



Information Technology Strategic Plan

Adopted by the Supreme Court

May 1, 2007



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Judiciary Information Technology Strategic Plan

Introduction

Many changes have occurred since 1985, when the New Jersey Judiciary was best characterized as a paper-and-pencil operation. The Judiciary is today one of the most fully automated courts in the country. Beginning in 1985, most of the New Jersey Judiciary's court and administrative applications were developed as individual systems to support specific case types. IDMS (Integrated Database Management System) was used to implement data management, storage and access to court and administrative systems data. Over the years, this technology was effective for meeting the Judiciary's needs for case management and administrative system automation. Unfortunately, market share for the supporting technology dropped, training programs became limited, and the number of individuals with relevant technical expertise declined. The Judiciary was put in the position of having to convert, rewrite, or replace most of its court application systems.

The IDMS technology did not readily support web access. Such access requires the addition of complex and costly middleware (i.e., software that exists between an application and the operating system and network services on a server in the network). This greatly increases maintenance problems for the resulting application. To employ the use of web technology and eliminate the need for middleware, the Judiciary elected to first convert each application from IDMS to DB2 (an IBM database management system). DB2 is a modern data base under continuous development that is designed to work in concert with web technology and will facilitate web enablement of the converted applications.

The Judiciary responded to the impacts of changing technology through an Information Technology Strategic Plan (ITSP) adopted in 2001. This plan addressed those information technology initiatives that the Judiciary "must do" to continue to operate efficiently in the modern legal environment, as well as anticipated future demands. In addition to modernizing the underlying database technology and adding web capabilities, the 2001 ITSP also dealt with supporting hardware and software infrastructure and upgrading the Judiciary's email system. The ITSP was revised in 2003 to reflect progress in completing initiatives and changing demands on Judiciary information systems. The present document is the latest revision to the ITSP.

Key accomplishments to date include:

- Conversion of a number of the Judiciary case management systems (CMS) from IDMS to DB2 technology, including:
 - Judgments (Civil Judgment and Order Docket),
 - ACMS (Automated Case Management System), and

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- ATS/ACS (Automated Traffic System / Automated Complaint System).
- Ongoing conversion for :
 - FACTS (Family Automated Case Tracking System),
 - Promis/Gavel (Automated Criminal Case Tracking System),
 - CCIS (County Correction Information System), and
 - CABS (Central Automated Bail System).

The balance of the CMS applications, including CAPS (Comprehensive Automated Probation System) and various Judiciary administrative applications will follow. This first phase of a two-phase process involves only the underlying database conversion. To the user, the applications appear unchanged. The second phase will introduce web technology to these applications. Users will gain much of the functionality and ease of use that they are accustomed to from web browsers such as Microsoft Internet Explorer, which many of them employ on their personal computers.

- Implementation of numerous changes to legacy (existing) court application systems prior to their conversion to DB2. Many of these changes were necessitated by new legislative mandates, court decisions or urgent operational needs that could not be delayed until the related application was converted.
- Development and implementation of consistent local area networks (LANs) and desktop office automation throughout the Judiciary. Upgrade of this hardware and software infrastructure is on a repeating four-year cycle.
- Development and implementation of the basic wide-area network (WAN) infrastructure to support a unified Judiciary through interconnection of all vicinages, municipal courts, appellate courts, administrative offices, and external parties (prosecutors, public defenders, jails, etc.).
- Implementation of a consistent email system throughout the Judiciary to facilitate efficient internal and external communication.
- Development and implementation of enhanced security infrastructure to protect the integrity of Judiciary information systems and data and prevent unauthorized access.

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- Implementation of supporting tools, processes and advanced training to facilitate efficient IT development, operations and user support.
- Development and implementation of JEFIS (the Judiciary Electronic Filing and Imaging System) for the DC docket type in all vicinages.
- Development and implementation of an expanded Judiciary web site that provides information about court decisions, the Judiciary and the AOC (Administrative Office of the Courts) to employees (through the Infonet, the internal Judiciary web site) and to the public (through NJCourtsOnline, the Judiciary web site accessible from the Internet).
- Installation of court-based videoconferencing services in 65 courtrooms to facilitate pre-trial, post-trial and settlement conferences as well as remote testimony without the need for the participants to actually travel to the court. This initiative fully enables courtroom video and audio recording and playback with viewing of all courtroom participants.

Strategic Plan Process

This revised ITSP is the result of an extensive process of review and deliberation by the Judiciary's Information Technology Steering Committee, appointed by former Chief Justice Deborah T. Poritz to provide executive leadership to and oversight of the information technology initiatives in the Judiciary. The Committee members work with the Information Technology Office of the AOC and staff throughout the Judiciary to understand issues and problems. The Committee advises the Chief Justice, the Administrative Director, and the Judicial Council concerning the IT needs of the Judiciary and how these needs can be more fully met. The Committee is charged with seven different facets of IT oversight and direction:

- To monitor implementation of the ITSP.
- To propose updates to that plan as necessary.
- To monitor priorities and suggest resource allocations.
- To address training needs for IT on the part of judges, court and administrative staff, as well as ongoing training for Information Technology Office (ITO) employees.
- To search for ways to fund our IT needs.

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- To consider new policy issues.
- To report to the Administrative Director and the Judicial Council as often as necessary.

During this revision of the Strategic Plan, the IT Steering Committee members were:

Hon. Maurice J. Gallipoli, Assignment Judge, Hudson Vicinage, Chair
Hon. Edith K. Payne, Judge, Appellate Division
Hon. Valerie H. Armstrong, Assignment Judge, Atlantic Vicinage
Hon. Eugene D. Serpentelli, Assignment Judge, Ocean Vicinage
Hon. Carol E. Higbee, Presiding Judge, Civil Division, Atlantic Vicinage
Hon. Paul A. Kapalko, Presiding Judge, Family Division, Monmouth Vicinage
Theodore J. Fetter, Deputy Administrative Director, AOC
Christina P. Higgins, Director, Management & Administrative Services, AOC
John P. McCarthy, Jr., Director, Trial Court Services, AOC
James R. Rebo, Chief Information Officer, AOC
Toni M. McLaughlin, Assistant Director, Office of Communications,
Internet Services, AOC
James R. Castagnoli, Trial Court Administrator, Cumberland Vicinage
Kirk L. Nixon, Trial Court Administrator, Passaic Vicinage
Jeffrey A. Newman, Deputy Clerk, Appellate Division
Lori B. Cooper, Family Division Manager, Monmouth Vicinage
Ramona L. Howze, Criminal Division Manager, Atlantic/Cape May Vicinage

Dr. Edward B. Feinberg, Supervisor of Planning for ITO, provided staff support to the Committee.

The ITSP incorporates an integrated and interdependent set of initiatives that addresses both required updates and enhancements to existing Judiciary information systems and new capabilities that will be needed. The revisions to the ITSP are driven by technological changes and requests for service from the public and judiciary staff, often in response to new legislative mandates or court decisions. The Committee also formally solicited input from judges and Judiciary managers. The revised ITSP reflects the Committee's advice and recommendations, together with decisions of the Chief Justice, the Administrative Director, and the Judicial Council. It encompasses a five-year planning horizon, FY 2008 through FY 2012.

Information Technology is an essential tool for courts to function in the present and to maintain and improve operations in the future. Planning in the Judiciary requires keen appreciation of the beneficial role technology may play in many

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areas, such as case management, administrative support, records management, and communication within and beyond the Judiciary itself. Access to accurate court information is vital to the Judiciary. The ability to retrieve and use information through automated systems is essential for court system personnel as well as persons outside the courts (with appropriate constraints of security and privacy).

The newly revised ITSP continues to reflect goal 9 of the Judiciary Strategic Plan to “continue to implement advances in technology and take advantage of the potential that technology offers to realize efficiencies and promote unification.” Recognizing that the courts do not have the resources for frequent redevelopment of applications, the Judiciary’s goal is to effectively apply widely available technology, using hardware and software that are likely to remain competitive and supported for a reasonable length of time. The Judiciary’s existing comprehensive IT infrastructure requires selective upgrading to provide the necessary services in a secure computing and networking environment. Applications of newer technologies with demonstrated reliability offer greater efficiencies for the courts, while substantially improving public service. IT must serve the needs of the Judiciary and its constituencies, including the judges and court staff, the litigants and the bar, the general public and other government agencies. If technology offers the Judiciary the possibility to do something new or in a better manner, the decision to implement such technology must be guided by the probability of operational benefits for the Judiciary and its constituencies.

The Judiciary’s ITSP initiatives are designed to reflect the goals, objectives, and relative priorities that will guide IT development over the current five-year planning horizon. Detailed scheduling and cost information will become available only when the particulars of specific projects are developed and funding is authorized to implement one or more aspects of an initiative. Real world experience shows that funding rarely occurs as planned in the ITSP. New legislation, court decisions, changing user needs, swiftly evolving technology, and availability of appropriate technical professional staff and consultants combine to make costs and completion dates rapidly moving targets. Nevertheless, the ITSP has proved invaluable to the Judiciary in guiding its past decisions regarding which specific projects to fund and on what timelines to pursue them.

The ITSP anticipates a flexible implementation approach, with Committee guidance, to take advantage of technology advances and lower costs. The Committee will monitor implementation of all initiatives as part of its ITSP oversight responsibility and make periodic reports to the Judicial Council. In order to do so, the Committee shall meet regularly on a quarterly basis and more frequently as necessary on an “ad hoc” basis, during each year covered by this revision to the ITSP. By open and continuing communication with the ITO, the Committee should and will come to appreciate and understand the perspective and technical knowledge of the ITO and thus be able to bring an overall perspective to the efforts of the ITO and guide the ITO on priorities for its work.

Strategic Plan Structure and Priorities

The initiatives of the Strategic Plan frequently have complex interdependencies with one or more other initiatives, particularly with the core infrastructure initiative. The success of one initiative often depends upon the completion (or the partial completion) of others. Such interdependencies affect the funding needs and the timelines of the various strategic initiatives.

The IT Steering Committee has chosen to include in the ITSP only those initiatives that reach at least a major “strategic level” in guiding the development of future Judiciary IT capabilities consistent with the Judiciary Strategic Plan’s goals and objectives. A number of other worthwhile initiative proposals have been reviewed by the committee, but do not rise to this strategic level and therefore are not included in the ITSP. The initiatives constitute the Steering Committee’s response to the ever-increasing capabilities of information technology and the concomitant demands to facilitate and streamline judicial processes. The ITSP provides general goals within the areas of infrastructure, constituent services and court operations; it does not seek to articulate detailed implementation of the initiatives. The Committee has assigned priorities to the initiatives to guide ITO in implementing the ITSP. As part of its process, the Committee established the following terminology.

- **Top Priority** – an initiative deemed of highest strategic importance in meeting Judiciary needs and improving Judiciary operational capabilities and/or efficiencies (Usually a result of legislative mandate, advances in technology, or user requirements for enhanced functionality).
- **High Priority** – an initiative deemed of great strategic importance to Judiciary needs and capabilities, but not as critical as the “top priority” initiatives.
- **Priority** - an initiative deemed of significant strategic importance to Judiciary needs and capabilities, but less critical than the “top priority” and “high priority” initiatives.
- A **Strategic Initiative** is a major Judiciary IT goal for the next five years – as recommended by the IT Steering Committee and adopted by the NJ Supreme Court. A strategic initiative may include sub-initiatives that can be addressed individually. Multiple initiatives may have the same priority level.

The following table lists the initiatives and their assigned priorities:

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Initiative	Strategic Priority	Summary Description/ Key Considerations
Core Infrastructure	Top Priority	<p>Provide and maintain the core infrastructure required to support both current operations and Strategic Plan Initiatives. Implement the necessary supporting technology to provide required capacity and service levels.</p> <p><i>Sub-Initiative</i> Execute tactical projects to enable existing applications to comply with new legislative, Judicial and Federal mandates, or to enhance operational performance.</p>
Case Management Improvements	Top Priority	<p><i>Sub-Initiative</i> IDMS Conversion Continue migration of Judiciary applications from ADSO/IDMS to DB2.</p> <p><i>Sub-Initiative</i> Web-Enabling Apply web technology to Judiciary applications to provide new and improved functionality, after applications have been converted to DB2.</p>
Child Support and Case Management Integration	Top Priority	Integrate the Judiciary FACTS case management system with the new web-based child support application of the New Jersey Department of Human Services (NJKIDS).
Courtroom Automated Record Infrastructure	Top Priority	Replace existing analog audio recording systems in the courtrooms with digital audio recording systems and supporting infrastructure capable of making the court record. Establish a central repository for preservation and retrieval of the court record.
Electronic Filing and Document Management	Top Priority	Complete Statewide implementation of the Judiciary Electronic Filing and Imaging System (JEFIS) for the DC Docket Type. Deploy the capability to maintain case records as “electronic case files.” Upgrade the JEFIS technology from legacy to new web based technology to enable continued future application support and performance. Re-architect components of JEFIS as the technology upgrade is underway to provide for the infrastructure to expand to the other case types. Analyze the current, growing demand for e-filing and document management for mass tort cases and other docket types in order to prepare and issue a Request for Quote (RFQ) to secure vendor participation. Address the policy decisions that are needed to use vendors in our e-filing strategy.
Security Infrastructure	Top Priority	Develop and deploy an enhanced, comprehensive security infrastructure encompassing access control and identity management practices to protect the Court’s application systems environment and data, while supporting internal and external users via standard LAN, Internet and Infonet access.

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Wide Area Network Infrastructure	Top Priority	Enhance WAN architecture and capacity to satisfy rapid large growth in requirements for data transmission of Web-based applications, electronic case files, electronic forms, Judiciary digital audio and video, Internet streaming video, Voice Over IP telephones, and distance learning. Implement emerging network technologies to provide cost-effective network capacity and service levels.
Courtroom Automation	High Priority	Expand the LAN infrastructure to cover all courtrooms. Provide courtroom access via digital technology to court records, including transcripts, scanned documents, and audio and video recordings, as part of normal courtroom operations. Support evidence presentation systems. Expand video-conferencing technology to further support arraignments, pre-trial, post-trial and settlement conferencing and remote testimony.
Data Warehouse	High Priority	Develop and implement a data warehouse (hardware and software) infrastructure that provides statistical analysis and performance data to users throughout the Judiciary. Extend capabilities to meet information needs of the public and other external users as well as Judiciary users. Enable users to create their own custom reports and analyses.
Financial Management	High Priority	Develop and implement an integrated financial management system, which includes budgeting, procurement, and facilities management.
Integrated Constituent Services	High Priority	Develop and deploy the technology and services that enable customers to interact with the Judiciary through the Internet and other channels to obtain case information, make payments, file (electronically or via paper), etc., using the technology established for the public (web site, public access workstations, wireless internet access, etc.).
LAN Infrastructure and Desktop Office Automation	High Priority	Enhance LAN and desktop office automation environment to provide critical support for multimedia and other future applications. Enhance LAN and desktop security to counter emerging threats.
Email	Priority	Provide additional collaboration tools for the Judiciary email system such as web conferencing and instant messaging, to further facilitate efficient communication within the Judicial community. Provide for efficient management of email that the Judiciary is legally required to retain and retrieve. Provide the ability to utilize the email architecture as a base for application development.
Human Resources	Priority	Develop and implement an integrated human resources application that seamlessly interfaces to Executive Branch agency human resources applications.

Strategic Initiatives

The initiatives of the ITSP are categorized into three major types:

- Infrastructure initiatives that address technological foundations (e.g., hardware, software and communications). Many of these initiatives respond directly to industry changes, such as loss of support for key systems hardware and software, as well as new hardware and software capabilities and maintainability.
- Constituent Services initiatives that build upon the infrastructure to benefit Judiciary “clients” through improved access, expanded functionality, and improved ease of use of Judiciary Information Systems.
- Court Operations initiatives that focus on improving administrative and case management workflow processes.

The initiatives of the Strategic Plan frequently have complex interdependencies with one another. Success of one initiative can depend heavily upon the completion (or the partial completion) of others. Such interdependencies will affect the funding needs and the timelines for implementation of the various strategic initiatives.

Core Infrastructure Initiative {Top Priority}

The Judiciary’s operational ability to meet its day-to-day and strategic obligations depends critically on the backbone of its core IT infrastructure. The core infrastructure is made up of a set of interconnected hardware and software structural elements that provide the framework supporting the entire Judiciary automated information systems structure. This core infrastructure includes the Judiciary Data Center in Trenton and its associated communications network management; the applications development, testing and life-cycle support hardware and software tools; and the project management application, as well as the automated information systems applications themselves. The only way to achieve and preserve the full value from previous major investments in Judiciary IT strategic initiatives is to maintain, upgrade and refresh related hardware and software throughout their life-cycles. It is critical that the core infrastructure be maintained and upgraded periodically.

This initiative is the foundation upon which all of the Judiciary’s information technology capabilities as well as the other Strategic Plan initiatives are supported. Maintenance of the core infrastructure is essential to avoid service

interruptions to the courts. For example, upgrading Data Center capacity and technical infrastructure, including replacement of obsolete and sometimes unsupported management software and hardware, is crucial for successful future delivery of Judiciary information technology services without regard to implementation of any new ITSP initiatives. Without this capacity and technology, the Judiciary will not be able to provide the required levels of service to the public and the bar, given anticipated routine growth in demand and user service expectations. Similarly, this initiative must include the strategic need to respond to requests for modification of existing applications to keep them up to date. Such application enhancements, while usually minor from a strategic viewpoint, often are mandated by the Legislature, the Courts, the Federal government, or by operational needs. As such, these enhancements are part of the core infrastructure.

Simply put, the maintenance, upgrade, and expansion of the core infrastructure must occur if goals of the Strategic Plan are to be accomplished. In addition, as infrastructure initiatives within the Strategic Plan are completed, the continued maintenance, upgrade and expansion of technology implemented as a result of those initiatives become new elements of the core infrastructure that must be supported. Hence, there is a strategic imperative that the Core Infrastructure Initiative must be given top priority in funding to ensure continued support of Judiciary goals and avoid rapid deterioration of the applications and benefits from completed strategic initiatives. Moreover, funding needs for this initiative will grow from baseline levels over time, as they reflect inflationary pressures and additions to the infrastructure core through completion of other strategic initiatives.

Case Management Improvements Court Operations Initiative {Top Priority}

The Case Management Improvements initiative is fueled by the imperative that the Judiciary must address the approaching obsolescence of the IDMS database technology underpinning the Judiciary's existing case management systems while also improving future support to the user community. (A database is a structured collection of records or data which is stored in a computer so that a program can consult it to answer queries.) As noted in the introduction to the ITSP, the Judiciary is approaching this task in two phases:

- **Phase I: Legacy Systems Conversion** – This phase consists of converting the Judiciary's major existing applications from IDMS to DB2 database technology. The users of these CMS applications will not notice the changes that are taking place behind the scenes. Extensive efforts are underway to ensure that converted systems retain at least the same levels of maintainability, performance and operational effectiveness as the current systems. The conversion process provides a new architecture (i.e., the

structure or structures of the system, which comprise software elements, the externally visible properties of those elements, and the relationships between them) through which the Judiciary can build upon systems functionality.

- **Phase II: Web Enabling** – This phase will incrementally migrate Judiciary CMS applications to a browser based web enabled architecture. Web technology will facilitate adding new functions over time as business requirements mandate. Such gradual transformation provides two primary benefits. Foremost, no immediate, wholesale change of the CMS applications will be required; business requirements will direct improvement of the CMS systems over a period of several years. In turn, transitioning over 10,000 users from the current applications to the converted systems will be much easier to accomplish with little or no disruption to Judiciary operations.

The process of modifying a converted Judiciary application to operate in the browser environment involves an initial re-engineering and standardization review. This starts with understanding the manner in which the current system functions through observing court administrative operations, interviewing users, reviewing existing application documentation, and working with the technical staff that supports the application. Judges, administrative staff, attorneys, and other users of an application also must participate in identifying business requirements and options that currently are not supported by the existing application. This information together with estimates of related development resources and timelines then are analyzed to establish the set of business requirements (aligned with the Judiciary's strategy, goals, and expectations for its future case management systems) that the modified application must support. The converted application will be re-engineered if and as necessary to implement the approved business requirements.

Child Support & Case Management Integration Constituent Services Initiative **{Top Priority}**

The State of New Jersey manages payments for child support enforcement cases. The Judiciary case management system, FACTS, enables the judicial management of cases in which there is a child support enforcement order. The Executive Branch's Department of Human Services (DHS) manages the child support payments for these cases through its own computerized child support enforcement system. The State uses both systems to handle the full life cycle of a case, often requiring duplicate data entry. Entering the same data in both systems causes unnecessary work and affords the potential for error (inconsistent data across systems), while significantly reducing worker productivity and the ability to service customers in a timely manner.

In March 2006, the DHS commenced a major project (NJKIDS) to replace its current child support application with a new web browser based application by the end of 2008. As a result of this development project, the Judiciary is addressing the issues associated with the integration of NJKIDS with FACTS. The Judiciary is now fully engaged in examining the various policy and technological issues associated with this project and is participating in the development project with DHS.

Courtroom Automated Record Infrastructure Initiative {Top Priority}

The focus of this initiative initially is to upgrade existing analog audio recording systems in the courtrooms with digital audio recording systems and supporting infrastructure as well as establishing a central repository for the court record.

The foundation for creating the record in Judiciary courtrooms is electronic audio recording. Analog technology is presently installed in most courtrooms. The analog recording method stores signals as a continual wave on the recording media, rather than as the discrete numbers used in digital recording. This technology is obsolete and no longer supported by most manufacturers. Records management of analog recordings is cumbersome, costly and vulnerable to loss.

Digital technology uses discrete values (often electrical voltages), represented as binary numbers, for input, processing, transmission, storage, or display, rather than a continuous spectrum of values. Digital technology, however employed, provides a reliable record that is easy to search for review, easy to duplicate for transcription, and is stored on the central server, which is backed up each night ensuring that the court record is secure and retrievable. The electronic case record can be retrieved from the secure central digital data storage repository via shared access over a high-speed network. The digital court record is available to multiple persons concurrently, if required and permitted by individual security restrictions.

Electronic Filing and Document Management Constituent Services Initiative {Top Priority}

Electronic filing (eFiling) permits documents to be filed with the court electronically and remotely 24 hours a day, seven days a week. Electronic Data Management (EDM) enables the Judiciary to maintain the case record as an “electronic case file.” eFiling and EDM systems allow the Judiciary to eliminate

the filing cabinets and file rooms that store the paper filings. Concurrent implementation of eFiling and EDM will be performed in order of case type. Initial statewide implementation of the Judiciary Electronic Filing and Imaging System (JEFIS) involves only the DC docket type of the Special Civil Part.

The JEFIS technology is being upgraded to support future web-based applications. As the JEFIS technology is modified, its component architecture is being redesigned to provide the infrastructure to permit expansion to the other case types. An analysis of the constant and growing demand for e-filing and document management for mass tort cases and other docket types will provide a foundation for the policy decisions needed to use commercial vendors in implementing our e-filing strategy.

Security Infrastructure Initiative **{Top Priority}**

A strategic objective of the Judiciary is to move toward a technology environment that allows open (i.e., public) access to judicial processes and information consistent with evolving policies on access to records. Before open access can be implemented, however, the Judiciary must deploy an effective security capability that is monitored, tested, and enhanced on a regular basis. The Judiciary has formally adopted a comprehensive Information Technology Security Policy and has informed all Judiciary users about its content.

The first technology aspect under this initiative is to further protect our internal network access. This protection may include pre-admission endpoint (e.g., PC, laptop or Blackberry) security policy checks and post-admission controls over where users can go on a network and what they can do. This approach will enable the Judiciary to identify equipment such as laptops or handheld devices that do not meet a specific set of guidelines and deny access to that equipment or place it in a secure area. Network protection also may include implementation of identity management practices, which incorporate an integrated system of business processes, policies and technologies that will enable the Judiciary to facilitate and control users' access to critical online applications and resources, while protecting confidential personal and business information from unauthorized users. These practices will provide secure access to Judiciary internal applications via the Internet, utilizing more technologically sophisticated methods than just user-id and password.

Another aspect is Data Classification. Data must be classified and protected based, among other factors, on its sensitivity and criticality to users, risks related to unauthorized disclosures, and legal or regulatory requirements as stated in the Judiciary Security Policy. The Judiciary must protect data leaving the secure judiciary network on mobile storage devices including PDA-like cell phones or Blackberries.

A third aspect is the need for a formal Incident Management process to handle investigations, track and log accesses to sensitive Judiciary data, and develop procedures to remediate and report security incidents when they occur.

Wide Area Network (WAN) Infrastructure Initiative {Top Priority}

The Judiciary's Wide Area Network (WAN) is a computer network that covers a broad area, with communications links crossing metropolitan or regional boundaries to connect LANs and other types of networks together, so that users and computers in one location can communicate with users and computers in other locations. The Judiciary WAN provides a statewide data communication facility that links 675 locations in New Jersey, including the Judiciary central data center, the courts, the vicinages, administrative offices, other state government offices, as well as the Internet. The WAN provides access to the Trenton-based court applications. It also provides the means for interchange of electronic communication - email and other documents - across the Judiciary. This initiative creates the next-generation enhanced WAN architecture to provide cost-effective network capacity to satisfy the growing data transmission requirements for Web-based applications, electronic case files, electronic forms, Judiciary digital audio and video, Internet streaming video, Voice Over IP telephones, and distance learning.

Courtroom Automation Constituent Services Initiative {High Priority}

This initiative will focus on expanding the LAN infrastructure to cover all courtrooms. This infrastructure will allow shared access to a central repository by personnel in the courtroom to retrieve case-related information (including the court record, however prepared) and to accept case-related documents (such as exhibits via scanning) as part of normal courtroom operations. Expanding video-conferencing technology to further support arraignments, pre-trial, post-trial, and settlement conferencing, and remote testimony, together with supporting technology for evidence presentation systems will be an additional focus.

Data Warehouse Constituent Services Initiative {High Priority}

A data warehouse is a copy of the court databases specifically structured for querying and reporting. A Judiciary data warehouse facility with an appropriate set of programs and procedures for data warehouse access will provide the judicial community with a quick and easy means to retrieve court data for developing specialized reports, for performing statistical analyses and for responding to queries. A data warehouse provides a foundation for both management decision-making and ongoing operational support. In addition, the data warehouse must include software to enable public web site access in accordance with the Supreme Court's access policies addressing the Judiciary's response to requests from the public and other external users for Judiciary information. It is anticipated that such access will be part of the implementation of the Judiciary's policy on public access to court records.

This initiative will extend the data warehouse capabilities to accommodate information needs of the public and other external users as well as Judiciary users. It will provide flexibility sufficient to enable members of the user community to create their own custom reports and analyses. Data policy and data integrity issues require resolution before the data warehouse can be made available to the general public via the Internet.

Financial Management Court Operations Initiative {High Priority}

The objective of this initiative is to develop and implement a comprehensive and integrated financial management system, which includes cash management, budgeting, procurement, and facilities management to improve fiscal control. Through this type of initiative, it is possible to better utilize resources available to the Judiciary and greatly increase financial management efficiencies to ensure that the Judiciary adequately meets all of its fiduciary responsibilities.

The Judiciary collects and manages an estimated \$1.3 billion in cash receipts, escrow and related accounts. It also manages a yearly budget of more than \$700 million, using a patchwork of internally developed financial management applications. In addition, it must separately access and manage information in the Executive Branch's Comprehensive Financial System (NJCFIS). These current systems are cumbersome, disjointed, and incomplete, making synchronization of information across the organization difficult, time consuming, and at times nearly impossible.

A new comprehensive and integrated financial management system is critical to maintain continuity of operations in a secure environment for the protection of the assets and integrity of the Judiciary. This system should interface with the Executive Branch's Comprehensive Financial System (NJCFIS) as well as our internal case management systems to provide the ability to consolidate daily cash and disbursement activities, eliminate dual system entry, and provide a means for the Judiciary to consolidate data from the vicinages. This system will greatly improve the financial management processes of the Judiciary by reducing manual processes (improving efficiency and reducing human error); increasing quality of financial transactions; improving customer service for both internal and external customers (purchasing processes, general ledger reconciliation, reporting, etc.); reducing audit findings; minimizing potential defalcation of funds and exposure to the Judiciary; and improving data monitoring and tracking.

Integrated Constituent Services Initiative **{High Priority}**

The objective of the Constituent Services (CS) initiative is to build strong relationships with the Judiciary's customers through service responsive to their needs. To this end, CS provides the infrastructure (hardware, software, and personnel) to enable the Judiciary's customers to interact with the Judiciary on a consistent basis statewide, regardless of the channel used for communication. In this context, customers include any individuals or groups requiring interaction with the Judiciary, including attorneys, prosecutors, pro se litigants, parties, jury pool members, and the public.

This initiative will aim to develop and deploy technology and services that enable customers to interact via multiple channels with the Judiciary, to, among other things, obtain case information, make payments, perform filing (electronic and paper), and use the technology established for the public (web site, public access workstations, wireless internet access, etc.).

Currently, CS is handled ad hoc, either vicinage by vicinage or by the AOC Office of Communications. The CS initiative leverages technology to help the Judiciary interact with customers comprehensively and methodically. This technology will enable the Judiciary to provide a uniform set of services and uniform customer service on a statewide basis. CS functions need to be integrated with other strategic initiatives as they are deployed.

Most external users who require information communicate with the Judiciary by telephone. Over time, interaction with the public is expected to shift into new channels, including email, interactive Internet forums ("chat"), and static Internet forums. While telephone interaction will not be eliminated, the Judiciary will need to increase services provided through these new channels. At this time, the

Judiciary does not have the capability to provide reliable and comprehensive electronic services to its statewide customer base.

As customers self-serve, the Judiciary can redirect resources to more value-added services. Many of the court's customers can help themselves via self-directed access, thereby allowing the court's customer service personnel to spend a higher percentage of their time on special problems and needs.

LAN, Desktop, and Servers Infrastructure Initiative {High Priority}

The objective of this strategic initiative is to enhance the Judiciary's Local Area Network (LAN), desktop personal computer (PC), and office automation environments to provide critical support for multimedia and other future applications. A LAN is a computer network covering a small geographic area, like an office or group of buildings. Elements of this initiative include:

- Wireless LANs in courthouses (a LAN that uses radio waves rather than wires to enable communication among devices),
- The next-generation desktop PC environment,
- The next generation server environment (a server is a computer that provides services to other computers),
- Enhanced directory services (a set of applications that stores and organizes information about a computer network's users and network resources, and that allows network administrators to manage users' access to the resources), and
- Secure access from home PCs for Judiciary business.

The Core Infrastructure initiative addresses maintenance and upgrades to provide an efficient, secure standard desktop PC and LAN/PC operating environment.

Email Infrastructure Initiative **{Priority}**

The Email Infrastructure initiative continues enhancement of the Judiciary's email capabilities to further facilitate efficient communication within the judicial community and with external parties. This will involve providing additional collaboration tools such as web conferencing and instant messaging. Lotus Notes is the email application used by the Judiciary. Maintaining the Judiciary email architecture and infrastructure is handled under the Core Infrastructure initiative and includes improving email capacity and security (encryption, virus and spam blocking, content filtering), together with managing email that the Judiciary is legally required to retain and retrieve.

Human Resources Court Operations Initiative **{Priority}**

At present, management is reliant upon human resources information systems that do not efficiently, effectively and fully meet the Judiciary's needs. These systems include: PMIS (personnel and position management), JHRIS (applicant information, position and salary information), TALRS (time and leave reporting system), RAPS (Department of Personnel certification system), Treadhoc (historical reporting system for payroll information), and PRON (payroll online system). These legacy systems impede the ability to provide timely information for Judiciary management. The lack of integration among these systems forces manual data collection and performance of fundamental functions, despite the fact that often the information is captured in our current systems. Crucial information is not readily available to help manage the performance appraisal process, employee turnover, and the "exception" accounting of the biweekly payroll; to evaluate the use of sick time; and to monitor recruitment, etc. Therefore, this initiative seeks to develop and implement an integrated human resources application that seamlessly interfaces to Executive Branch agency human resources applications.

Implementation

Implementation of the ITSP is accomplished through the creation and execution of specific projects. Such implementation is the continuing function of the ITO and Judiciary staff, with guidance and review from the Steering Committee. A project may be strategic or tactical, as defined below.

- A Strategic Project is created to implement a strategic initiative.
- In general, a strategic project carries the priority of the strategic initiative or sub-initiative under which it has been created. ITO implements strategic projects to comply with these priority designations to the extent feasible. Such projects reflect “top down” guidance from the Supreme Court for major Judiciary information technology efforts.
- A Tactical Project is created to satisfy a request to modify an existing application to keep it up-to-date. Such a request often results from a legislative or Federal mandate, a court decision, or a specific need to enhance operational performance. Tactical projects are addressed within a sub-initiative under the Core Infrastructure Initiative.
- Tactical project priorities are not determined within the Strategic Plan.

When a strategic project is created, its related strategic initiative, business purpose and major functional requirements are identified. ITO estimates the resources (people, hardware, software, etc.), time, and cost to successfully complete the project. The Steering Committee periodically reviews the portfolio of active strategic projects and strategic projects awaiting availability of development resources. In addition to monitoring overall ITSP implementation through review of progress of active strategic projects, the Steering Committee provides guidance to ITO regarding the relative priority to be given projects awaiting resources. Committee guidance will assist ITO in maximizing strategic project completion, efficiently, within the constraints of available resources.

Conclusion

Since the adoption of the initial ITSP in 2001, information technology has experienced extraordinary development both in terms of the mechanisms utilized for information storage, retrieval and exchange and for communication and in terms of the functions for which such technology can be employed. Concomitantly, the demand for sophisticated technological solutions to the challenges of case management, administrative process and communication within and outside of the Judiciary has expanded exponentially. We have sought to recognize and incorporate these factors into the present ITSP, which is intended to insure the most efficient operation of the court system possible within existing fiscal constraints. We recognize that, because of the evolutionary nature of technology and demand, adjustments to the details of this plan may be required over time. Comments and suggestions are therefore welcomed.

Appendix: Technical Discussion of Initiatives

Technical Discussion of Initiatives

Core Infrastructure

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Core Infrastructure	Top Priority	<p>Provide and maintain the core infrastructure required to support both current operations and Strategic Plan Initiatives. Implement the necessary supporting technology to provide required capacity and service levels.</p> <p><i>Sub-Initiative</i> Execute tactical projects to enable existing applications to comply with new legislative, Judicial and Federal mandates, or to enhance operational performance.</p>

This initiative focuses on maintaining and upgrading the critical Judiciary core IT infrastructure throughout its life-cycle, to ensure that the Judiciary achieves and preserves the full value from its previous major investments in information systems. The core infrastructure is the essential backbone that supports the Judiciary’s operational ability to meet its day-to-day and strategic obligations. This initiative must be given Top Priority in funding to ensure continued support of Judiciary goals and avoid rapid deterioration of service levels. Moreover, the Committee anticipates that, over time, funding needs for this initiative will grow from baseline levels in response to both inflation and additions to core infrastructure through completion of other strategic initiatives.

The Core Infrastructure initiative is comprised of several major interdependent components involving people, hardware and software:

- The Judiciary mainframe enterprise server, UNIX servers, Windows servers and Local Area Network (LAN) servers require periodic hardware and software modifications to address issues of capacity (processors, disks, tape, etc.), performance levels, security, technology upgrades, and consolidation into high-availability platforms. Much of this infrastructure is housed within the Judiciary Data Center. Related training for IT staff is a key aspect of this component.
- The Judiciary Data Center requires ongoing maintenance and enhancements to its physical facilities to ensure continuity of operations for its systems. Physical plant subsystems such as HVAC, electrical power, uninterruptible power supplies, telephone, fire suppression and safety, and lighting must keep pace with the performance demands placed on the Data Center.

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- Periodic hardware and software upgrades to the LAN must be carried out to address issues of performance levels (throughput) and security. Maintenance of existing wired networks as well as maintenance and extension of wireless network capabilities are necessary to ensure adequate network performance levels to support efficient Judiciary operation.
- The Judiciary standard desktop environment requires periodic hardware and software upgrades and enhancements, including operating systems, word processing, spreadsheet, data base, email, and other software applications. Email software upgrades and enhancements also must be provided to satisfy legal mandates to retain email. ITO staff must receive continuing training for installation and maintenance of hardware and software upgrades and enhancements. Judges and Judiciary staff also may need training to use enhanced desktop applications efficiently.
- System Development and Project Control Environment software and server upgrades and enhancements must be periodically upgraded and enhanced to keep ITO staff who employ these tools up-to-date with current development technologies and best practices. ITO staff training is essential for this component.
- Operations monitoring/automation and problem management (including Help Desk) software and hardware upgrades are important to ensure efficient performance of the Judiciary network and desktop environment.
- Report distribution software must keep pace with other core infrastructure enhancements and upgrades to facilitate effective communications within the Judiciary. This component includes mainframe and web-based reporting

Sub-Initiative: Tactical Projects

The IT Steering Committee recognizes a long term strategic need to keep current applications up-to-date to comply with new requirements created by legislative action, court decisions, Federal government mandates, etc. Hence, the Core Infrastructure initiative includes this sub-initiative for Tactical Projects. A Tactical Project is one created to satisfy a “grass-roots” request from Judges or Judiciary staff to remedy such compliance issues when they arise or to enhance application performance to improve operational efficiency. For the most part, tactical projects require much smaller commitments of people, funding and time than do strategic projects. Prioritization of individual tactical projects is not handled by the ITSP or the IT Steering Committee. The specific order in which tactical projects are executed, within available resource limits (funds, time, staff, etc.), is established by Trial Court Services or other Judiciary management, in consultation with ITO and the practice conferences.

The Committee has assigned a level of **Top Priority** to this initiative.

Case Management Improvements

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Case Management Improvements	Top Priority	<p><i>Sub-Initiative</i> IDMS Conversion Continue migration of Judiciary applications from ADSO/IDMS to DB2.</p> <p><i>Sub-Initiative</i> Web-Enabling Apply web technology to Judiciary applications to provide new and improved functionality, after applications have been converted to DB2.</p>

Under this continuing initiative the Judiciary is pursuing conversion of its case management data bases from IDMS to DB2 in response to the approaching obsolescence of the IDMS database technology underpinning the existing systems. After conversion, the Judiciary will modify each application to employ web access with improved future functionality and support for the user community. Hence, the Judiciary is dividing this initiative into two sub-initiatives.

Sub-Initiative: IDMS Conversion

This sub-initiative is the first phase of modernization of the Judiciary's case management systems. This phase consists of converting the Judiciary's major legacy case management applications from IDMS to DB2 database technology. These application changes are taking place behind the scenes. Users will not see a difference in their interactions with the applications. This phase also involves extensive efforts to ensure that converted systems retain at least the same levels of maintainability, performance and operational effectiveness as the current systems. This approach supports a new architecture through which the Judiciary can extend systems functionality.

Sub-Initiative: Web-Enabling

This sub-initiative is the second phase of modernization of the Judiciary's case management systems. The process is an incremental and evolutionary migration of converted case management applications to a browser-based, web-enabled architecture. The new architecture, which is integrally supported by DB2, facilitates extending applications with new functions as business requirements mandate. Business requirements will direct application improvements over a period of several years.

Under the Web-Enabling sub-initiative of the Case Management Improvements initiative, re-engineering a converted Judiciary application to operate in the browser environment begins with an application standardization review. This review encompasses developers gaining a thorough understanding of the current application functionality. ITO developers will observe court administrative operations, interview

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users, review existing application documentation, and work with the technical staff that supports the application. Judges, administrative staff, attorneys, and other users of an application also must participate in the process, to identify business requirements and options that are not supported by the existing application. Estimates of required development resources and timelines are prepared and analyzed to establish the set of business requirements that the modified application must support and ensure that these requirements are aligned with the Judiciary's strategy, goals, and expectations for its future case management systems. It is anticipated that re-engineering also will incorporate a communication capability that supports immediate and secure electronic transmission of court-generated documents from within the electronic case management applications to various intended constituents, such as other courts, law offices, government offices, or individual citizens. Major issues that must be resolved are secure delivery, confirmed delivery, and tamperproof delivery.

The Committee has continued the level of **Top Priority** for this initiative.

Child Support & Case Management Integration

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Child Support and Case Management Integration	Top Priority	Integrate the Judiciary FACTS case management system with the new web-based child support application of the New Jersey Department of Human Services (NJKIDS).

The Judiciary uses the FACTS case management system to schedule and track Family Division cases including those cases that result in issuance of a child support enforcement order. The Department of Human Services (DHS) in the Executive Branch, through its own computerized child support enforcement system, manages payments pursuant to the Court's child support orders. In handling the full life cycle of a case, both the Judiciary and DHS systems must be used, often requiring duplicate data entry. Staff productivity is reduced significantly and the potential for data errors is increased when the data must first be entered in one system and then in the other. Also, this situation reduces the ability of staff to service customers in a timely manner.

The DHS has been engaged in a major project since March of 2006 to replace its current child support application with a new web browser based application (NJKIDS) by the end of 2008. Under this initiative and in view of the DHS project, the Judiciary is participating in the development project with DHS. At present, the Judiciary is fully engaged in examining the various policy and technological issues associated with integration of NJKIDS with FACTS.

The Committee has assigned the level of **Top Priority** to this initiative.

Courtroom Automated Record Infrastructure

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Courtroom Automated Record Infrastructure	Top Priority	Replace existing analog audio recording systems in the courtrooms with digital audio recording systems and supporting infrastructure capable of making the court record. Establish a central repository for preservation and retrieval of the court record.

Today, the infrastructure used in most Judiciary courtrooms to generate the court record is based principally on analog audio technology. Analog technology stores an audio signal as a continuous wave form on the recording media. This technology is no longer supported by most manufacturers and is becoming obsolete as it rapidly nears the end of its life cycle. Manufacturers instead have moved toward storing audio signals in digital form. One great advantage of digital recording over analog recording is resistance to errors. With analog recording techniques, any amount of damage shows up as noise and is irreversible. With use, the increasing damage to an analog recording causes the noise to get worse and worse. With digital recording techniques, small amounts of damage are completely irrelevant. Moreover, there are error correction schemes that can look for the lost information and release it.

In addition, management of analog recordings is cumbersome, costly, and vulnerable to loss, with added expense associated with reconstruction of the court record. Digital technology provides a reliable, easy to search the court record for review, easy duplication for transcription, and easy transmission with other digital data over the Judiciary LAN and WAN to be stored on a central server, which is backed up each night ensuring that the court record is secure and retrievable. When needed, the electronic case record can be retrieved from the secure central digital data storage repository via shared access over the Judiciary networks. The digital court record can be made available to multiple persons concurrently, if required and permitted by individual security restrictions.

This initiative involves replacing analog audio recorders with digital equipment and establishing a central digital repository for the court record, however created.

The Committee has assigned the level of **Top Priority** to this initiative.

Electronic Filing and Electronic Document Management

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Electronic Filing and Document Management	Top Priority	Complete Statewide implementation of the Judiciary Electronic Filing and Imaging System (JEFIS) for the DC Docket Type. Deploy the capability to maintain case records as “electronic case files.” Upgrade the JEFIS technology from legacy to new web based technology to enable continued future application support and performance. Re-architect components of JEFIS as the technology upgrade is underway to provide for the infrastructure to expand to the other case types. Analyze the current, growing demand for e-filing and document management for mass tort cases and other docket types in order to prepare and issue a Request for Quote (RFQ) to secure vendor participation. Address the policy decisions that are needed to use vendors in our e-filing strategy.

The capability to file case related documents with the Court electronically (eFiling), which provides attorneys and other involved parties with remote access (via the Internet or direct dial-up) 24 hours a day, seven days a week. Electronic Data Management (EDM), a companion technology, enables the Judiciary to maintain the case record as an “electronic case file”, while securely storing electronic documents in all formats including text, images, and multimedia (such as sound and video). A key component of EDM systems is document imaging. EDM facilitates the flow of documents throughout the court without the need for intervention by Judiciary personnel. This “work flow” capability can be programmed to correspond to the Court’s case processing system work flow. A judge’s view can be different from that of a court administrative worker, although both will be based on the same electronic case file. When the eFiling system is integrated with the EDM system, the eFiling system can guarantee that the filing is complete prior to its acceptance. The eFiling system can validate that all required data fields have been provided, and that the document is in the correct format. As an additional benefit, eFiling and EDM permit the Judiciary to eliminate many of the filing cabinets and file rooms that are needed to store paper case filings.

Statewide deployment of an eFiling and EDM application is being performed, for the DC docket type, as part of the Judiciary Electronic Filing and Imaging System (JEFIS). To ensure future application support and performance of JEFIS, it must be upgraded from legacy to new web-based technology. This involves establishing a new architecture for JEFIS that considers and selectively incorporates recommendations contained in the LegalXML Electronic Court Filing 3.0 specification, along with aspects of the Global Justice XML Data Model (GJXDM) and the National Information Exchange Model (NIEM). This approach can help to provide the infrastructure for and to define electronic filing components that can be employed for other docket types, including mass tort cases, as well as future enhancement of various Judiciary case management systems.

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Because of the need to expedite the filing and management of growing volumes of documents for mass tort cases, this initiative has a specific objective to investigate the policy and technical implications of modifying the Judiciary's eFiling and EDM strategy by incorporating applications from outside vendors. A Request for Quotations (RFQ) will be issued to help identify specific issues and costs related to procurement of a Commercial-Off-The-Shelf eFiling application (including possible vendor operation of the application) for mass torts.

The Committee has assigned a level of **Top Priority** to this initiative.

Security Infrastructure

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Security Infrastructure	Top Priority	Develop and deploy an enhanced, comprehensive security infrastructure encompassing access control and identity management practices to protect the Court's application systems environment and data, while supporting internal and external users through standard LAN, Internet and Infonet access.

This initiative addresses deployment of an effective and comprehensive security system to protect Judiciary application systems and data. The security system supports both internal and external users through standard access controls. The Judiciary has issued a written comprehensive Information Technology Security Policy and has provided all Judiciary users with a copy of that policy. This Policy needs to be expanded to include law enforcement officers, data brokers and other non-judiciary users of Judiciary applications.

A strategic objective of the Judiciary is to establish a technology environment that supports open public access to judicial processes and information. Achievement of this objective will significantly improve both the level and quality of service to the public. Within the Judiciary, achieving open access will help the court make more productive use of its own staff. Before full open access can be implemented, however, the Judiciary needs to deploy a robust security facility that incorporates regular security monitoring, testing, and enhancement. This facility must address three key concerns:

- Hardening internal network access, including implementing industry standard access control and identity management practices.
- Developing a process to classify and protect data based, among other factors, on data sensitivity and criticality to users, risks related to unauthorized disclosure of data, and legal/or regulatory requirements as stated in the Judiciary Security Policy. Particular focus is required on the state of protection of data leaving the secure Judiciary network on mobile storage devices (e.g., PDAs, cell phones, blackberries, or laptop computers), and
- Developing a formal incident management process to investigate, track and log unauthorized access to sensitive Judiciary data and developing procedures to remediate and report security incidents when they occur.

The Committee has assigned the level of **Top Priority** to this initiative.

Wide-Area Network Infrastructure

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Wide Area Network Infrastructure	Top Priority	Enhance WAN architecture and capacity to satisfy rapid large growth in requirements for data transmission of Web-based applications, electronic case files, electronic forms, Judiciary digital audio and video, Internet streaming video, Voice Over IP telephones, and distance learning. Implement emerging network technologies to provide cost-effective network capacity and service levels.

The Wide Area Network (WAN) connects the Judiciary central data center to the courts, the vicinages, administrative offices, and other state government offices to the Trenton-based court applications as well as the Internet. The WAN also functions as a statewide data communication facility that links 675 locations in New Jersey to enable interchange of electronic communication - Email and other documents - across the Judiciary.

The WAN architecture must continually evolve to keep pace with ever changing data communications demands. Internet access from the outside world to the Judiciary as well as from the Judiciary to the outside world must also be addressed. There is a growing need to expand the current level of Internet access to more individuals and also to provide users with a better service level (better response time). Further, other strategic initiative applications such as an expanded, more comprehensive Web site and Internet based payment of court fees require enhancement of the infrastructure to support Internet access.

The goal of the WAN Infrastructure initiative is to create the next-generation, enhanced WAN architecture to provide cost-effective network capacity to satisfy growing data transmission requirements for:

- Web-based applications,
- Expanded document imaging,
- Electronic forms,
- Digital audio and video,
- Voice over IP telephony,
- Distance learning, and
- Streaming video.

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These capabilities will multiply our need for network capacity by an order of magnitude. While a simple email or a docket entry takes up very little space on our networks, items such as imaged documents or forms that are completed electronically or telephonic transmission over the Web will demand much, much greater capacity. The plan simply must accommodate the data transmission needs as we build this greater level of service to the public.

The Committee has assigned the level of **Top Priority** to this initiative.

Courtroom Automation

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Courtroom Automation	High Priority	Expand the LAN infrastructure to cover all courtrooms. Provide courtroom access via digital technology to court records, including transcripts, scanned documents, and audio and video recordings, as part of normal courtroom operations. Support evidence presentation systems. Expand video-conferencing technology to further support arraignments, pre-trial, post-trial and settlement conferencing and remote testimony.

Future Judiciary courtrooms will require access to a central digital data repository connected by a high speed network to provide secure storage and shared electronic access to the complete case file, supporting exhibits and the court record. The initial supporting infrastructure for this capability is being established under the Courtroom Automated Record Infrastructure initiative which is replacing analog audio recording technology with digital audio recording technology. The Courtroom Automation initiative builds upon the digital audio recording technology base to expand capacity of the central repository and add capabilities. Implementation of advanced automation will make case-related information and electronic documents available for access in the courtroom. Additionally, this initiative will enable court personnel to add documents presented in the courtroom to the electronic docket and to the electronic case file in real time.

The specific focus of this initiative is to

- Provide the infrastructure to access the digital court record from within the courtroom.
- Expand video-conferencing technology to further support arraignments, pre-trial, post-trial, and settlement conferencing, and remote testimony, enabling participants to “attend” court without the need to actually travel to the courthouse, and
- Provide supporting technology to permit adding evidence presentation capabilities.

The Committee has assigned the level of **High Priority** to this initiative.

Data Warehouse

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Data Warehouse	High Priority	Develop and implement a data warehouse (hardware and software) infrastructure that provides statistical analysis and performance data to users throughout the Judiciary. Extend the data warehouse capabilities to accommodate information needs of the public and other external users as well as Judiciary users. Provide flexibility sufficient to enable members of the user community to create their own custom reports and analyses.

A Judiciary data warehouse facility consists of copies of court databases specifically structured for querying and reporting, with an appropriate set of programs and procedures for access. A data warehouse can enable the judicial community to quickly and easily retrieve court data for specialized reports, statistical analyses, and answers to questions without the need to involve Judiciary staff. A data warehouse also can be a foundation within the Judiciary for management decision-making and ongoing operational support. In addition, it is anticipated that, if the Supreme Court so directs, data warehouse access will become a significant part of the Judiciary's policy on public access to court records.

The development of a data warehouse capability involves two phases. The first phase is to establish an internal data warehouse to provide an environment where non-technical Judiciary users can write, maintain, and run ad hoc queries against court system data. Implementation is an iterative process as user feedback is incorporated with the inclusion of additional Judiciary databases. Assessment of data quality is a key issue.

The second phase of the initiative extends access to the data warehouse to accommodate information needs of the public and other external users. This will reduce the need for Judiciary staff to respond to detailed information inquiries from external parties. Questions surrounding data integrity, data access permissions and possible data access fees require major Judiciary policy decisions before data warehouse access can be made available to the general public. Once these issues are resolved, public access to the data warehouse will be via the Internet, possibly along with a Web shopping cart application if fees are to be charged. These data concerns must be addressed before implementing this initiative.

The Committee has assigned a level of **High Priority** to this initiative.

Financial Management

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Financial Management	High Priority	Develop and implement an integrated financial management system, which includes budgeting, procurement, and facilities management

The objective of this initiative is to develop and implement a comprehensive and integrated financial management system, which includes cash management, budgeting, procurement, and facilities management to improve fiscal control. Such a system will enable the Judiciary to better utilize its available resources and greatly increase its financial management efficiencies to ensure that it adequately meets all of its fiduciary responsibilities. The Judiciary collects and manages an estimated \$1.3 billion in cash receipts, escrow and related accounts. It also manages a yearly budget of more than \$700 million, using a patchwork of internally developed financial management applications.

A new financial management system will help the Judiciary to automate and synchronize the entire money management chain as well as provide an improved accounting system. The new system will include the following functions: asset management, general ledger, procurement, billing, expenses, and payable and receivables. This system will greatly improve the financial management processes of the Judiciary by reducing manual processes (improving efficiency and reducing human error); increasing quality of financial transactions; improving customer service for both internal and external customers (purchasing processes, general ledger reconciliation, reporting, etc.); reducing audit findings; minimizing potential defalcation of funds and exposure to the judiciary; and improving data monitoring and tracking. A comprehensive and integrated Financial Management system is critical to maintain continuity of operations in a secure environment for the protection of the assets and integrity of the Judiciary. This system should interface with the Executive Branch's Comprehensive Financial System (NJCFIS) as well as our internal case management systems to provide the ability to consolidate daily cash and disbursement activities, eliminate dual system entry, and provide a means for the Judiciary to consolidate data from the vicinages.

The Committee has assigned the level of **High Priority** to this initiative.

Integrated Constituent Services

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Integrated Constituent Services	High Priority	Develop and deploy the technology and services that enable customers to interact with the Judiciary through the Internet and other channels to obtain case information, make payments, file (electronically or via paper), etc., using the technology established for the public (web site, public access workstations, wireless internet access, etc.).

The Integrated Constituent Services (CS) initiative provides the infrastructure (hardware, software, and personnel) to enable the Judiciary’s customers to interact with the Judiciary on a consistent basis statewide, regardless of the interaction channel used for communication. The initiative’s primary objective is to strengthen relationships with the Judiciary’s customers through service responsive to their needs. Currently, an ad hoc approach is employed either vicinage by vicinage or by the AOC Office of Communications. The CS initiative will leverage technology to help the Judiciary interact with customers comprehensively and methodically to provide a uniform set of services and uniform customer service on a statewide basis. The goal is uniformly responsive service, no matter which part of the Judiciary the customer contacts first.

The CS initiative will:

- Expand the existing Judiciary internet web site to provide access to case data by attorneys, business professionals and pro se litigants,
- Define fee structures for access, in compliance with Supreme Court directives, and
- Develop and deploy the technology to provide automated capabilities for the public to pay fees and court imposed monetary payments via multiple channels, (e.g., phone, interactive voice response, Web).

Issues that may be addressed under the CS initiative include:

- Establishing and implementing policies governing the extent and manner of (computer) processing, if any, of “public” information that is required or appropriate to be undertaken by the Judiciary before the information is delivered to a requestor,
- Identifying and implementing the technology options that are available and should be applied by the Judiciary to safeguard “non-public” data and information from disclosure,

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- Determining whether the Judiciary may provide free access for attorneys or pro se litigants who are accessing their own cases, and
- Determining whether the Judiciary may assess charges for access to non-related case data (e.g., search companies).

The Committee has assigned the level of **High Priority** to this initiative.

LAN, Desktop, and Servers

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
LAN Infrastructure and Desktop Office Automation	High Priority	Enhance LAN and desktop office automation environment to provide critical support for multimedia and other future applications. Enhance LAN and desktop security to counter emerging threats.

The Judiciary LAN, desktop PC and office automation environments provide a variety of computer and office support services to users. These services permit user access to authentication, Email, file storage, and printing applications. Judiciary LANs are installed in the central offices in Trenton, in each of the vicinages, and in remote offices of the Supreme Court, Appellate Division, Tax Court, and Intensive Supervision Program (ISP)/Juvenile Intensive Supervision Program (JISP).

The LAN Infrastructure and Desktop Office Automation initiative focuses on four specific technology changes:

- The next-generation desktop PC environment,
- The next generation server environment,
- Enhanced directory services,
- Secure access from home PCs for Judiciary business.

While these new technologies are being applied, under this initiative, to develop the next generation environments for the Judiciary, the present LAN, desktop PC and office automation environments must be fully supported to sustain ongoing Judiciary operations. Hardware and software for the standard desktop PC and LAN/PC operating environments are replaced on a four year cycle under the core infrastructure initiative. This is part of a comprehensive approach to maintenance and upgrades to ensure these environments are efficient, secure and supportable. That effort includes the PC operating system; the software image; file, print, and Email services; and a set of office automation tools for all Judiciary users.

The Committee has assigned the level of **High Priority** to this initiative.

Email

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Email	Priority	Provide additional collaboration tools for the Judiciary email system such as web conferencing and instant messaging, to further facilitate efficient communication within the Judicial community. Provide for efficient management of email that the Judiciary is legally required to retain and retrieve. Provide the ability to utilize the email architecture as a base for application development.

The electronic mail (Email) system provides the foundation for the Judiciary's internal and external electronic communications. Based upon Lotus Notes/Domino, this system has enabled the exchange of both Email and electronic attachments (such as word processing files, spreadsheets, presentations, and other documents), within the Judiciary and with external organizations and customers. Having been deployed throughout the Judiciary, the basic Email system now has become part of the Judiciary's core infrastructure; as such, it will receive routine, ongoing maintenance, upgrade and support of both software and hardware.

Judiciary employees need to collaborate with other people in order to complete their work. While traditional office software seldom addresses this need, collaborative software, such as web conferencing and instant messaging, is designed to help people work together -- either in real time or whenever it's convenient for different individuals -- and offers a mix of services for communicating and sharing information. Document collaboration software allows a group of individuals to work as a team on the writing and development of a single document.

As part of the implementation of collaboration tools into the Judiciary's standard desktop environment, Email encryption, audit trails and retention concerns relating to security and confidentiality of Judiciary Email also will be addressed.

The Committee has assigned the level of **PRIORITY** to this initiative.

Human Resources

Strategic Initiative	Steering Committee Priority	Summary of Strategic Initiative
Human Resources	Priority	Develop and implement an integrated human resources application that seamlessly interfaces to Executive Branch agency human resources applications

This initiative seeks to develop and implement an integrated human resources application that seamlessly interfaces to Executive Branch agency human resources applications. With a larger than ever workforce population and growing needs within the Judiciary to support technical roles, the need to streamline and optimize hiring, assessment, and career progression is critical to the success of the Judiciary’s vision. Human resources information systems presently relied upon by the Judiciary do not efficiently, effectively and fully meet its needs. These systems include: PMIS (personnel and position management), JHRIS (applicant information, position and salary information), TALRS (time and leave reporting system), RAPS (Department of Personnel certification system), Treadhoc (historical reporting system for payroll information), and PRON (payroll online system). These legacy systems impede the ability to provide timely information for Judiciary management.

Manual data collection, integration and performance of fundamental functions among these systems, despite the fact that often the information is captured in our current systems, adversely impact the ability of staff to provide timely information to Judiciary management. Crucial information is not readily available to help manage the performance appraisal process, employee turnover, and the “exception” accounting of the biweekly payroll; evaluate the use of sick time; and monitor recruitment, etc.

The current environment requires manual exchange of information between approximately five separate systems, making synchronization extremely arduous and complex. A new human resources system will provide integrated functionality such as performance evaluation process work flow; hiring information and statistics; training tracking and monitoring; and statistical analysis and reporting on various aspects of the personnel process (e.g., retention and attrition). This system also should share information seamlessly with the Executive Branch’s Human Resources System.

The Committee has assigned the level of **Priority** to this initiative.