District of Columbia Courts

INFORMATION TECHNOLOGY STRATEGIC PLAN

2018 – 2022

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It's my pleasure to share with you the D.C. Courts (the Courts) IT Strategic Plan, 2018 - 2022. While the Courts have a varied and wide-ranging responsibilities, its core mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes, fairly and effectively in the District of Columbia. As the Courts' operation relies heavily on technology, the Information Technology Division has an important and powerful role to support the Courts' mission.

The Courts are the judicial branch of the District of Columbia government, and are comprised of the Court of Appeals (DCCA), the highest court of the District; the Superior Court of the District of Columbia (DCSC), a trial court with general jurisdiction over virtually all local legal matters; and, the Court System, which provides administrative support functions for both courts. The IT Strategic Plan 2018-2022 represents a collaborative effort across the Courts, ensuring that IT initiatives and operations are closely aligned with the business goals and objectives and that the Plan serves as an enterprise roadmap for the organization.

This Plan outlines how we will achieve our goals of using an ***engaged IT workforce*** to provide ***best in class technology platform, enhanced information security, innovative business process and case management system, access to information, decision-making support, and customer satisfaction***.

This Plan is the result of the extraordinary commitment and dedication of the IT team, and our partnership with operational and supporting divisions, and business units. Increasing collaboration with the user community and agency partners, and investment in our workforce are critical to the success of the Information Technology Division as we continue to look at opportunities to enhance efficiencies, and at the same time, increase our capabilities to transform and modernize the business of the Courts to help make it more accessible, more transparent, and more convenient for all users.

Sincerely,

Yuan Z. Burns
District of Columbia Courts
Chief Information Officer

EXECUTIVE SUMMARY

The Information Technology Division's leadership and staff along with representatives from key users including the Court of Appeals, the Superior Court, and the Court System met over the course of several days to develop the updated IT strategic plan. Discussions were robust and candid, and they resulted in the best thinking of the group about how to address the information technology needs of the Courts over the next five years.

This planning process was run in parallel with the development of the Courts' overall strategic plan for 2018-2022. The court-wide plan and the IT Strategic Plan are fully aligned.

This updated IT Strategic Plan was developed by the Courts' Information Technology Division. The most recent IT Strategic Plan 2013-2017 was reviewed; interviews were conducted with key stakeholders; and a series of half-day workshops were conducted with IT managers and selected stakeholder representatives. Key stakeholder interviews were conducted with the following people: Hon. Anna Blackburne-Rigsby, Chief Judge of the Court of Appeals, Hon. Robert Morin, Chief Judge of the Superior Court, Anne Wicks, Executive Officer, Dr. Cheryl Bailey, Deputy Executive Officer, Julio Castillo, Clerk of the Court of Appeals, and James McGinley, Clerk of the Superior Court.

The planning process began with an environmental scan which considered the social, political, technological and economic environment in which this strategic plan would be implemented. This paralleled the process used for the Courts strategic planning process.

Key environmental factors included the following: potential move towards budget reductions; change in courts leadership; acceleration of technological change generally and the pressing need for the Courts to keep pace with newer technologies; cyber security risks accelerating and becoming more widespread; data mining risks increasing as the public records of the courts move online; increasing demand and competition for highly qualified IT professionals in a shrinking workforce post baby boomer retirement; and changes in the conceptualization of work by newer generations in the workforce especially as to permanence with one organization, personal growth focus, and demand for flexible workplace schedules.

While many of these environmental factors are not new, the importance of a comprehensive response is ever more important to the Courts' ability to deliver on their mission effectively.

Using the classic SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis method, the IT management team rigorously and candidly assessed the current state of IT within the Courts, addressing each of the IT strategic goals from the most recent plan:

1. Provide Customer Focused Service
2. Deliver Enterprise Business Solutions
3. Enhance Technological Capabilities
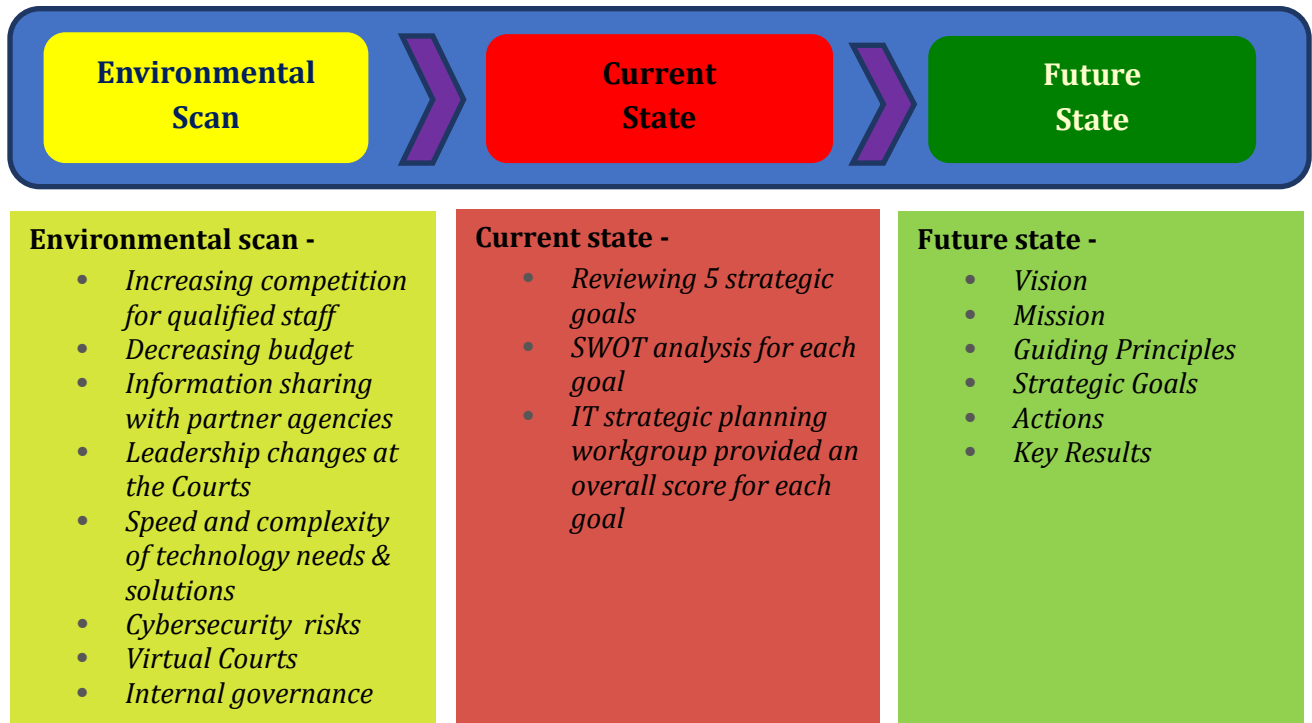4. Ensure Information Security

5. Attract, Recruit & Retain a Skilled Workforce

Discussions in this process focused heavily on the need for a renewed and innovative focus on Strategic Goal #5: Attract, Recruit & Retain a Skilled Workforce. Many issues and opportunities were identified:

- Competition for skilled IT staff resources
- Need for managerial and technical career ladders to support professional growth and retention
- Need for succession planning, implicit knowledge transfer and reduction of reliance on contractors for key subject matter expertise
- Enhanced staff resources to manage operations, deliver development projects, and maintain active security management
- Stronger governance support through the IT Steering Committee to establish IT policies and procedures and to enforce the latter

After the discussions, the Information Technology Division revised their mission statement to provide a more inspiring, transformational mission statement.

Future state descriptions included redevelopment of the strategic goals and more detailed development of outcome focused goals and objectives. Strategic goals, actions, and key results were developed from this work.

Environmental Scan	Current State	Future State

Environmental scan -
- *Increasing competition for qualified staff*
- *Decreasing budget*
- *Information sharing with partner agencies*
- *Leadership changes at the Courts*
- *Speed and complexity of technology needs & solutions*
- *Cybersecurity risks*
- *Virtual Courts*
- *Internal governance*

Current state -
- *Reviewing 5 strategic goals*
- *SWOT analysis for each goal*
- *IT strategic planning workgroup provided an overall score for each goal*

Future state -
- *Vision*
- *Mission*
- *Guiding Principles*
- *Strategic Goals*
- *Actions*
- *Key Results*

VISION, MISSION, AND GUIDING PRINCIPLES

Vision –

 Leaders in innovation, partners in service, contributors to justice.

Mission –

 To provide agile, resilient, innovative, reliable, and responsive technology solutions to support the work of the D.C. Courts.

Guiding Principles -

 Customer/User Experience Focus – Design and deliver IT services that put the needs of customers and users first

 Confidentiality, Integrity, and Availability of Information – Enhanced security, quality, availability, and delivery of information
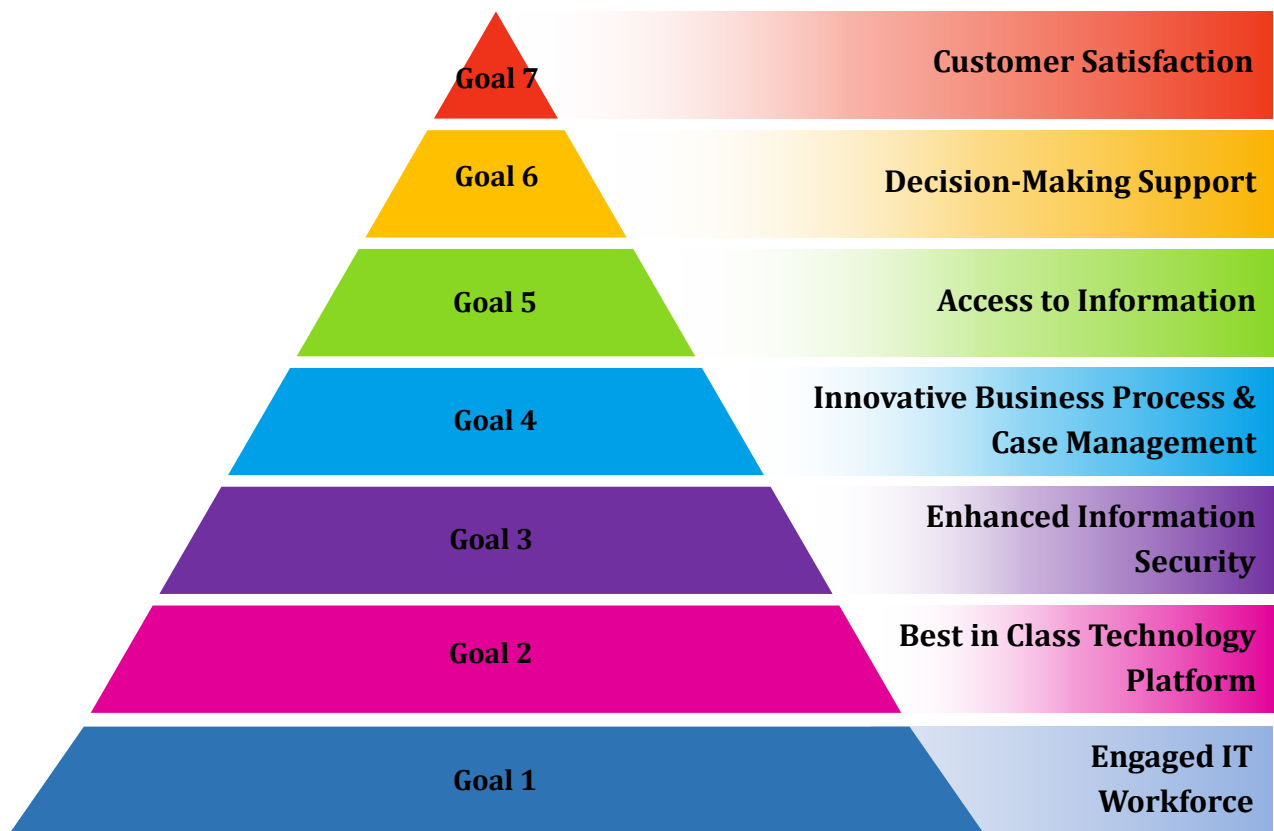
 Innovation – Foster innovation and adoption of new technologies

 Efficiency – Increase efficiency, transparency and accountability of IT

 Value – Provide business value to all users and stakeholders

IT STRATEGIC GOALS

The IT Strategic Plan 2018-2022 defines how the Information Technology Division will operate over the next five years to achieve our mission and vision in a manner consistent with our guiding principles and the organizational core values. This will help ensure that our IT services provide value to the Courts and aid the Courts in achieving their mission: ***To Protect Rights and Liberties, Uphold and Interpret the Law, and Resolve Disputes Fairly and Effectively in the District of Columbia***.

Goal	
Goal 7	**Customer Satisfaction**
Goal 6	**Decision-Making Support**
Goal 5	**Access to Information**
Goal 4	**Innovative Business Process & Case Management**
Goal 3	**Enhanced Information Security**
Goal 2	**Best in Class Technology Platform**
Goal 1	**Engaged IT Workforce**

In order to achieve its mission, Information Technology Division believes that these goals must be inter-related and support one another. This pyramid diagram illustrates the relationship.

First and foremost, we need a fully engaged and skilled IT workforce. This team will implement a best in class technology platform and secure it from malicious intent. Built upon the resilient and reliable infrastructure, new software applications and tools will be implemented to support the Courts'

operations. This support will be in the form of innovative business process re-engineering and automation, allowing for efficient data capturing and processing.

When operational data are available electronically, they must be easily accessible. This data will be made available for analysis and reporting to support the decision-making process. Finally, the outcomes of each goal must also result in customer satisfaction in order to add business value to the Courts' overall operations.

GOAL 1 – ENGAGED IT WORKFORCE

The key to delivering successful IT services or solutions is having the right people for the job. The Information Technology Division staff must be technically proficient in administering technology, and empowered and encouraged to undertake continuing professional development within their career fields. Employees' involvement in IT processes and the Courts' Core Values forums and focus groups is essential to employee engagement and the adoption of these values in the Information Technology Division. To ensure the strength of its workforce, the Information Technology Division will take actionable steps to address:

- Employee development, training and certification
- Employee engagement
- Succession planning
- Employee onboarding

Action 1.1: Create Employee Development Plans and the Information Technology Division Training Plan

In order to adequately manage the IT services within its portfolio, the Information Technology Division will develop a functional needs matrix to support technology infrastructure and aligning vendors 'certification standards for those products. The current IT environment is highly reliant upon contractors for subject matter expertise to maintain critical IT systems. Each vendor product in our production environment should have at least one full time employee trained and certified to administer and maintain the product utilizing the vendors' best practices framework. The Information Technology Division will strive to develop its own highly qualified staff by making use of industry recognized training and certification programs. A comprehensive division-level training and budget plan will be developed to align the Information Technology Division technology roadmap and professional development opportunities.

Key results:

By 2019[1], a comprehensive training plan and budget will be developed (in alignment with technology roadmap).

By 2021, individual Information Technology Division employee development plans will be created.

By 2022, every vendor product/platform in the production environment will have at least an employee who is certified in that vendor product.

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[1] By 2019 means that the initiative will be completed by the end of 2018.

Action 1.2: Improve Employee Engagement

As we strive to live the values of excellence, accountability, respect, fairness, integrity and transparency, a member of each Information Technology Division branch will participate on the Information Technology Division Values Committee. The focus of this initiative is to give everyone a voice and create a safe space to have necessary conversations. Regular attendance and participation in committee meetings to discuss strategies aimed at improving employee satisfaction will allow staff to be involved in some of the decision making processes that directly affect them.

Key results:

By 2020, at least one person per branch will participate on the Values Committee.

By 2021, an internal shadow program will be developed and adopted.

By 2022, there will be a 5% increase in the Employee Viewpoint Survey response rate as well as a 5% increase in employee satisfaction or engagement.

Action 1.3: Develop a Succession Plan

Over 40% of Information Technology Division staff will be eligible for retirement within the next five years. Continuity of operations from a human resource perspective is essential to maintain streamlined, mature processes. To facilitate proper knowledge transfer for identified key technical as well as management positions, the Information Technology Division will develop a succession plan with the Human Resources Division. Non-managerial employees will also be given Contracting Officer's Technical Representative (COTR) opportunities, encouraged to participate in the Management Training Program and invited to participate in Change Advisory Board meetings.

Key results:

By 2020, develop an Information Technology Division succession plan that includes 100% of management and key technical positions.

Action 1.4: Reduce Employee Recruiting and Onboarding Time

Efficient recruiting processes will enable the Information Technology Division to identify and hire top talent. The Information Technology Division will collaborate with the Human Resources Division to enhance the IT staff recruitment process to fill IT positions. Position descriptions will be updated and well detailed to ensure that qualified candidates are targeted, as a method to attract IT professionals with innovative skills. The Information Technology Division seeks to standardize the onboarding process for its new hires and develop a comprehensive onboarding package to better

acclimate staff with the policies, procedures and culture not only within the Information Technology Division, but within the Courts as well.

Key results:

By 2020, the IT hiring process will be standardized to reduce onboarding time.

By 2020, a comprehensive onboarding package will be developed for IT employees.

GOAL 2 – BEST IN CLASS TECHNOLOGY PLATFORM

To promote operational effectiveness for the Courts, the Information Technology Division will enhance the capability of its information technology infrastructure by adopting Information Technology Infrastructure Library (ITIL) best practices, seeking innovative technology solutions, keeping abreast of new technology developments, and embracing and adopting new technologies. Advanced technologies including cloud computing, desktop and server virtualization, business-centric enterprise architecture, and network infrastructure enhancement will be implemented.

The Court's have significant requirements for the availability, compatibility, reliability, performance, and redundancy of information technology resources, given the demands on the Courts for accurate, up-to-date information in real-time to serve the public. The Information Technology Division will continue to implement a best in class technology platform to meet current and future business requirements.

Action 2.1: Implement High Availability Solutions for Mission-Critical Information Systems

The Courts operations are dependent on the availability and performance of their case management systems, email, and other mission-critical systems (also known as: Priority 1 systems). The Information Technology Division will meet the 99.9% systems uptime requirements by building in redundancy for technology solutions for the case management systems and their underlying databases, servers, and network components, and enhancing systems monitoring procedures.

Key Results:

By 2019, both case management systems for DCCA and DCSC will be operational at their alternate data centers or in the Cloud.

By 2019, 100% of messaging services will be moved to the cloud. .

By 2019, 100% of Office productivity services will utilize MS Office 2016.

By 2019, the Courts website will be moved to the cloud.

By 2022, archived data set will be moved from tape units to the cloud.

By 2022, Mission-critical systems that can be monitored by Applications Programming Interfaces (APIs) /Windows Management Interfaces (WMIs) will be identified and configured for system alerts.

Action 2.2: Develop Enterprise Architecture Standards and Strengthen IT Governance

The enterprise architecture governance process is to provide the leadership and direction that can create alignment within the IT community, close the gaps in standards development and compliance, and encourage cross-agency collaboration and integration. Enterprise architecture regards the enterprise as a large and complex system. To manage the scale and complexity of this system, an architectural framework provides tools and approaches that help IT architects abstract from the level of detail at which builders' work, to bring enterprise design tasks into focus and produce valuable IT systems and services. The Information Technology Division will develop enterprise architecture standards that will be used for all Courts' information systems and platforms. The Information Technology Division will continue to improve its information systems management processes based on ITIL best practices.

Key Results:

By 2019, the current enterprise architecture will be fully and accurately documented to enable IT staff to bring enterprise design tasks into focus and produce valuable IT systems and services.

By 2019, 5% infrastructure investment savings will be realized by consolidating duplicated technology platforms and solutions for DCCA and DCSC.

By 2019, 100% of unsupported hardware and software will be identified, and life cycle migration plans with budgetary requirements will be developed.

By 2019, 100% of asset management for network-connected devices will be automated and integrated with the service management tool.

By 2019, 100% of all client computer platforms will be on MS Windows 10 and all users will be using MS Office 2016.

By 2020, 100% of desktop peripherals will be standardized.

By 2022, 80% of end-user desktops will be virtualized (including DCCA).

By 2022, 100% of servers that are compatible with the virtualization technology will be virtualized.

Action 2.3: Disaster Recovery Preparedness

IT disaster recovery control measures can be classified into the following three types:

- Preventive measures – Controls aimed at preventing an event from occurring.
- Detective measures – Controls aimed at detecting or discovering unwanted events.
- Corrective measures – Controls aimed at correcting or restoring the system after a disaster or an event.

The Information Technology Division will continue to review and update the IT Disaster Recovery Plan and ensure that the Plan documents the three types of controls and that those controls are regularly exercised using "DR tests".

Key results:

By 2019, the IT Disaster Recovery Plan will be updated including all new services.

By 2019 and thereafter, the IT Disaster Recovery Plan will be functionally tested at least annually.

GOAL 3 – ENHANCED INFORMATION SECURITY

Protection of IT assets is critical to the reliability of the Courts' information systems and the integrity of the data within those systems. The Information Technology Division must develop a comprehensive Information Systems Security Plan and employ a robust risk management approach. This will include improved asset management, robust threat and vulnerability analysis, and the development of response and recovery plans and procedures. The Courts will enhance its security posture and meet legislative and regulatory requirements, and internal standards.

Action 3.1: Develop and Implement an Information Systems Security Plan

To enhance and strengthen the Courts' information security program, the Information Technology Division will develop a new Information Systems Security Plan (ISSP). This Plan is to assign development and management responsibilities for information security; provide for the confidentiality, integrity, reliability, and availability of information; develop risk management strategies to identify and mitigate threats and vulnerabilities to information assets; establish and maintain an incident response plan; maintain ongoing security awareness and training programs; and comply with legislative and regulatory requirements, and the Courts' internal standards.

Key results:

By 2019, a comprehensive Information Systems Security Plan will be developed and adopted.

By 2019, an effective annual IT security awareness program will be developed and implemented to train all Courts' information systems users.

Action 3.2: Prioritize Cyber Security Investments through a Risk-based Approach

As cyber security risks increase in number and sophistication, the Courts must respond to incidents more efficiently, effectively, and identify potential risks and address them before they occur. Developing a robust risk-based approach to IT security needs is crucial in protecting the Courts' information assets. Identifying and categorizing the Courts' information assets will assist in prioritizing cyber security investments.

Key results:

By 2020, the Information Technology Division will work with the Courts' information assets owner and the Chief Internal Auditor's Office to identify and categorize all the Courts' information assets and develop a robust risk-based approach to prioritize cyber-security investments.

By 2021, more secure and cost-effective firewall technologies will be implemented.

Action 3.3: Effectively Prevent, Monitor, and Rapidly Respond to Emerging Threats and Vulnerabilities

The Information Technology Division must develop and implement policies that outline rules of behavior, detail training requirements for personnel, and identify consequences and corrective actions to address non-compliance. The Information Technology Division will implement additional monitoring and scanning tools to identify potential threats and vulnerabilities, and to effectively manage security risks. The Information Technology Division must also continue implementing appropriate security incident response procedures and update those procedures when necessary. The Information Technology Division must continue taking steps to analyze and address privacy risks at the earliest stages of the planning process, and must continue to manage information responsibly throughout the information life cycle.

Key results:

By 2021, an internal/external security plan audit will be undertaken annually.

By 2021, the frequency of network scans and vulnerability patching will be conducted on a monthly basis.

By 2021, staff will be better equipped to handle scans, patches, and other compliance items.

Action 3.4: Secure eCommerce Transactions by Complying with PCI-DSS

The D.C. Code §11–1748 granted the Courts the authority to accept payment of fines, fees, escrow payments, restitutions, bonds, and other payments to the Courts through card payments and electronic transfer of funds. This change allows the Courts to prioritize payments and incorporate a custom solution within the Courts' case management systems.

Along with this change also comes additional compliance activities and requirements; specifically, the Payment Card Industry Data Security Standard (PCI DSS), which is an information security standard for organizations that handle branded credit cards from the major card schemes.

Key results:

By 2019, PCI boundary is identified and secured.

By 2019, PCI Standard Operating Procedures (SOPs) are implemented.

GOAL 4 – INNOVATIVE BUSINESS PROCESS & CASE MANAGEMENT

New technologies will continue to transform how the Courts conduct business in the future. The Information Technology Division will play a major role in supporting this transformation. In the next five years, the Information Technology Division will implement more advanced electronic case management and case filing systems; electronic case searching and online secure case payment; interview-based document assembly systems for pro se litigants; a juvenile probation case management system; juror self-check in; and mobile applications that serve both the public as well as court employees.

Action 4.1: Implement State-of-the-Art Superior Court Case Management and Case Filing Systems

The Courts' case management systems contain the critical case information, and therefore must be secure and accurate, even as the public increasingly expects to access such information via the internet. The Courts will continue to expand access to information and court services online as means of eliminating barriers to meaningful participation in the judicial process. Utilizing the current case management system, the number and types of case documents that are accessible online will increase, with personally identifiable information redacted to protect individual privacy. In addition, evidence collected in digital media formats will be housed in the case management system. Electronic filing capabilities will be expanded to other case types. In accordance with Payment Card Industry Data Security Standards (PCI-DSS), online credit card payment processing will allow individuals to handle monetary transactions without having to visit the Courts. And, ultimately, a new web based case management system will be implemented for DCSC that features an interface with the DCCA's case management system.

Key Results:

By 2019, automatic redaction capabilities will be implemented for DCSC online searchable case documents.

By 2019, batch e-filing capabilities will be implemented for Landlord and Tenant and Small Claims matters.

By 2019, secure online credit card processing will be available.

By 2019, batch e-filing will be implemented for other divisions and business units.

By 2019, evidence collected in digital media formats will be housed in the case management system.

By 2020, additional case documents for DCSC will be available for public access.

By 2022, a new case management system for DCSC will be implemented with an interface to DCCA's case management system.

Action 4.2: Automate Data Exchange with Partner Agencies

The Criminal Division's Special Proceedings Branch in DCSC maintains bench warrants and custody orders that are entered into both the DCSC's case management system as well as Metropolitan Police Department's (MPD) warrant system. The Temporary Protection Orders and Civil Protection Orders are also entered into both systems by the Domestic Violence Unit.

Following the filing of a petition to initiate a Title IV-D child support/custody case, the Family Court Operations Division's Child Support Branch enters case management data such as party, legal orders, future court hearings and other important milestones associated with the life cycle of the case into both the DCSC's case management system as well as the Office of the Attorney General (OAG)'s case management system.

The creation of interfaces between the DCSC's case management system and the partner agency's case management system will eliminate the process of dual entry, which causes delays and provides greater risk for human error.

Key Results:

By 2019, the interface between the DCSC case management system and MPD's warrant system will be completed for the Criminal Division and the Domestic Violence Unit, which will eliminate the need for dual-entry.

By 2019, the interface between the Criminal Justice Coordinating Council's (CJCC) JUSTIS and DCSC's case management system for juvenile case initiation will be completed.

By 2020, the interface between the Office of the Attorney General Child Support Division and the Family Court Operations Child Support Branch for Title IV-D child support case initiation as well as post-case initiation filing updates will be completed.

Action 4.3: Implement State-of-the-Art Juror Management Systems

The Courts continually strive to enhance the experience for individuals who fulfill their civic duty by reporting to Superior Court for jury service. Furthering the Courts' goals of eliminating barriers, decreasing wait times, and providing more robust online services, an increased effort will be made to

effectively manage jury operations by communicating with potential jurors to alert them whether they should report to court for jury duty and by streamlining the check-in process once they arrive.

Key Results:

By 2019, a new Juror Management System will be fully operational and supported by the Information Technology Division.

By 2019, bar code juror check-in capabilities will be available.

Action 4.4: Implement Juvenile Probation Case Management System

In concert with the Courts' goal to provide innovative services for youth under probation supervision, the Information Technology Division will continue to enhance its newly implemented Juvenile Probation Case Management System (JPCMS). JPCMS is a web based case management system designed to support the mission of the Family Court Social Services Division. Interfacing with partner agency databases for GPS monitoring and drug testing data and the existing case management system, JPCMS serves as a centralized information system providing increased information to address the evolving needs of probation officers.

Key Results:

By 2019, case initiation, case maintenance capabilities, and GPS and PRISM integration will be available through the Juvenile Probation Case Management System (JPCMS).

Action 4.5: Automate Business Processes to Ensure Efficiency

In an effort to advance the Courts' goal of decreasing wait times this ongoing business improvement initiative seeks to streamline the court participant's check-in process. The Information Technology Division uses industry recognized, agile and rapid applications development tools to satisfy the Courts' business needs.

Effective courtroom and case intake management requires that court personnel be aware that parties are present. Party check-in systems have been developed to enhance courtroom and division's intake operations, with more slated for future implementation. Additional features will be added to improve existing ones.

Key Results:

By 2019, requirements for improving case management, drafting, and tracking tools for judicial officers and staff will be collected.

By 2020, stand-alone sign-in systems will be consolidated into a single, enterprise system.

By 2021, technology solutions will be implemented using industry recognized, agile and rapid applications development tools to satisfy current and future business requirements.

Action 4.6: Implement Interactive Interview Document Assembly Solution

Providing individuals who choose to represent themselves with easy-to-understand resources and access to information is critical to the Courts' overall goals and mission. A dynamic interactive interview document assembly solution will enable pro se/self-represented litigants to answer a series of online questions written in plain language that will generate the appropriate forms necessary to file case documents with the Courts.

The Information Technology Division will work with its stakeholders, the Courts' Standing Committee on Fairness and Access, and the operating divisions of the DCCA and DCSC, in implementing this solution.

Key Results:

By 2019, the Interactive Interview Document Assembly Solution will be implemented and used by DCCA, and DCSC's Domestic Violence and Family Court Operations Divisions.

By 2020, the Interactive Interview Document Assembly Solution will be implemented and used by DCSC's Probate and Civil Divisions.

GOAL 5 – ACCESS TO INFORMATION

"Access to Justice for All" has always been a priority goal in the Courts' Strategic Plans. The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to enhance access to court services. Such barriers may include a lack of legal representation, limited literacy or English language skills, limited financial resources, and physical or mental disability. The Information Technology Division will implement technologies to assist the Courts in achieving this goal as well as providing tools for the Courts' personnel to efficiently and effectively render court services.

Action 5.1: Enhance Remote Access and Wireless Network

Simplified and secure remote access will allow judicial officers and other court personnel to access information resources from anywhere and at any time. Building a dedicated and secure wireless network to authenticate court issued mobile devices automatically will allow judicial officers and senior managers to easily navigate information resources inside the Courts' network from any building in the Courts' campus.

Key Results:

By 2019, advanced mobile devices will be made available to judicial officers, judicial interns, and senior managers to access their virtual desktops from anywhere and at any time.

By 2022, a dedicated and secured wireless network for all court issued mobile devices will be configured and deployed.

Action 5.2: Enhance Telecommunication and Videoconferencing Technologies

The Information Technology Division expanded the Voice-over-Internet Protocol (VoIP) technology to all the Courts' premises in 2018. In the next few years, the Information Technology Division will focus on the configuration of unified communication and collaboration capabilities and the implementation of new videoconferencing technologies. In addition, the Information Technology Division will implement a cloud-based fax technology to completely eliminate the legacy telephony infrastructure.

Key Results:

By 2019, voice to email capabilities will be implemented.

By 2019, language remote interpreting services will be piloted in designated courtrooms.

By 2020, internet fax capabilities will be available to the Courts' user community.

By 2021, in collaboration with the Office of the Interpreter Services, the Information Technology Division will expand video remote interpreting.

By 2021, the current assistive listening devices program will be expanded court wide.

By 2022, videoconferencing with Court Services & Offender Supervision Agency (CSOSA) will be implemented.

By 2022, advanced videoconferencing technology will be used by all divisions and business units and will require minimal IT support.

By 2022, all conference rooms will be equipped with videoconferencing capabilities.

Action 5.3: Implement New Technologies for Data Display and Signage to All Courts Premises

While case online access, eFiling, ePayment, and videoconferencing capabilities will reduce the need for the public to visit the Courts in-person, implementing new technologies for data display and digital signage will assist persons in navigating within the courthouse.

Key Results:

By 2022, new technologies for digital signage and operational data will be implemented and placed strategically in key areas of the courts on all Courts' premises.

Action 5.4: Preserve and Provide Access to Historical Case Information

The Courts have some historical case information stored on paper or legacy media, yet many of those cases have retention regulatory requirements of at least 70 years. Additionally, some audio-recorded case information is stored on legacy media. The Information Technology Division will implement new technologies to preserve this historical case information and provide easy access to them when needed.

Key Results:

By 2020, historical case files that have long retention requirements for both DCCA and DCSC will be digitized, indexed, and made available from either their management systems or a separate indexing and searching system.

By 2022, historical audio case files that have long retention requirements for both DCCA and DCSC will be moved to the enterprise storage space.

Action 5.5: Enhance D.C. Courts Website and Implement a D.C. Courts Mobile App

Enhancing public access to the Courts' information resources will reduce the need for in-person visits to the courthouses. In the next few years, the Information Technology Division will continue to enhance the D.C. Courts website to provide more capabilities. Furthermore, the Information Technology Division will develop a D.C. Courts mobile app that will seamlessly connect and interact with legal professionals, media representatives, constituents, and the rest of the public. This mobile app will allow for faster and easier, but nevertheless secure and sustainable access to court information.

Key Results:

By 2019, over 400 DCSC case filing forms that have language translations will be uploaded to the site for people who speak and read foreign languages.

By 2019, the Superior Court Rules will be searchable by the actual content in the PDF documents.

By 2019, establish audit protocols and a Web Content Accessibility Guidelines (WCAG) compliance testing system to ensure that the website is accurate and accessible to all stakeholders.

By 2020, a D.C. Courts mobile app that is compatible with all mobile devices will be available on App Stores.

GOAL 6 – DECISION-MAKING SUPPORT

Data is at the heart of every organization and data analytics is an integral part of the informed decision-making process for executives and senior management. The Courts have heavily invested in an enterprise data warehouse and business intelligence to enable the organization as a whole to better understand data and to identify and solve business problems. To support data analysis and the extraction of meaningful information, the Information Technology Division in collaboration with the Strategic Management Division will continue to enhance the enterprise data warehouse and implement new technologies and tools that can help support effective decision-making.

Action 6.1: Provide Data Analytics and Reporting for Case Management Activities

The Courts' case management systems are the most critical for business operations. Data from these systems are used to report on key performance measures and caseload statistics. Having case data, along with annual and fiscal trends displayed on dashboards, is vital for decision makers. The Information Technology Division and the Strategic Management Division will continue to develop more dashboards for operating divisions and judicial chambers. Additionally, the Information Technology Division will implement technology and tools that provide and present near-real-time data accurately and efficiently, without impacting the end-user experience.

Data analytics is at its best when end users are alerted or notified of critical data trends and patterns in an efficient and timely manner along with actionable intelligence capabilities. The Information Technology Division will implement standard alert capabilities to business and system users to support effective decision making.

Key results:

By 2019, dashboards for all operating divisions will be implemented.

By 2019, near-real-time data warehouse replication will be implemented.

By 2021, critical business process standard alerts will be available to system users.

Action 6.2: Complete the Enterprise Data Warehouse with All Courts' Information Sources

The Courts need a completed enterprise data warehouse that contains not only case information but also financial, human resources (HR), and other information. When all data is integrated, it will provide more meaningful insights into business operations and actionable intelligence. The Information Technology Division in collaboration with the Strategic Management Division will continue to enhance

the enterprise data warehouse by adding more data sources including those from the Courts' cloud-based IBC Human Resource Information System (HRIS) and Financial Management System (FMS).

Key results:

By 2019, IBC Human Resource Information System data will be included in the data warehouse.

By 2019, IBC Financial Management System data will be included in the data warehouse.

By 2019, dashboards for Chief Judges, the Executive Officer, Deputy Executive Officer, and Clerks of the Courts, will be implemented.

Action 6.3: Establish Data Governance and Data Quality Control Processes

The Courts' Business Intelligence (BI) comprises the strategies and technologies used by the organization for the data analysis of business information. BI technologies utilize a comprehensive data warehouse to provide historical, current and predictive views of business operations. Data governance is the exercise of authority, control, and shared decision making (e.g. planning, monitoring, and enforcement) over the management of data assets. Data Quality is the degree to which data is accurate, complete, timely, and consistent with all requirements and business rules. The Information Technology Division in collaboration with the Strategic Management Division will establish and implement Data Governance and Quality Control guidelines and procedures.

Key results:

By 2019, guidelines for Data Governance and Data Quality Control process will be established.

By 2020, compliance procedures will be implemented.

GOAL 7 – CUSTOMER SATISFACTION

As a service oriented division within the Court System, customer satisfaction is of great importance to Information Technology Division's internal and external customers. Request fulfillment (software/hardware), issue resolution and new system implementation are among the areas that will utilize metrics to gauge customer satisfaction. The analysis of data gathered following carefully crafted customer surveys will allow us to measure our effectiveness.

Action 7.1: Increase IT Service Desk Responsiveness

The IT Service Desk is the front line of communication between the Information Technology Division and our customers. With the recent implementation of a new customer service portal, service requests can be created online without having to call the service desk staff via telephone. As a result, the number of calls made to the service desk are expected to decrease. Of the calls that are made, the number that are answered by a live representative will increase and those going to voice message will decrease.

As a service provider, the Information Technology Division defines its commitment to its clients in Service Level Agreements (SLAs). While some SLAs are already in place to govern the amount of time required to fulfill requests, new SLAs will be developed and implemented for all IT services and issue resolution.

Key results:

By 2019, at least 95% of customer calls during business hours will be answered by IT Service Desk staff.

By 2020, SLAs will be developed and implemented for all IT services.

By 2020, the SLA fulfillment rate will meet or exceed 95%.

By 2020, an annual IT service satisfaction survey will be developed and administered.

By 2020, 90% of customers will report satisfaction with IT services.

Action 7.2: Increase Satisfaction with New Systems/Applications/Services

Prior to the implementation and deployment of any new application or service to the Courts' production environment, several iterations of requirements-gathering and testing are completed. While the Information Technology Division works closely with stakeholders to provide solutions that meet

business needs, it will hold itself accountable for increased customer satisfaction results through the use of post-implementation surveys.

Key results:

By 2020, the Information Technology Division will work with the Strategic Management Division (SMD) to create a standardized new service post-implementation survey.

By 2020, IT new service customer satisfaction rates will meet or exceed 90%.

Action 7.3: Develop Escalation and Resolution Communications Strategy

Escalation and resolution communications will be standardized to provide realistic expectations to customers. Staff will be able to properly route escalation to the appropriate point of contact. Unified communication technology solutions (text messaging, VoIP) will be optimized for communication delivery to customers.

Key results:

By 2020, regular IT maintenance, incidents, and resolution communications will be standardized to effectively communicate with the Courts' users.

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Many people contributed to the Plan. The Courts' Information Technology Division undertook a six-month long outreach effort to gather opinions about IT services from the judiciary, the executive leadership team, the Courts' Strategic Planning Leadership Council (SPLC), the Divisions' representatives, and the user's community. The Information Technology Division also examined the survey data, which was collected from our partner agencies and the public as part of the SPLC's outreach effort when developing this Plan.

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