining Courtroom Technology Improvements and Additions, as well as a proposal for a Video Conferencing Solution for the 7 rural counties in Montana without video conferencing.
- Developed a Dashboard for District Court judges detailing case management data.
- Developed a Clerks of District Court Active Case Utility allowing monitoring, analysis and management of cases on a regular basis.
- Developed a fresh dynamic and friendly courts.mt.gov website that more fluently serves the needs of the general public, and attorney/judges.
- Ongoing development and testing of a court SharePoint site designed for effective business collaboration, content management, and sharing of intranet and internet sites.

## Montana Judicial Branch – Information Technology Strategic Plan – 2017

- Completed a Request for Proposal process resulting in the successful selection of an E-Filing Vendor and contract award for development and implementation of a Montana Courts' Statewide E-Filing Initiative.
- Implemented a COLJ Judges LISTSERV and a COLJ Clerks LISTSERV application as a group communication vehicle.
- Implemented a comprehensive centralized backup (AHSAY) for District Courts, Limited Courts, Juvenile Probation, OCA, Law Library, Clerk of the Supreme Court, and the Supreme Court Justices.
- Procured Cloud Computing Software (AZURE) with the intended goal of developing an archive strategy and policies for Court Reporters' Records Management.
- Developed a Drug Court Recidivism Module hosted on the OCA's collaboration website. The module was designed to easily extract recidivism data and statistics for legislative purposes.
- Updated the platform and database environment of the Juvenile Court Assessment and Tracking System (JCATS). The update was funded through a congressional earmark. This has allowed the Branch to move from a data collection only system to a case management system. The system is programmed to track recidivism, automate restitution payments to victims, and automate case planning.
- Developed and piloted in the Lewis and Clark County District Court and the Missoula County District Court electronic exchanges of Integrated Justice Information Exchanges, specifically Notice of Charges Filed, Notice of Hearing and Hearing Results, and Court Orders.
- Piloted and started statewide rollout of roadside payments in conjunction with the MHP electronic citations allowing payment of citation bond in the MHP car.
- Piloted and deployed statewide implementation of an online payment system, CitePay, for all Courts of Limited Jurisdiction allowing defendants to make fine and fee payments online.
- Testing of a newly designed online payment functionality allowing defendants, or representatives of, to pay bonds on warrants at the jail using Citepay.
- Deployed the jury management system to 49 of the Courts of Limited Jurisdiction.

## 2013 Biennial Accomplishments

### Court Electronic Filing

- Successfully developed and posted a comprehensive Montana Courts Electronic Filing Request for Proposal; evaluated vendor submissions and live demonstrations; selected a vendor; and completed contract negotiations for Montana Courts Electronic Filing.
- In conjunction with the E-Filing vendor, developed electronic filing workflows for “Prosecutor Initiated” case types for the Appellate Court (Direct Appeals and Original Proceedings).
- Developed a workflow for the Clerk of the Supreme Court to accept and approve 1<sup>st</sup> time requests for Extensions of Time.
- Developed Supreme Court Justice Review Queues and workflows to create efficiencies in electronic filing processing. (District and Limited Court Judge Review Queue development is in progress).
- Enhanced the Supreme Court Conference Agenda to include hyperlinks to case documents from within the C-Track Case Management System.
- Enhanced C-Track to incorporate a hyperlink to District Court case records filed on Appeal, providing easier electronic access to the records for the Supreme Court Justices.
- Developed “Prosecutor Initiated” case type workflows for general and limited jurisdiction courts – Criminal, Juvenile, Abuse and Neglect, Involuntary Commitments and Developmental Disability cases.
- Presented the Court E-Filing system to numerous groups of stakeholders.
- Worked with business expert groups to vet the Temporary E-Filing Rules and identify functional gaps in the workflows and processes developed with the vendor.
- Selected a group of pilot districts for electronic filing;
  - Appellate Court tentative go-live date is scheduled for November 17, 2014
  - The predicted go-live for the 4<sup>th</sup> Judicial District pilot is April/May 2015

### FullCourt Enterprise

- Secured a comprehensive vendor proposal detailing services necessary for Montana to transition from the current end-of-life architecture to IT industry leading edge web-based architecture. The proposal moves Montana from individual distributed FullCourt databases to a single centrally hosted FullCourt Enterprise solution for all Montana trial courts.
- Collaborated with Criminal Justice partner agencies to secure a 2014 NCHIP grant for \$1,772,635 for the services necessary to transition Montana Courts from FullCourt V5 to FullCourt Enterprise.

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- Developed, tested, implemented, trained and support Online Payment of Bonds at detention centers. The system has been implemented in two courts and additional enhancements are currently being developed.
- At the request of the State's Office of the Public Defender, conceptualized, agreed upon, and developed a Public Defender Fee Assessment and Collections Report that is automatically delivered monthly via email.
- Created an automated daily process to deliver Driver's License Suspension and Reinstatement forms to the Department of Motor Vehicle utilizing the Branch's collaborative SharePoint site.
- Standardized the Courts of Limited Jurisdiction Register of Actions (ROA) table. The COLJ Automation committee developed a standard set of approximately 170 codes from over 3,000 distinct codes. IT subsequently developed a program to deploy and convert each court's ROA's to the standards set forth by the COLJ Automation Committee.
- Developed and deployed a comprehensive training plan to the Clerks of the District Court for the Uniform Case Filing Rules and District Court Performance Measures.
- Developed and continue to deliver training to the Clerks of the District Courts on the usage of the Clerks' Dashboard for closing untimely cases.
- Developed a configuration and training plan for delivery of the Inactivity Dismissal functionality within FullCourt. This functionality and training was delivered to the Clerks of the District Courts in preparation for SB21, requiring dismissal of civil actions for lack of prosecution after a period of 2 years.
- Developed a Statute Management Database and Application; ongoing maintenance of statutes due to legislative changes, agency requests, court requests, and filer requests; automated deployment of statute revisions to 190 distinct FullCourt databases, as well as real-time updates to participating criminal justice agencies.
- Developed an automated monthly query allowing the Business Analyst staff to track courts experiencing difficulties with FullCourt financials.
- Provided financial assistance and training to numerous limited jurisdiction courts facilitating true reconciliation of general ledger accounting issues, some system issues dating back to 2009.
- Due to a reduction in the 2013 Courtroom Technology Improvement request, the OCA repurposed District Court scanners and deployed them to the Courts of Limited Jurisdiction. Implementation, configuration and training plans are currently being completed.
- Developed a Criminal History Query application providing the Department of Justice the ability to track missing dispositions and update the criminal history records database, reducing the need to reach out to the courts for information.

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- Developed a cloud computing web front end application providing court reporters and FTR reporters a centralized, secure location to retain recordings, transcripts, and log notes. The system was implemented to meet the archival requirements for court transcripts.
- Developed and delivered a quarterly report of DUI, Minors in Possession and Seatbelt information to the Department of Transportation. This information will be utilized to assist the local DUI court coordinators to complete federal reporting requirements without having to reach out to the individual courts or IT Division.
- Developed a SharePoint application to track Judicial Education training events, judge contact information, as well as tenure and sub-judge info.
- Developed a SharePoint application to maintain Sentence Review logs and established functionality to merge Word documents with individual review data.
- Developing SharePoint Judicial Standards workflows.
- Developed a SharePoint application to salvage legacy LJCMS Case Management data for the Courts of Limited Jurisdiction. The application provides the courts the ability to query the data for information that is not available in FullCourt.
- In the process of developing a SharePoint application to salvage legacy JCMS Case Management data for the Clerks of the District Court. This application will provide the ability to query the legacy data for information that did not get converted to Fullcourt.
- Developed processes to automatically update the quarterly DC Judges and Clerks' Dashboards resulting in considerable IT resource time savings.
- Developed Phase I pro se statistics for Guardian (DG) and Domestic Relation (DR) case types.
- Refined the Montana Highway Patrol electronic citation data collection and distribution process. Completed the addition of a comprehensive recovery process, as well as a simple push button process for duplicate delivery of information by specific request.
- Developed the extraction of FullCourt District Court fee data hosted on a Finance Department SharePoint site. The site allows the Finance Department to reconcile District Court fees, specifically Petition for Dissolution and Legal Separation numbers, for financial audit purposes.
- Developed a daily automated process to normalize/standardize the Montana Highway Patrol, Motor Carrier Services, and Fish, Wildlife and Parks agency tables within the Courts of Limited Jurisdiction databases. This process reduces the number of eCitation import errors the courts have to resolve and subsequently manually enter.
- Developing a SharePoint Prevention Intervention Funding (PIF) contract tracking application.

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- Developed and preliminarily deployed an Inactive Session Screen Saver security measure consistent with state policy and NIST (National Institute of Standards and Technology) standards.
- Developed and implemented additional inventory controls including device bar coding and scanning to automated forms, mobile device (i.e. laptop) tracking software, and network scanning for device identity, serial number and location.
- Internal development of an enhanced backup and recovery system for FullCourt databases. The system broadcasts success and failure messages for individual backup datasets.
- Developing a system that manages automated operating system, Microsoft and virus updates, as well as remote deployment of machine images.
- Developing an online help desk system which allows users to create service/issues tickets, user managed password resets, issues and resolution tracking (approximately 6 months to completion).
- Developed a terminal services system that allows judges in multi-county districts access to the FullCourt databases within their district (database must reside on a server).
- Moved Flathead County state users from the county network to the state network – improves the ability to support state users.
- Expanded video capabilities to Daniels, Liberty, Golden Valley, and Petroleum Counties.
- Replaced 10 court reporter machines and successfully transitioned all court reporter equipment to a consistent replacement schedule.
- Installed new courtroom audio systems or upgraded existing systems in the following courtrooms: Rosebud, Jefferson, Lake, Powell, Lewis & Clark, Cascade and Yellowstone Counties. Installed portable courtroom audio systems in McCone, Granite, Prairie, and Sweetgrass Counties. Significant resources spent in Madison and Beaverhead Counties correcting microphone issues.
- Began more aggressive use of social media such as Twitter to dispense court activities, as well as for staff recruitment.
- Standing up a flash server to host all audio and video oral arguments, CLE's, training and instructional material.

## ***APPENDIX B***

### ***ROUTINE/ONGOING ACTION ITEMS***

The following action items describe crucial day-to-day activities conducted on a routine basis to meet ongoing objectives of the Information Technology Strategic Plan. As strategic plan objectives evolve, the Routine Actions list will continue to change and be refreshed.

| <b>Routine Action</b> | <b>FY16 - FY19 Action Items Crucial Day-to-Day Actions</b>                                                                                                                                                                                                                                                                                                                                                |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RA 1</b>           | Continue to provide regular maintenance for the Courts of Limited Jurisdiction and District Court Central Repositories established in 2006.                                                                                                                                                                                                                                                               |
| <b>RA 2</b>           | Ensure the Judicial Branch is utilizing the Enterprise IT Infrastructure to protect critical court systems with backup and disaster recovery services.                                                                                                                                                                                                                                                    |
| <b>RA 3</b>           | Work collaboratively with the Department of Justice to integrate and enhance the current automated data exchanges to FCE and to develop the new exchange of protection order, bench and arrest warrant data to the Criminal Justice Information Network (CJIN).                                                                                                                                           |
| <b>RA 4</b>           | Continue JCATS maintenance and ongoing enhancements.                                                                                                                                                                                                                                                                                                                                                      |
| <b>RA 5</b>           | Continue maintenance and training of the CitePay online fine and fee payment system for all Courts of Limited Jurisdiction.                                                                                                                                                                                                                                                                               |
| <b>RA 6</b>           | Pursue funding/options to thoroughly educate internal Information Technology Staff in application development of the on-line collaboration and information sharing projects mitigating reliance on contract vendors for development.                                                                                                                                                                      |
| <b>RA 7</b>           | Continue efforts to establish an enterprise content management system (SharePoint) for on-line collaboration and information sharing for Judicial Branch employees and external stakeholders including enhancements to the Judge's Electronic Workbench, Court Help Law Portal, Centralized Drug and Treatment Court Coordinator Site and Boards and Commissions, Finance and Court Services Departments. |
| <b>RA 8</b>           | Continue working with the Department of Administration and other network providers to evaluate and improve network connectivity for Montana courts.                                                                                                                                                                                                                                                       |
| <b>RA 9</b>           | Work with the Department of Administration and other network providers to evaluate network rate recovery models and improve network connectivity to Montana courthouses.                                                                                                                                                                                                                                  |
| <b>RA 10</b>          | Continue efforts to ensure that the Montana Courts E-Filing Portal and filing procedures retain the same look and feel from court level to court level and case type to case type.                                                                                                                                                                                                                        |
| <b>RA 11</b>          | Continue work with the Montana Integrated Justice Information Systems (IJIS) group to define and automate criminal justice information exchanges in accordance with national information sharing standards.                                                                                                                                                                                               |
| <b>RA 12</b>          | Continue to identify, collaboratively agree, and publish appropriate Judicial Branch data standards, particularly as standards relate to the effectiveness of Court E-Filing and the ease of conversion, implementation, use and training of FullCourt Enterprise                                                                                                                                         |
| <b>RA 13</b>          | Develop processes to identify data inaccuracies and inequalities. Deliver training to correct data inaccuracies and develop a plan to correct data inequalities.                                                                                                                                                                                                                                          |

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| <b>Routine Action</b> | <b>FY16 - FY19 Action Items Crucial Day-to-Day Actions</b>                                                                                                                |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RA 14</b>          | Continue improving strategies for the collection, access and presentation of case processing measures as established by the Supreme Court and the District Court Council. |
| <b>RA 15</b>          | Continue to work with IJIS Broker project team to define statewide data standards for criminal justice information exchange.                                              |
| <b>RA 16</b>          | Continue to work with the Department of Administration on quality of service capability to reduce circuit and maintenance costs.                                          |
| <b>RA 17</b>          | Continue to evaluate the technology needs of Montana courtrooms and establish a minimum level of technology in Montana courtrooms.                                        |
| <b>RA 18</b>          | Continue to prioritize the needs of Montana courtrooms and implement improvements, including courtroom audio systems as funding and resources permit.                     |
| <b>RA 19</b>          | The Judicial Branch will deploy imaging functionality in the courts of limited jurisdiction.                                                                              |