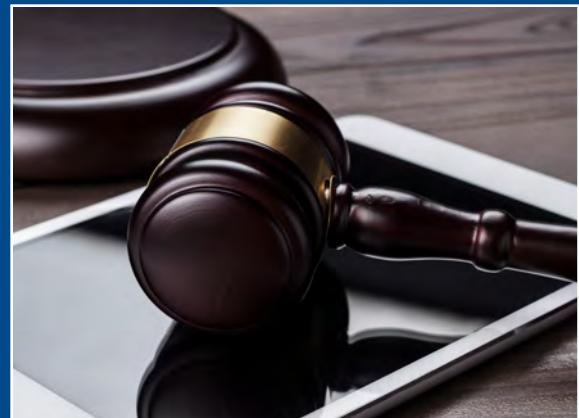


# Fiscal Year 2017 Update

## Long Range Plan for Information Technology in the Federal Judiciary



Approved by the Judicial Conference  
of the United States

September 2016

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# 2017

## Introduction

The *Strategic Plan for the Federal Judiciary*<sup>1</sup> defines the Judiciary's mission as follows:

*The United States Courts are an independent, national judiciary providing fair and impartial justice within the jurisdiction conferred by the Constitution and Congress. As an equal branch of government, the federal judiciary preserves and enhances its core values as the courts meet changing national and local needs.*

Judges and Judiciary staff regard information technology not as something separate from their day-to-day work, but as a means by which they do their jobs. As business processes and information technology have become interwoven, the Judiciary has also come to recognize that information technology presents opportunities not simply to replicate old paper processes in digital form but to rethink many aspects of those processes altogether.

Pursuant to section 612 of Title 28, United States Code, the Director of the Administrative Office of the United States Courts is responsible for preparing and annually revising the *Long Range Plan for Information Technology in the Federal Judiciary*. The Committee on Information Technology of the Judicial Conference of the United States provides guidance in the development of annual updates and recommends the plan for approval by the Judicial Conference. Upon approval, the Director transmits the annual update of this plan to Congress.

This update to the *Long Range Plan for Information Technology in the Federal Judiciary* provides an overview of the Judiciary's information technology (IT) program as it exists today, describes key strategic priorities for the IT program over the next three to five years, and summarizes the Judiciary's anticipated IT resource requirements for fiscal years 2017 through 2021.

### Development of the Plan

Previously, the strategic priorities discussed in this document were based on dedicated discussions on information technology across the Judiciary using focus groups, the Administrative Office's advisory process, and circuit judicial and information technology conferences. In addition to those mechanisms, the 2015 version of the *Strategic Plan for the Federal Judiciary* was incorporated into the IT planning process.

The 2015 version of the *Strategic Plan* contains the strategy "Harness the potential of technology to identify and meet the needs of court users and the public for information service, and access to the courts" as well as four associated goals. The Judiciary's strategic priorities for IT, as expressed in this document, have been modified to align with these four goals.

<sup>1</sup> *Strategic Plan for the Federal Judiciary*, approved by the Judicial Conference of the United States, September 2015.

# The Judiciary's IT Program

**The Judiciary's IT program consists of systems and services provided both at the national level and by the courts individually. The program is comprised of three elements:**

- **Public-facing technologies that serve the general public, as well as litigants, attorneys, law enforcement agencies, state and local courts, executive branch agencies, and other stakeholders.**
- **Internal Judiciary systems used by judges, court staff, and probation and pretrial services officers.**
- **The technical infrastructure that supports either or both the external and internal stakeholder groups.**



## Public-Facing Technologies

The Judiciary provides electronic information and services to its external stakeholders in a number of ways that improve access to justice, increase convenience, and reduce costs.

All courts maintain individual internet websites with court-specific information, local rules, forms, and filing information for the public. The Judiciary's national website, [uscourts.gov](http://uscourts.gov), provides links to all individual court websites and serves as a clearinghouse for information and services, including general information about the courts' function and structure, the basics of filing bankruptcy, the *Federal Rules of Practice and Procedure*, employment opportunities in the Judiciary, and an online court directory.

The Judiciary provides electronic access to case information, including the documents in case files, through its Public Access to Court Electronic Records (PACER) System. The public and other external stakeholders do not need to visit the court in person to obtain a case file and photocopy documents. Instead, the program's two million registered users can obtain these documents and other case information online. At the same time, in order to strengthen security and protect privacy, the Judiciary has instituted policies that restrict access to certain types of cases, information, and documents.

The Judiciary has also taken significant steps to ensure that access fees are fair and reasonable, and it offers free access options such as public terminals in courthouses. In addition, the automated telephone information system used in bankruptcy courts is being expanded to district courts. In September 2012, the Judicial Conference of the United States approved national implementation of the program to provide access to court opinions via the Government Printing Office's Federal Digital System (FDsys) (JCUS-SEP 12, p. 14). One hundred fourteen courts now participate, with more than 1.47 million individual court opinions available on FDsys, which is available free of charge at [www.gpo.gov](http://www.gpo.gov).

The filing process in the federal courts is managed by the Case Management/Electronic Case Files (CM/ECF) System, through which attorneys open cases and file documents over the internet. Case information and related documents are electronically available to case participants at virtually the same moment a filing is completed. Nearly

The screenshot shows the eJuror website interface. At the top left is the United States District Court logo. To its right is the word "eJUROR". On the far right is a photograph of a courtroom interior. Below the header, there's a green bar with "Help" and a "Questionnaire Example" section containing a barcode and a redacted participant number. Next is a "Summons Example" section with similar content. The main content area is titled "Login" and contains instructions for identifying information. It lists three steps: entering the 9-digit Participant Number (circled in red), entering the first three letters of the last name, and entering the Date of Birth (format: Jan / 01 / [year]). A note states it takes about 10 minutes to complete. Below the form fields are dropdown menus for the date. At the bottom of the page is a "Powered by ACS eJuror" footer.

**With eJuror, potential jurors can submit their juror qualifications, deferral requests, and summons information online.**

instantaneous email notification of any activity in a case maximizes the time available for participants to respond. These efficiencies have reduced the time and cost required for litigants to work through the judicial process. The public benefits from electronic case file document availability through the PACER system as a result of the CM/ECF filing process.

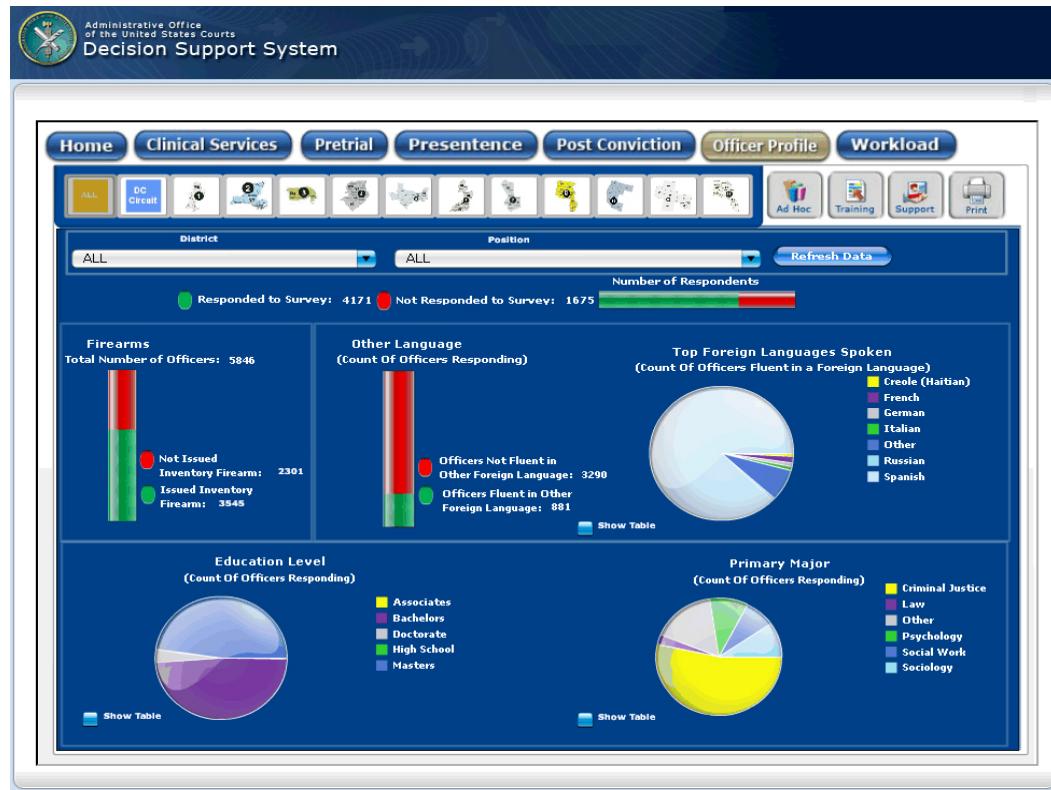
In the courtroom, the Judiciary has made substantial investments in technologies that reduce trial time and litigation costs, as well as improve fact-finding, understanding by the jury, and access to court proceedings. These technologies include evidence presentation, videoconferencing, assisted listening systems, and language interpretation systems. Evidence presentation technology supplied by the court helps to level the playing field in the courtroom, preventing a mismatch of resources in which one litigant has the resources to make technologically advanced presentations and the other does not; such a mismatch could unfairly influence jurors' perceptions and the outcome of a trial.

## Internal Judiciary Systems

The Judiciary's national systems include court and case management systems used by judges, court staff, and probation and pretrial services offices; administrative systems through which the Judiciary manages its resources such as personnel, finances, and physical facilities; statistical reporting systems; and business tools such as email. These enterprise-wide systems are continually enhanced in response to new requirements and opportunities presented by new technologies.

The implementation of Next Generation CM/ECF (NextGen) will bring enhanced automation to the business processes used by the courts and judges' chambers. NextGen will enhance the way case information is managed by judges, providing the information they need to perform their job with a minimum of keystrokes. Another major benefit to NextGen is that it will enable judges, court staff, and attorneys to access CM/ECF data in multiple courts using a single account. Functionality is also being developed that will allow appellate judges to export case documents to a mobile device.

**The Decision Support System allows probation and pretrial services officers to apply business analytics to a national set of data.**



The Judiciary's internal systems also include applications developed by individual courts to support and supplement the national systems. The E-Orders application, for example, was developed by a bankruptcy court and enables much of the routing and processing of proposed orders to be done electronically. Also developed by local courts and in use nationally are systems for judicial calendaring; inventory; and management of the Criminal Justice Act voucher submission, review, and payment processes.

## Technical Infrastructure

The Judiciary's technical infrastructure is the underlying framework that supports the delivery and processing of information for all of its stakeholders, both internal and external. This infrastructure includes not only physical equipment such as servers and networks, but also policies and programs that ensure the quality and reliability of the Judiciary's IT services, such as help desks, training programs, and published standards and best practices. The Judiciary's information security program

is a critical component of its technical infrastructure and provides policies, training, and technologies that strengthen the security of the Judiciary's information assets. The Judiciary's national security response team works with individual courts to put into place preventive measures as well as to investigate and resolve security incidents.

The Judiciary continually seeks to strengthen its technical infrastructure. One example is an initiative to improve the network availability and reliability of court connections to the Judiciary's wide-area network which reduces the potential for network-related interruptions to court business and increases the available bandwidth at court locations. Another is the mobile version of the Probation and Pretrial Case Tracking System (iPACTS), which has supplied probation and pretrial services officers across the country with tablet and laptop computers, as well as with software that gives officers access to key case information, email, and the Judiciary's intranet sites from their mobile devices.

# Strategic Priorities

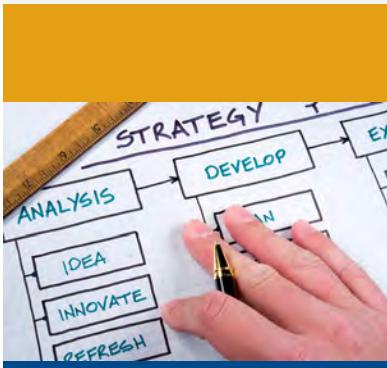
The *Strategic Plan for the Federal Judiciary* includes the strategy “Harness the potential of technology to identify and meet the needs of court users and the public for information service, and access to the courts” as well as four associated goals, which form the basis of strategic priorities for information technology:

- Continue to build and maintain robust and flexible technology systems and applications that anticipate and respond to the judiciary’s requirements for efficient communications, record-keeping, electronic case filing, case management, and administrative support.
- Coordinate and integrate national IT systems and applications from a judiciary-wide perspective and more fully utilize local initiatives to improve services.
- Develop system-wide approaches to the utilization of technology to achieve enhanced performance and cost savings.
- Refine and update security practices to ensure the confidentiality, integrity, and availability of judiciary-related records and information.

The following sections describe significant initiatives that are planned over the next three to five years to address each of those strategic priorities.

## **Continue to build and maintain robust and flexible technology systems and applications that anticipate and respond to the judiciary’s requirements for efficient communications, record-keeping, electronic case filing, case management, and administrative support.**

Information technology is inextricably part of the performance of the judiciary’s business. Applications to perform case filing, case management, and administrative support are underpinned by communications and collaboration systems. These systems and applications require ongoing maintenance, improvement, upgrade, and replacement in order to remain functional in a continually-changing external environment as well as relevant to the current needs of the Judiciary. In addition to managing a structured life cycle management process to identify, manage, and implement user requests for system improvements, the Judiciary regularly assesses whether



business needs or new technologies necessitate more extensive upgrades or even replacement of systems. Descriptions of anticipated system and application changes are provided as examples of this planning process in action and to delineate the areas on which the Judiciary will place especially high priority over the next three to five years.

### **Communications**

In 2014, the Judiciary began developing a plan to replace its aging enterprise messaging system with a comprehensive, unified communications solution. The widespread adoption of mobile computing, document-sharing, and collaboration, as well as the dramatic shift in the market for messaging systems, necessitated this move. After developing requirements and a cost estimate, migration options were considered, an implementation plan developed, and engineering efforts begun. The migration to this new system will be complex and is expected to take approximately four years to complete, including engineering the application infrastructure prior to and decommissioning the existing infrastructure following implementation in the courts.

### **Electronic public access**

The Judiciary's Electronic Public Access (EPA) program has started a project to modernize the PACER user interface. In addition, features such as alerts, enhanced search capabilities, and automatic pushing of new material out to interested parties are being considered for future releases of PACER. The new authentication module for Next Gen CM/ECF gives filers the ability to use the same login for PACER read-only access to all courts, and filing access to all Next Gen courts in which they have been admitted to practice.

### **Case filing/case management**

The NextGen CM/ECF release will improve filing capabilities for pro se filers in bankruptcy cases, enhance the Judiciary's ability to exchange data within its internal systems and between internal and external systems, and support a more

consistent user experience for external users of the case management system.

The first release to appellate courts was finalized in the fall of 2015. Seven district and bankruptcy courts are also using the software as part of the pilot process to provide feedback for improvements to the applications. The goal is to make the release available to all courts in the fall of 2016.

PACTS has evolved into a comprehensive case management system for probation and pretrial services officers, and has become an indispensable supervisory and investigatory tool that enables officers to carry larger caseloads with fewer support staff. The next generation of PACTS, which is under development, will further increase officers' effectiveness by establishing a single national database to combine records across districts, facilitating data exchange with other law enforcement agencies and with systems developed by local offices.

### **Judges and chambers staff**

Although case management systems were originally designed primarily to manage documents and processes in the clerks' offices, NextGen CM/ECF is introducing many new efficiencies in judges' chambers. New features

have been developed, such as Judges Review Packets which provides users with the ability to automatically create and maintain electronic packets of information for matters that require chamber's review and actions. The bankruptcy case openings module will store data elements in a series of electronic forms from which data is extracted and entered into CM/ECF automatically. Central Sign-On allows each user a common username and password to be used for all courts that adopt NextGen CM/ECF. Judges and their staff will also have the advantage of using a new user interface called Workspace, which allows for customizable screen content based on their job function. Additional enhancements will continue to be evaluated and prioritized in future releases of NextGen.



### **Administrative support**

The Judiciary is in the midst of upgrading or replacing several nationally deployed administrative systems supporting finance, human resources, and facilities management with the goal of delivering high quality and secure administrative solutions.

The financial management system currently used by the courts is in the process of being upgraded to the Judiciary Integrated Financial Management System (JIFMS). This will result in a single financial application supporting the Judiciary's core accounting and procurement function and is scheduled for completion by the end of calendar year 2017. JIFMS will provide enhanced interfaces with external systems, improved data sharing capabilities, improved internal controls, and standardized business practices which will also strengthen application security, allow for more efficient system upgrades, and reduce maintenance requirements.

Following the deployment of the core accounting and procurement functions, the AO will focus its attention on replacing the Civil/Criminal Accounting Module, which is used to support the civil and criminal debt management function within the district courts.

The Human Resources Management Information System (HRMIS) manages the transactional human resources functions, including leave tracking and employee performance management, and produces payroll for the Judiciary. HRMIS is currently undergoing an upgrade of the system's application software and tools, which will provide a more secure platform for processing human resources transactions.

Other areas of focus center on reducing costs and streamlining human resource management processes. Efforts are underway to deploy a module which will allow human resources professionals to complete employee suitability requests electronically and monitor the status of those requests. When deployed, it will reduce the number of manual requests submitted, increase the visibility of each request at the local court/unit, and streamline a labor-intensive manual process. Also in progress is an effort to streamline the on-boarding process for employees and contractors. This streamlined process will expedite the provisioning of services and accounts from other systems and reduce redundant data entry into multiple

systems. Finally, Leave Tracking will be enhanced by developing services to share data with other systems, enhancing capabilities to improve the user experience, and expanding the system's mobile offerings.

Changes are also on the horizon for the Judiciary's facilities management systems. A commercial off-the-shelf real estate and facilities management system, better known as an Integrated Workplace Management System (IWMS), has been acquired to replace the disparate systems and tools used today. The IWMS technology will provide the comprehensive data and analytics for the Judiciary to manage more than 30 million usable square feet of space in 850 locations with an annual rental cost of almost \$1 billion. This solution will support the Judiciary's space reduction, GSA service validation, and long-range facilities planning efforts as well as the Capital Security Program and the overall rent and space management function.

### **Coordinate and integrate national IT systems and applications from a Judiciary-wide perspective and more fully utilize local initiatives to improve services.**

#### **Coordinate and integrate national IT systems and applications**

The Judiciary manages a broad array of information in its suite of national systems. As in many organizations, these systems were developed separately over time to support various lines of business, such as case management and court administration, probation and pretrial services, human resources, and financial management. Although the systems were developed separately, the lines of business often share information in common and their work processes are interconnected.

As a result, the suite of systems stores redundant data and documents, and it can be difficult to share information and coordinate work processes across systems. The Judiciary will benefit both technically and programmatically by further integrating its national systems and information. Data entry costs would be reduced because the same data would no longer be entered in multiple repositories. Data will be more consistent because it would no longer have to be

synchronized across these repositories. The ability to share information easily and coordinate work processes across lines of business will result in improved quality of service and increased productivity. Additionally, the ready availability of comprehensive and complete data across lines of business would make it possible to more effectively analyze organizational patterns and trends which, in turn, result in better planning and decision making.

A number of techniques and technologies provide opportunities for the Judiciary to integrate its national systems and manage information from an enterprise-wide perspective. Assessments of technologies such as web services and service-oriented architecture for use in national systems has moved the Judiciary forward in this area.

A data strategy and governance plan has been created and will be implemented over the next three years. With goals focused on leadership and culture, data governance, data architecture and security, and data reporting and analysis, the plan identifies key activities, roles and responsibilities, and measures of success. It covers caseload, defender, finance and budget, human resources, probation and pre-trial, and space and facilities data. Key activities include developing an enterprise-wide data dictionary and enterprise data architecture, reaching clarity on key terms and definitions that cross programs, improving data quality, modernizing approaches to data access and visibility, and developing enhanced data analytics to better inform decision making. Achieving the plan will afford the federal Judiciary better decisions and reduced costs associated with data collection, management, and analysis as well as a reduced burden on Judiciary personnel allowing them to do their jobs more effectively and efficiently.

### **More fully utilize local systems**

Although courts share the same general business processes, the details of how they carry out those processes can vary widely. Many of these variations reflect business needs and are shaped by factors such as the type of cases that may

predominate in a particular district, the size of the district, and the requirements of judicial discretion.

To accommodate these variations in practice, the Judiciary's national case management systems contain extra layers of configuration which allow for a high degree of individual court customization. Many courts make their own modifications to national systems in addition to creating adjunct systems to meet requirements not met by national systems. These requirements may be unique to an individual court or common to many courts. Individual court modifications and adjunct systems are more responsive to the particular court's business needs and priorities, and more rapidly address functional gaps in national systems.

A priority of the national IT program is to facilitate sharing of local applications among courts and, where appropriate, make the functionality of those applications available nationally by incorporating it into national systems or providing national support. Nationally supported systems provide economies of scale, are critical to courts without the resources to develop their own systems, and provide some degree of standardization that allows courts, attorneys, and the public to share information more effectively. For example, two calendaring applications developed by local courts have been supported nationally for several years and are used by almost 200 courts and chambers.

The NextGen CM/ECF initiative has included a local application called Citation Link which was already being used by 17 courts. By including this functionality in NextGen CM/ECF, not only will it be available to all courts, but the support burden on the local court will be alleviated. This model of incorporating valuable local developments into national systems will continue to be applied in the future.

To promote the sharing of local court applications, an effort is underway to catalog the national and local applications in use by the courts. This catalog will help avoid duplication of effort as well as identify gaps in the functionality of national applications and local applications that are candidates for national support.





**In the next three to five years, the Judiciary will seek ways to integrate its national systems more effectively, share common solutions to common problems among individual courts, and coordinate national and individual court systems development.**

## **Develop system-wide approaches to the utilization of technology to achieve enhanced performance and cost savings.**

The Judiciary continues to seek productivity enhancements and cost avoidance from new or improved IT systems, which provide efficiencies and help contain growth in future technology and staffing costs. In addition, investments that reduce the complexity of IT systems have the potential to produce savings and cost avoidances. The Judiciary's reliance on information technology means that failure of its technical infrastructure can effectively bring operations to a halt for its internal stakeholders and severely affect the work of its external stakeholders. Therefore, reducing the complexity of the infrastructure and building a stable, reliable national infrastructure that helps avoid downtime, rework, and inefficiency have been and remain objectives of the Judiciary's IT program. Areas on which the Judiciary will place especially high priority over the next three to five years are described below.

### **Next-generation network**

Increased demand on the Judiciary's communications networks both to support internal systems and to enable more widespread use of its public-facing technologies requires that network capabilities be evaluated and upgraded on an ongoing basis. The Judiciary has completed the convergence of network services, delivering voice, data, and video services over a single, secure network. The converged network offers improved delivery of other services, including mobile computing, video conferencing in the courtroom and elsewhere, delivery of distance training through collaborative technologies, integration of telecommunications with the Judiciary's software systems, and improved ability to support server centralization.

An initiative to improve the network availability and reliability of court connections to the Judiciary's wide-area network through redundant connections with a second carrier will be completed within the next three years. The initiative reduces the potential for network-

related interruptions to court business and increases the available bandwidth at court locations that meet the minimum requirements for the redundant connectivity.

### **Enhanced hosting services**

The next-generation network also provides a foundation for enhancing centralized hosting services within the Judiciary. The Judiciary plans to implement full enterprise, national-level hosting and cloud computing services to courts through centrally hosted information technology services, including infrastructure and other hardware, database storage, computer applications, and server support. These services will provide the benefits of shared IT security resources and more resource-efficient hosting solutions for the Judiciary, in addition to providing for continuity of operations. Furthermore, it will reduce duplicative effort, improve disaster recovery capabilities, and set the stage for a more mobile work force. Benefits also include significant long-term cost savings and staff flexibility in a time of fiscal constraint and staff limitation, as well as enhanced security and continuity-of-operations capabilities in the face of an aging hardware infrastructure and continually increasing security threats to judiciary systems.

### **Courtroom technologies**

New Judiciary-wide guidelines for courtroom technologies were published in 2014 and serve as a baseline for the introduction of next-generation tools and capabilities. Over the next few years, research and proof-of-concept projects will be conducted on technologies such as audio retrieval, evidence displays for jurors, and expanded wireless capabilities that can be used in one courtroom or shared among several courtrooms. These technologies will facilitate the efficient workflow of trials and hearings and comply with evolving rules and policies.

## **Refine and update security practices to ensure the confidentiality, integrity, and availability of Judiciary-related records and information.**

The Judiciary leverages a diverse suite of technologies to execute its mission efficiently and effectively. Both existing and new technologies introduce security risks that need to be managed on an

ongoing basis, and all organizations face the challenge of balancing the benefits of these technologies with those risks. The internet, as well as the judiciary's data communication network, its underlying infrastructure, and the applications that serve its mission, is vulnerable to a wide range of risks stemming from both physical and cyber threats and hazards. Sophisticated attackers exploit vulnerabilities to steal information and are continually developing new capabilities to disrupt, destroy, or threaten the delivery of essential services. For the next three to five years, the Judiciary will place a high priority on keeping its security practices current with new technologies as well as ensuring legacy technologies remain resistant to harm in order to protect the confidentiality, integrity, and availability of court records and other information maintained by the Judiciary.

The Judiciary's IT security program incorporates multiple layers of defenses. It employs perimeter defenses, such as firewalls (both network and web application), host- and network-based intrusion detection and prevention systems, internet proxies for web-based threat protection, and a Judiciary Automated Systems Incident Response Capability (JASIRC), managed at the national level. Security devices are monitored 24 hours a day, seven days a week, with event logs aggregated and reviewed for evidence of malicious activity. In addition, independent third parties perform periodic vulnerability assessments of Judiciary networks and vulnerability assessments of all new public-facing IT assets prior to deployment. Local courts are provided enterprise licensed security software for endpoint protection, web-based threat protection, and vulnerability scanning.

The Judiciary conducts on-site and remote IT security assessments of Judiciary data communications network facilities and court units, and uses data and information from these assessments to continually monitor, update, and upgrade Judiciary policies and procedures to protect the Judiciary's information and assets. The following describes programs to be conducted over the next few years to enhance the Judiciary's IT security posture.

### **Firewalls**

Within the national data centers, firewalls provide the first line of defense in the Judiciary's network security infrastructure by establishing a barrier between a trusted,



**To protect the Judiciary's data communication network from malicious threats, a multi-layered defense strategy is employed.**

secure internal network and the internet. Adding firewalls to the boundary between a court and the DCN further reduces the likelihood that a malicious event will spread laterally among courts that have historically maintained an explicit trust relationship. The Judiciary has begun an effort to enhance and centrally manage firewalls at the perimeters of hundreds of Judiciary locations to provide this added layer of protection. This will ensure a consistent configuration across locations that will be used to the maximum extent and complements the security infrastructure at the Judiciary data centers.

### **Log management**

Network devices create logs of activity occurring on the network which provide a wealth of information for troubleshooting performance issues as well as detecting and investigating potential intrusions. Log data can be used to reconstruct historical events, which is helpful in determining root cause of a security or other incident. By proactively managing system logs, Judiciary organizations are positioned to respond in a timely manner to events that may impact operations as well as to more fully investigate events that have already occurred. A centrally managed security-logging service is being implemented

that will enable courts to collect, retain, search, alert, report, and analyze logs in real time to identify network events and security threats in order to prioritize corrective action.

### **Security education**

The Judiciary relies on IT staff at all court locations to administer its security program, and the interconnectedness of Judiciary systems means that the security program is only as strong as its weakest link. To ensure consistent nationwide knowledge, a baseline of required security knowledge for all IT professionals has been identified and a training program developed. This program will be continued and enhanced over the next several years.

# Investing in the IT Program

The Judiciary aligns its IT investments with its business objectives through an inclusive planning process that is synchronized with the Judiciary's budget cycle. The Judicial Conference Committee on Information Technology reviews resource requirements and expenditure plans for the Judiciary's IT program in accordance with guidelines and priorities established by the Judicial Conference for the use of available resources.

When considering the costs associated with the IT program, it is important to take a broad Judiciary-wide view. The Judiciary's public-facing technologies, internal systems, and technical infrastructure have resulted in improved services to its external stakeholders as well as in internal efficiencies that have allowed the courts to absorb an increased workload without increasing staff as much as would otherwise have been required. These cost avoidances will become increasingly important in times of continuing budgetary constraints.

The Judiciary will continue to rely heavily on its IT program to meet its mission and to serve the public in the coming years. As indicated in this annual update to the *Long Range Plan*, not only will systems in place be maintained and enhanced, but emphasis will also be placed on adopting new systems, technologies, and services that will provide additional benefits.

The table shows the Judiciary's anticipated IT resource requests for fiscal years 2017 through 2021, organized by the program components of the Judiciary Information Technology Fund (JITF).<sup>2</sup> Successful execution of the objectives in this plan is dependent on the availability of funding. Each program component is described in the next section.

## Resource Requirements

JITF Program Component	Current Estimate ( <i>Dollars in Millions</i> )				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Administrative and Mgt Systems	\$72.9	\$80.4	\$71.8	\$69.6	\$62.4
Court Administration and Case Mgt	\$20.5	\$28.3	\$30.1	\$29.7	\$30.3
Court Allotments	\$84.2	\$84.2	\$88.1	\$89.7	\$91.4
Court Support	\$54.4	\$55.9	\$55.0	\$56.2	\$57.2
Infrastructure and Collaboration Tools	\$113.3	\$126.7	\$136.0	\$120.6	\$127.0
Judicial Statistics and Reporting	\$11.2	\$11.6	\$17.3	\$17.6	\$17.9
Telecommunications	\$68.3	\$73.6	\$77.0	\$78.7	\$79.7
Subtotal	\$424.9	\$460.7	\$475.2	\$462.1	\$466.0
Electronic Public Access Program	\$160.5	\$160.8	\$173.7	\$175.0	\$176.4
Total JITF Financial Requirements	\$585.4	\$621.5	\$648.9	\$637.1	\$642.4

<sup>2</sup>Section 612 of Title 28, United States Code, establishes the JITF and makes funds available to the Judiciary's information technology program without fiscal year limitation.

## JITF Program Components

### ***Administrative and management systems***

This program includes the Judiciary's financial and personnel management systems, as well as systems to support and manage facilities projects, travel expenses, and Judiciary websites.

### ***Court administration and case management***

This program component encompasses the probation and pretrial services personnel case management system. Also included are tools to access critical case information and law enforcement databases; systems for juror qualification, management, and payment; and payments for private court-appointed counsel and expert services.

### ***Court allotments***

This program component consists of allotments provided to the courts at the beginning of each fiscal year to cover costs paid directly by the courts for operating, maintaining, and replacing computers, printers, local-area-network equipment, and software. Also included in this category are costs for local telecommunications services, equipment, and maintenance.

### ***Court support***

This program component funds staff that provides IT development, management, and maintenance services to the courts. This includes IT policy and planning guidance; architecture and infrastructure support; security services; development, testing, and implementation of national IT applications; IT training and other administrative and IT support services on behalf of the courts.

### ***Electronic public access program***

This program component provides electronic public access to court information, develops and maintains electronic public access systems such as CM/ECF in the Judiciary, and provides centralized billing, registration, and technical support services for the Judiciary and the public through the PACER Service Center.



**Courtroom technologies reduce trial time and litigation costs, and improve fact-finding, jury understanding, and access to court proceedings.**



#### **Infrastructure and collaboration tools**

This program component encompasses the building and maintaining of a robust, reliable, and resilient Judiciary-wide IT infrastructure. Included are the costs of hardware, software, and security associated with the Judiciary's full enterprise hosting and cloud computing services, and email messaging systems. It also includes the costs of IT systems support, maintenance, testing, and research.

#### **Judicial statistics and reporting**

This program component includes systems to support gathering and reporting statistics in the Judiciary; data analysis and management reporting across Judiciary-wide data sources, and support planning and decision-making with staffing, financial, and workload data.

#### **Telecommunications**

This program component provides support for voice, data, and video transmission services and telecommunications. The Judiciary's communications program allows the Judiciary to operate communications services for the appellate, district, and bankruptcy courts and for probation and pretrial services offices, as well as to procure communications equipment for new courthouses and for courthouses undergoing major repairs and alterations.



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