

North Carolina Administrative Office of the Courts Strategic Plan Refresh

Business Needs Report

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Document Purpose

This report presents the business needs collected from the court user community as part of the North Carolina Administrative Office of the Courts Technology Services Division (AOC-TSD) Strategic Planning process. The business needs presented in this report were gathered through two project activities – conducting a Web-based survey and hosting numerous regional sessions.

Version	Date	Description/Changes
1.0	8/31/05	Initial version.
2.1	9/6/05	Consolidated version: Web survey results and regional session results.
3.0	10/31/05	Feedback incorporated from AOC-TSD review.
4.0	11/30/05	Addition of Executive Summary, family court survey feedback, and feedback from AOC-TSD further review.
5.0	3/21/06	Final document.

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A Forward to You, Our User

As you may know, the Court Information System, which serves the North Carolina Judicial Branch, is the title given to describe the collection of some forty major and minor information systems that assist you, *our user*, in your day-to-day management and record-keeping needs within the court system.

Given the diversification of the workload handled by the courts, we typically find that no one user is familiar with every one of these information systems. But, for the experienced user of a specific information system, we have found that he or she can offer critical advice and suggestions on how to improve a system to better share information within the Court Information System and with other state and local agencies. In short, you, *our user*, share a vision with us for future changes and improvements to the Court Information System.

Recognizing this important fact, this report summarizes the feedback we received from a Web survey and six regional planning sessions that were conducted during 2005 as the first step by the North Carolina Administrative Office of the Courts Technology Services Division (AOC-TSD) in updating the AOC's strategic information systems and technology plan for 2006 through 2010. The focus of the Web survey and regional sessions was to solicit feedback from *our users* across the state about the current Court Information System, including unmet needs and suggestions for improvement, as well as computer equipment needs and services.

While some of these topics have been discussed previously at various forums, such as user advisory group meetings and annual conferences, etc., our goal in compiling them in a comprehensive report was to provide a permanent record to *our users* to serve as a planning tool for future improvements to the Court Information System. Of course, any additional requests for enhancements and new modules to existing information systems will continue to be compiled and periodically reviewed for inclusion in both strategic and tactical plans.

I. Executive Summary

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One of the key functions of the Administrative Office of the Courts (AOC) is to provide information technology (IT) resources to the almost 6,000 employees of the North Carolina Judicial Branch. This includes purchasing and maintaining all computer equipment (such as personal computers, printers, and telephones), developing and maintaining information systems to handle the annual caseload of over 3.2 million filings (such as a data repository for all clerk of the court offices), maintaining a statewide telecommunications network among the court offices, and sharing court information with key state and federal agencies.

Given the criticality of IT to the courts, the AOC develops a long-range strategic information systems and technology plan every five years. This plan is used in guiding our budget request and for prioritizing future AOC projects. During summer 2005, AOC's Technology Services Division (TSD) solicited user input via a series of regional planning sessions and a Web survey to understand the unmet IT needs of the court system. In particular, the AOC was interested in those information systems that could significantly improve the daily processing of court cases.

This report provides a detailed summary of our users' responses from the survey and the discussions that occurred during each regional planning session. While not everyone participated in either the survey or a regional session, we believe that in total we heard from a representative sample of court employees. The AOC will use the information gathered to prepare its expansion budget requests for the second year of the 2005–2007 biennium and for developing its budget strategy for the 2007–2009 biennium.

Given the historical underfunding of IT resources for the court system, we realize that our needs far exceed what we could reasonably expect to receive during a budget cycle. Thus, user input helps the AOC prioritize the use of our limited resources to provide the greatest benefit to the court system. The 1999–2004 Strategic Information System and Technology Plan estimated that the court system needed a permanent increase in funding of approximately \$8 million to \$10 million per year to fully modernize its IT program. Since we have not received such an increase during the past six years, we expect a similar estimate to hold for the future. In fact, the cost of replacing current computer equipment within the courts that is older than four years, which is an industry-standard replacement schedule, is almost \$10 million. The AOC receives limited equipment replacement funding each year.

This report includes the following four major sections:

- *Section II* – Introduction
- *Section III* – Web Survey Results
- *Section IV* – Regional Session Results
- *Section V* – Summary of Key Initiatives

The Web Survey Results section summarizes the questions that we asked our court user community and includes a complete listing of feedback provided by the participants. The survey solicited both suggestions and difficulties when using current services. The report also includes court users' testimonials regarding information systems successes.

The Regional Session Results section summarizes the remarks made by the various participants at each of the six regional planning sessions that were held across the state during July and August 2005.

II. Introduction

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The North Carolina AOC-TSD has initiated a project to review and refresh its strategic technology direction. Since the original strategic plan was completed at the end of 1999, the AOC-TSD has made significant progress toward its current goals and objectives. However, for any strategic plan, it is necessary to periodically assess the current environment, review the progress toward current initiatives, and establish new objectives to keep the organization moving forward. The North Carolina AOC-TSD is taking these actions to review and revise its Strategic Information Systems Plan.

A. Approach

As part of the refresh of the strategic plan, the AOC reached out to the court user community to gain input and insights regarding its business and technology needs. The strategic plan will be a collaborative effort, jointly owned and supported throughout the court user community. One tool employed to gather information and user business needs was a Web survey. To further gather input across the entire client community, regional planning sessions were held in the following locations:

- Asheville.
- Charlotte.
- Greensboro.
- Greenville.
- Raleigh.
- Wilmington.

Each session gave judges, clerks, district attorneys, public defenders, family court administrators, and trial court administrators an opportunity to provide face-to-face input regarding their business needs. Issues, concerns, and business problems were interactively discussed with the AOC representatives. These business needs and problems are documented within this report.

B. Organization of the Document

The business needs gathered throughout this process are presented and organized in the following sections:

- *Section III – Web Survey Results:* The section presents the results of the Web survey. These results are presented at both a summary level and a more detailed level with the comments and suggestions received during this activity. These results provide the AOC-TSD with not only an understanding for how well the current application suite is meeting the needs of the court user community, but also with a comprehensive set of requirements for improving the systems and service offerings.
- *Section IV – Regional Session Results:* This section presents the results gathered during the regional sessions. The results of the regional sessions have been consolidated, summarized, and prioritized.
- *Section V – Summary of Key Initiatives:* This section presents a summary of the key strategic initiatives that were gathered through the Web survey and regional session activities. The AOC-TSD should address these key initiatives as part of the strategic planning process.

Additional details regarding the objectives and approaches taken with both activities are also discussed in their related sections.

III. Web Survey Results

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As part of the Strategic Plan Refresh project, the North Carolina AOC-TSD is establishing a collaborative approach to understanding and addressing the business needs of the judges, clerks, district attorneys, public defenders, magistrates, trial court administrators, family court administrators, AOC, and North Carolina Bar Association. The Web survey is one of several methods that was used to collect input. This input helps direct the efforts of the AOC-TSD and enables it to fully understand the business needs of the court user community. The Web survey focuses on what is working well for court user community and where specific changes could improve support for day-to-day business activities.

A. Web Survey Organization

The Web survey was designed to gather tactical-level data and information from the AOC court user community and was specifically structured to collect input in these key areas:

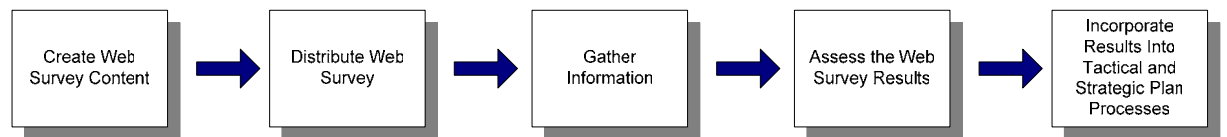
- Applications
- IT Support and Help Desk
- Software Development Projects

The AOC-TSD will use the Web survey results to make immediate improvements to applications and support processes where appropriate. In addition, the identified themes and trends will be addressed by the AOC-TSD through the strategic plan or in a tactical effort within ongoing projects.

B. Web Survey Approach

MTG Management Consultants, L.L.C., used a five-step approach to develop and conduct the Web survey, which is exemplified in Figure 1 and described in detail below.

Figure 1 – Data-Gathering Approach



- *Create Web Survey Content* – The first step of the process was to create the content of the survey. The survey questions were designed to cover all aspects of the AOC-TSD, including applications, help desk, and support functions.
- *Distribute Web Survey* – The second step of the process involved distributing the Web survey to all users of AOC applications and services. Notification to the court user community was done via e-mail and notices on the AOC Web site.

- *Gather Information* – This step of the process entailed collecting the actual data from the Web survey. An Excel document with the raw data from the Web survey was created for input to the next step of the process.
- *Assess the Web Survey Results* – The fourth step of the process was to summarize the raw data into a format that could be easily understood. These results are published in this report.
- *Incorporate Results Into Tactical and Strategic Plan Processes* – The final step of the process will be to use the Web survey results in the short-term application tactical plans.

C. Web Survey Results

This subsection presents the results of the Web survey. For each question asked in the survey, the summary results are presented. Comments received have also been summarized and are organized under two categories: difficulties and suggestions. In addition, specific testimonials have been included in an effort to capture the enthusiasm of the court user community. All three areas of explanation can either be used by the AOC-TSD to make immediate improvements to its service offerings or incorporated into future system requirements.

1. Web Survey Questions

The Web survey questions covered five areas. These include demographics; court management applications; financial accounting, and office automation systems; help desk and IT support; and software development projects.

Demographics

The following chart reflects the demographic questions from the Web survey. The court user community selected their responses from a list of offices or groups and a drop down list of counties.

Demographic Questions
Which office or group do you represent?
In what county is your office or group located?

During the sessions, attendees indicated that the offices or groups did not represent all of the roles within the court user community. Future Web surveys will strive to be more inclusive by adding these additional groups.

Court Management Applications

The following chart reflects the court management application-related questions from the Web survey. Respondents indicated whether the application met their needs, did not meet their needs, or was not applicable to their job function. The survey also contained a text box to capture their input on how to improve the application and better support their job function.

Court Management Applications
Automated Case Information System (ACIS)
Civil Case Processing System (VCAP)
Judgment Abstracting
Estates
CourtFlow (Superior Court Courtroom Disposition and Forms Generation)
Case Management (DA and PD CMS)
CaseWise/Jwise
Worthless Checks
Master Calendar/Judge Commissioning
Magistrate System
Child Support Enforcement System
AOC Public Web Site

Financial, Accounting, and Office Automation Systems

The following chart reflects the financial, accounting, and office automation system-related questions from the Web survey. Respondents indicated whether the application met their needs, did not meet their needs, or was not applicable to their job function. The survey also contained a text box to capture their input on how to improve the application and better support their job function.

Financial, Accounting, and Office Automation Systems
Financial Management System (FMS)
Cash Receipting
Totally Automated Office (TAO) – E-mail

Help Desk and IT Support

The following chart reflects the help desk and IT support-related questions from the Web survey. Respondents indicated their experiences and also had text boxes to capture additional details on how to improve the support from AOC-TSD.

Help Desk and IT Support
When technical problems exist, has the 24-hour help desk representative been able to solve the problem in an efficient manner?
What is typically the nature of your support calls? (Select all that apply.)
When technical problems exist that require on-site technical support, has the AOC provided a solution in an efficient manner?
Can the AOC improve its technical support and service to you and your court?

Software Development Projects

The following chart reflects the software development project-related questions from the Web survey. Respondents indicated their experiences and also had text boxes to capture their input and concerns related to software development projects.

Software Development Projects
Are you aware of the current technology projects under way at the AOC? If yes, how has this information been communicated to you?
Have you been involved in planning or design sessions for new applications development? If yes, did you find these sessions productive and valuable?
Is there a process or procedure that you perform on a routine basis that you believe could be automated?
Do the business applications provide you with the information necessary to effectively manage your area of responsibilities?

2. Survey Demographic Breakdown

The Web survey was distributed to over 4,800 members of the AOC’s judges, clerks, district attorneys, public defenders, magistrates, trial court administrators, family court administrators, and the AOC. Results were received from 407 respondents in 77 North Carolina counties. The following groups were represented in the Web survey results:

Functional Group	Number of Responses
Superior Court Judge	36
District Court Judge	36
Clerk of Court	134
Family Court	6
District Attorney	41
Magistrate	72

Functional Group	Number of Responses
Public Defender	13
North Carolina Bar Association	5
AOC	64
TOTAL	407

The Web survey is an excellent tool to reach a large number of users in the court community that are geographically dispersed across the state of North Carolina.

3. Interpretation of Results

The results presented in the following subsections represent the beliefs of the court user community regarding the applications and services provided by AOC-TSD. For each question posed, the following results are presented:

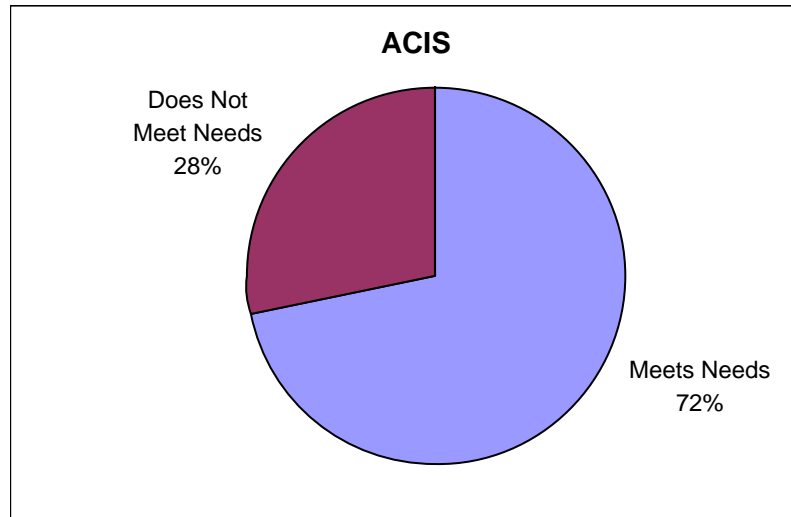
- *Answer Summary* – This result presents a summary of the yes/no answers to the questions. For the majority of the survey questions, this is in response to whether a particular system meets the court user community’s needs.
- *Comments (difficulties)* – This result presents the difficulties that users are experiencing with the system or service in question. These difficulties can be used by the AOC-TSD to form requirements for future systems or system enhancements.
- *Comments (suggestions)* – This result presents suggestions from the court user community for the system or service in question. These suggestions can also be used by the AOC-TSD to form requirements for future systems or system enhancements.
- *Testimonials* – This result is drawn from some of the longer comments received, which are included to express the enthusiasm of the court user community.

These result categories are presented for each question in the following subsections.

4. Application Results

Automated Case Information System

Out of the 257 people that responded to this question, 72 percent stated that ACIS met their daily needs. The remaining 28 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, specific testimonials have been included to provide a more holistic representation of people’s experiences with the system.



Difficulties Reported by Respondents

- Poor system response time.
- Overly cumbersome.
- Not always online; down during third shift. Unable to access information.
- End user training should be improved.
- Difficult and duplicate log-in features.
- Global search results are not alphabetical, and searches are not thorough enough.
- Requires intervention by the computer operator; must be stopped and started several times a week (especially the link between Raleigh and Charlotte). Disruptive.
- It takes too long to update cases (approximately two weeks or more).
- Reliability of data (i.e., outdated data); too much variation with data entered by clerks.
- Difficult to understand codes and abbreviations; have to just know the codes.
- Does not support the case management needs of the DA.
- Lack of flexibility, especially in capturing probation violation information including appeals and remands.
- Can not scroll through a county search like a statewide search.
- Process for changing from one county's system to another.

Suggestions by Respondents

- Ability to stratify by case type.

- Better definition of judgments and abbreviations.
- Ability to toggle between informational screens; use multi-screens.
- Ability to pull information by citation number.
- Ability to add more data, particularly on events screen (misdemeanors).
- Link information to an application that would insert the information into a 'Prior Record Level Worksheet.'
- Ability to see the DA assigned to a case on the F1 Screen.
- Auto fill features; Ability to enter data once and have it entered throughout record.
- Ability to save and continue cases and add attorney's names.
- Be Windows-based and Web-based.
- Ability of system to capture a realistic depiction of what happens in court.
- New functionality to handle items such as structured sentencing.
- Ability to access different counties without having to logout and back in for each.
- Have more and better search features, including race, sex, DOB, and SSN.
- Better case management capabilities-keyed to critical events.
- Simpler, user-friendly interface, and 'forward' and 'go-back' functions.
- Ability to show how many FTA the defendant has.
- Needs to automatically time out.
- Ability to generated continuance letters under F9. Would result in time-saving.
- Interface FMS with CICS.
- Ability to show surety name and information on CICS in bond field.
- Have police departments and sheriff's addresses/contact information in program.
- Ability to calculate jail credit (this is a feature in other programs, such as CourtFlow).
- Extended access to the system.
- Ability to create reports and charts to graphically represent data.
- Single sign-on.
- Ability to see prior court dates and the reason for the continuance.
- Ability to batch and consolidate cases for judgment.
- Ability to do statewide record checks.

- Ability to see cases that have been purged from system (either paid or dismissed).
- Ability to see on one screen all outstanding orders instead of query individually.
- Ability to give information such as failure to appear, pending cases without having to individually check each case.
- Ability to see a full month's caseload. Would assist in setting court dates without overloading.
- Ability to identify defendant as a juvenile and/or space to key in age.
- Put receipts online.
- Have a report function that covers non-motor vehicle cases.
- Drop down boxes for standard issues.
- Include bond information in the case file.
- There should be a global identifier for defendants that accounts for spelling errors.
- A highlight function for all cases with unserved papers or pending orders for arrest.
- Have a screen that shows all microfilm numbers for each criminal case. Each time a microfilm number is entered, it deletes the previous one(s).
- Indicate who posted bond and amount of bond already in the system.
- Give Judicial Assistant and Trial Court Coordinator access to program.
- More space in the PF8 'Special Conditions' field.
- Better differential case management and court management information tools.
- A field that showed BAC readings on DWI cases.
- Ability to check jail indicator and have it prints on the calendar (similar to bonds).
- Ability to link/cross-reference with Magistrate System and Formflow.
- Ability to inquiry pending cases other than the record check screen.
- Ability to print a disposition calendar after court to show case status; would help with minutes of the court.
- Needs a screen to show FTA and VDWL cases.
- Reduce the repetitive actions to move from the inquiry screen to the name screen for each individual file number for defendants.
- Ability to interface with CMS.
- Section that shows how many times a person has missed court on a case.

Additional Comments Reported by Respondents

"This system is very old and does not do what we need it to do. Wouldn't it be great to produce a Superior Court calendar for a particular court date in a particular county by telling the computer to list all the cases scheduled for that court date instead of keying each CRS number into the system to produce a calendar? Wouldn't it be great to print a report and chart to show how many Sexual Assault cases we disposed of last year when we approach the county commissioners of each county for matching funds for grants we have obtained from the Governor's Crime Commission? How about each ADA being able to produce a list of Superior Court cases listed by attorney of record to use during the preparation week before a Superior Court session? All of these tasks will be possible with the proper tools and standard data entry."

This system is old outdated. The public should have access to this information and not the system in particular. Please see this excellent site <http://www.courts.mo.gov/casenet/base/welcome.do>. Having a system like this would lessen the need for clerks to be on the telephone answering questions, especially with out-of-state inquiries."

"To help the most often-asked questions, screens need to offer more information at a glance on OFAs or SCOs or monies to be paid outstanding. Bond information on who posted it and when, tied to VCAP for forfeiture information, would also be helpful."

"It would be helpful to have more uniformity in the format of the ACIS from county to county. Information that is available on Mecklenburg's system is not necessarily available on the systems of other counties. Additionally, there is a formatting difference between Mecklenburg's system and that of other counties. When a case number is entered in the Mecklenburg system, you can then PF12 out of that screen and back to the main menu, and the case number remains filled in on the main screen. If I need to check additional information about a case from another screen, it would be helpful not to have to key in the case number again. I don't know if this is a function of the system or of individual offices, but a manual or User's Guide would be very helpful. Virtually everything I have learned about the capabilities of ACIS has come from exploring the system. It's a great way to pick up nifty new information, but it's not very efficient from a task-specific point of view. I suppose a manual exists but has not been distributed within my office. I've never been able to determine whether that is the case."

"My main concern is that the system treats criminal DWI cases and the CVR 10 day revocation as a single file. I believe this is contrary to the spirit and letter of the law. One real world problem this causes is the inability to expunge a DWI file and keep the CVR intact. There is no way to do this despite the fact that the statutes require it. From a strategic perspective this is a small issue. But it is an example of how the current system was written for the benefit of the programmers and technical considerations over the law."

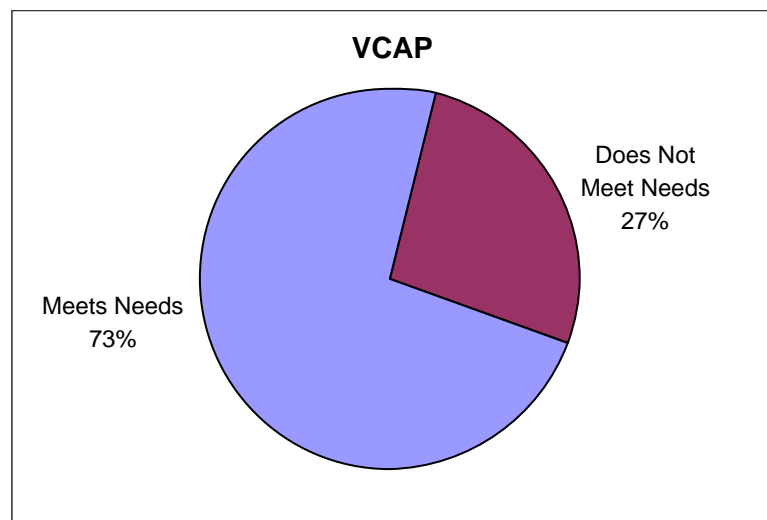
"There needs to be more choices for the monies paid option, especially in mother vehicle cases. Currently we have N-NO/Y-YES/R-REVOKED/E-ELECTED TO SERVE. We need the option of D-DECEASED/U-PROB TERM UNSATISFACTORY; need a screen for remarks, similar to FMS or a memo screen like the JA system. This would be beneficial due to the numerous probation modifications, long judgments, special conditions, etc. The program needs some type of link when cases are transferred to other counties for probation. This is a big problem across the state: if a defendant is tried in Surry County, probation transferred to Wake County, Waste County does out of county probation violation, the defendant gets active sent, Surry County is never notified."

“There needs to be a way to connect the counties when there are defendant’s that get revoked in other counties. A lot of counties forget to send the original county a revocation form or let them know when they are sent off to DOC. The bookkeeper could benefit from this a lot. Also I think a multiple screen could be added for traffic cases that are disposed with IMPROPER EQUIPMENT & straight seat belt tickets. When our county has administrative days for traffic tickets the majority of them are disposed of that way. When we have CLICK IT & TICK IT we are always bombarded with those seat belt tickets too. Most of them are paid off & I think that could be disposed of faster with a multiple screen.”

“Under F9 mass update for “VDing,” if a case is reported to DMV with FTA: there needs to be an override function available from the main menu to be able to search for VL cases (maybe put the letter V in Mode). From the main menu be able to search for satisfied FTA’s & FTC’s (maybe put the letter F in Mode). Multi appellate date and other information (i.e., repealed information, special conditions, etc.) instead of having to enter each under F8). Cross check the magistrate system for open warrants and also determine if a defendant is in custody.”

Civil Case Processing System

Out of 202 respondents, 73 percent stated that VCAP met their daily needs. The remaining 27 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, specific testimonials have been included to provide a more holistic representation of people’s experiences with the system.



Difficulties Reported by Respondents

- Complicated; difficult for internal users and the general public to understand.
- Lack of knowledge on how to use the program; many need training.
- Questions about the way the system counts cases.
- Categories are too broad. Fields do not capture necessary data.

- Data is not reliable; requires constant updating; difficulties with data entered. Those responsible for entering data see little value for themselves in the effort.
- Attorneys incorrectly fill out forms, resulting in clerks entering unreliable data.
- Program does not ensure that data is entered.
- Not open for use on third shift.
- Requires redundant data entering and coding.
- No requirement that the party's attorneys be entered in the event of a caveat.
- Clerks enter code 'OTHR' too frequently. Creates difficulties when downloading to CaseWise; multiple OTHR entries on the same date creates only one entry in CaseWise; multiple motions are lost; should not be option for case type.
- Necessary data not entered, such as defendant addresses.

Suggestions by Respondents

- Needs to be more user-friendly, easier to read and simpler format.
- Screens need to be merged; have less screens.
- Easier to reinstate and renew program password.
- Ability to toggle between screens.
- Be a windows based application.
- Ability to track multiple issues on multiple trial tracts.
- Needs a comment section, additional space.
- Ability to accept and list multiple court dates for cases and access prior court dates.
- Ability to correct human/data entry errors easier.
- Add better calendar and scheduling capabilities.
- Easier Web access and/or program available on the Web.
- Connected and/or integrated with FMS.
- Ability to customize reports; Ability to request reports of outstanding and returned/unserved executions as part of the bail bonds process.
- Easier communication between VCAP and ACIS, particularly related to child support/domestic cases and bail bonds; ability to generate judgments from VCAP.
- Ability for small claims magistrates to find out if civil summons were served/posted and on what date.
- Should provide a snapshot with additional detail features available.

- After hours access to information about civil judgments; extend system's hours.
- One main screen with relevant information, such as issues, service, court date, and parties.
- Mandatory cover sheets.
- Need more choices for input of filings in special proceedings.
- Better differential case management and court management information tools.
- Easier bond forfeitures process.
- SPC forms need revision and some additional choices added on IC order.
- Additional features and information inputs, such as online sorts of pleading types, extensions of time for completing mediation, filing answers and time for discovery.
- Brief description of order content so do not have to individually review.
- More descriptions available so everything does not go under 'other.'

Additional Comments Reported by Respondents

"VCAP is only as good as the information entered. As a TCC, I depend on the accuracy of VCAP. Certain information is entered in one county but not in another. More often than not, I have to physically pull a file for answers."

"As a business analyst, I would like the ability to query (read-only) the data in the application's databases via SQL or other querying language. It is inconvenient for not only the analysts but for the programmer to have the programmer run queries on the data when the analysts could do the same if they had access."

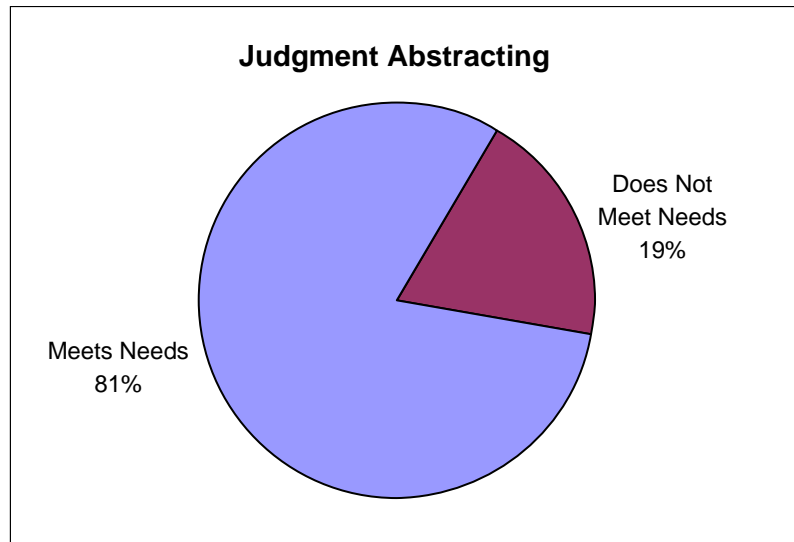
"In most cases it does [meet needs], however I would like to see a better way for the VCAP to help us track dates for filing of Inventories, Annual Accountings, and final Accountings. Also, it would be helpful to be able to put in two dates; i.e., – guardianships that have to file two separate reports, annual accountings, and guardian of the person reports. There should be more docket entries, such as for the Bond, a place to put the Resident Process Agent, Commissions for PR's, I could name a few more. Would like to have access to be able to print off more reports."

"The strategic shift we need to make is to move to electronic document capture and management. There are ways to allow litigants to electronically file pleadings with the clerk. In addition, this should be supplemented with document scanning to a digital format...The rewards should be great since the cases are typically more complex and thus more difficult to reduce to data fields. Having digital documents that can be easily read by all parties to an action should streamline the litigation process. I believe this is already happening in the Business Court."

Judgment Abstracting

Out of 94 respondents, 81 percent stated that Judgment Abstracting met their daily needs. The remaining 19 percent that stated the system did not meet their needs provided a wide

variety of general difficulties with the system and suggested ways to improve its functionality. In order to acquire an accurate representation of people's experiences with the system, specific testimonials have been included.



Difficulties Reported by Respondents

- Confusing and complicated.
- Bond forfeiture features were left out of the application. Now navigate more screens.
- Lack of consistent data entered.
- Making corrections is time-consuming; too many steps; difficult to correct errors from suspense list due to the number of different areas impacted.

Suggestions by Respondents

- Needs to be more user-friendly.
- Additional training; Have a step by step process handout or manual.
- Windows based application.
- Reduce/consolidate screens; too many places to go to for information.
- Ability to correct human errors easier.
- Better coordination and integration between FMS and VCAP so clerks do not have to constantly relearn process.
- More visibility of the complete judgment.
- Ability to "hold" the screen when putting in a judgment. Currently, you have to cancel that screen and start all over when you have to help someone else and you are not finished entering the judgment.

- Have tax intercepts for attorney fees posted on the civil system, receiving payment is documented and do not have to issue refunds for overpayment.
- Break out all fees/fines, including attorney's fees.

Additional Comments Reported by Respondents

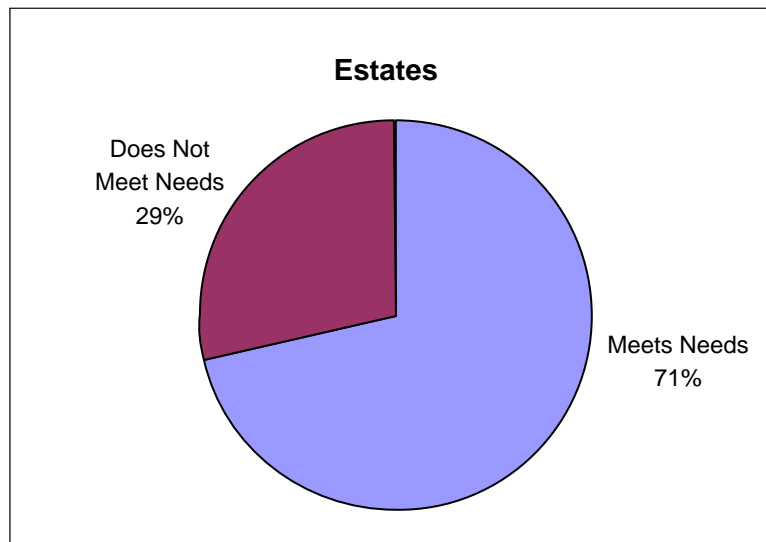
“Though we have not had this system for very long, I must say that so far it has not been a good experience for many reasons. The many complaints I hear coming from our civil division leads me to believe that it is, as of yet, not a time saving system. As for bookkeeping issues, we had very few JA reports that were keyed in correctly by civil/criminal so we get instructions telling us to do JE’s that do not need to be done, or instruct us to pay out of the wrong account codes, or list the wrong payer or payee. The civil clerks are continuously looking to Bookkeeping’s FMA for answers and directions. They need far more training and help concerning all aspects of JA.”

“The JA system has really been beneficial to the civil department but it has created more work for the bookkeeping department. The JA system does not recognize various account numbers, so the cashier is forced to receipt the funds to the wrong account and bookkeeping must do journal entries to transfer the funds manually.”

“If the JA/VCAP system contained document images, detail information collected for judgments might be reduced. The images could be easily accessed by the public so they could read and interpret the original orders, etc.”

Estates

Out of 56 respondents, 71 percent stated that Estates met their daily needs. The remaining 29 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, specific testimonials have been included to provide a more holistic representation of people’s experiences with the system.



Difficulties Reported by Respondents

- Old system.
- Screens are not user friendly.
- Data entry errors occur frequently and are not regularly corrected.
- Many issues are not listed, forcing personnel to use the 'other' category a lot.

Suggestions by Respondents

- Automatic notices for late accountings.
- Modify 'add screen' to allow all addresses to be added at once instead of having to exit 'party details' and reentering.
- Modify harsh wording on the 'notices to file' accounts. Reserve wording for 'orders'.
- Ability to track compliance, notice generation and delinquent accountings.
- Ability to issue notices.
- Ability for other correct personnel to access system (i.e., judicial assistants in Superior Court).
- A comment section.
- Need more choices of issues and party IDs, IE, petitioner (for guardianships), affiant and some other designation for GAL in guardianship instead of "E" party.

Additional Comments Reported by Respondents

"We do not use; we do estates tracking through VCAP."

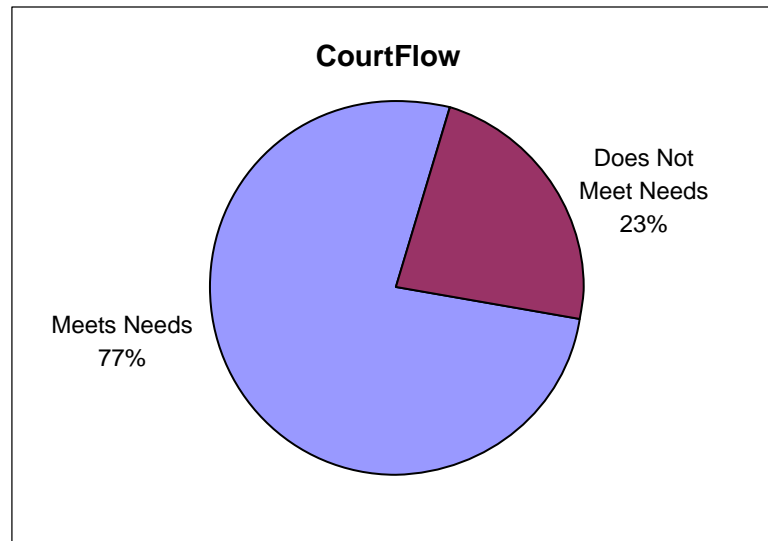
"With estates, digital scanning is also a viable concept. But here it is less about case management and more about long term access to records. The scanning of documents should replace our film program."

"I would like more fields to let the public know information without having to look at the actual file. Definitely -- more fields needed for printing capabilities to eliminate having to go to AOC forms, i.e., notices, orders and notices to beneficiaries."

"It would be nice to have a basic index available through the Web for creditors, so that the clerks office is not called all the time to see if an estate is set up. In addition, it would be nice if the system could incorporate all AOC estate forms. For example, currently the estate clerk has to toggle back and forth to VCAP and formflow to issue notices. It would be good if the system could automatically issue notices to file inventories and accounts."

CourtFlow (Superior Court Courtroom Disposition and Forms Generation)

Out of 91 respondents, 77 percent stated that CourtFlow met their daily needs. The remaining 23 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, specific testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Requires considerable effort to maintain timely and accurate records.
- Some regularly used AOC forms are not on Formflow (i.e., AOC E 406).
- Too many screens to enter a judgment.
- Difficulties printing the forms; data is omitted, including entered data, standard headings from individual forms, and other items.
- Not integrated with ACIS so data and changes is not uploaded in CourtFlow.
- Cases do not always upload properly.
- Judgments have to be checked (data accuracy); special conditions has to be edited.
- DMV does not always get notified of conviction, and data has to be resent.
- Sometimes the system deletes the 'failure to appear' information on traffic cases.

Suggestions by Respondents

- Needs to be more user-friendly.
- Interface with FMS to minimize manual data reentry and maximize automation.

- Ability to save criminal record sheets for later use; general save features.
- Expand to District Courts.
- Ability to tailor forms to county so that it auto-fills county and name of person entering data.
- Cost assessment needs to be updated.
- Ability to do probation revocations.
- A better index so forms can be found quicker and easier.
- Program needs to be on computers (courtroom clerks) in clerk's office, so that they can stay in the courtroom to enter judgments instead of going to the office when court is adjourned. Printing capability as well.
- Increased access to program by courtroom clerks.
- Be able to add to/change fields on PDF forms.
- Need training.
- Automatically update changes, rather than clerks constantly downloading new forms.
- Ability to add probation violations/probation revocation orders.
- Lack of research capabilities; inability to research new laws.
- Ability to transmit DMV notifications when case consolidated with a non-reportable offense.
- Allow for more text characters on 'county' line with release and bond orders.
- Improve disposition for DWI cases.

Additional Comments Reported by Respondents

"One of the best things that has happened since I have been Clerk (since January 1, 1994)."

"Courtflow is wonderful."

"I love Courtflow. The only thing I think could be improved is when you are entering several judgments from different judges. When you finish with one set from a judge you have to completely exit the system and log back on to change the judge. Then you can proceed with the next set of judgments. That is aggravating for me. I think a tab could just be added to change the judges name."

"Not all charges are included. For example, I pled a guy to felony obstruction of justice and the computer didn't recognize the charge – it only had the misdemeanor option available. The clerk had to manually enter it and bypass the system."

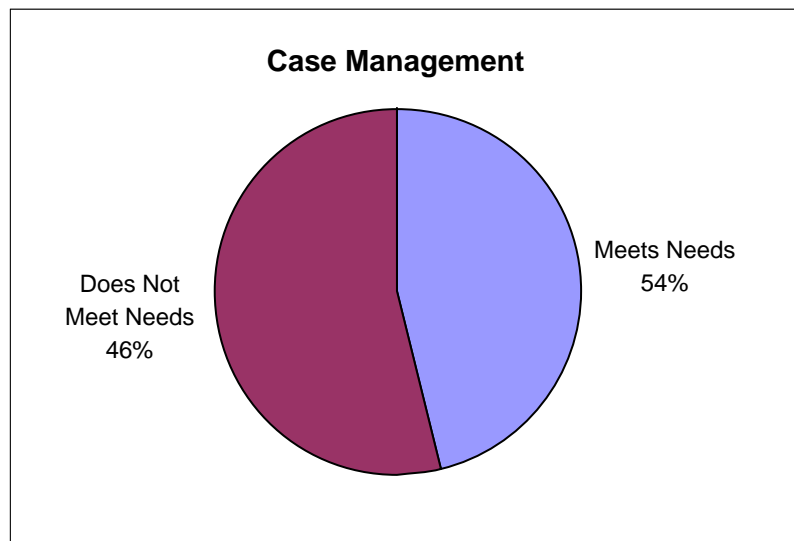
"Courtflow is great. Very user friendly wish all systems were like this. Also like the aspect of using Courtflow and its incorporation of the AOC forms."

“This system allows the user to capture what actually happens in the courtroom. It’s only limitations are those of ACIS. It is a very stable system that has had minimal problems in functionality and dependability. Enhancements have been made accordingly and appropriately. Issues are resolved quickly. The system is probably the best, most stable system with the least amount of helpdesk calls that the AOC has put in the field.”

“If money to be paid is not completed, it would be nice if the system defaulted back and required you to enter something in that field rather than later when you are uploading.”

Case Management (DA and PD CMS)

Out of 50 respondents, 54 percent stated that Case Management met their daily needs. The remaining 46 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, testimonials have been included to provide a more holistic representation of people’s experiences with the system.



Difficulties Reported by Respondents

- Not user-friendly, complicated, too much information, slow.
- Not widely used or distributed, resulting in homegrown solutions (such as Excel).
- Not designed to handle big caseloads.
- Data is unreliable, particularly related to sentencing.
- Program designed to meet needs of DA and not designed to aid public defenders.
- Scheduling feature deletes defendant’s appointment if a future appointment is made, and defendant is told only about second appointment, so they do not appear. Problem creates misunderstanding and additional work because OFA is issued.

Suggestions by Respondents

- Additional features, such as save, sort and spell check.
- Needs to be more flexible; more flexible report generator.
- Interfaced with ACIS and Magistrates System would create efficiency for generating indictments and other regularly used forms.
- Increased geographical accessibility.
- More defined user fields and more information available in History.
- Better information management.

Additional Comments Reported by Respondents

"I can access the information I need from ACIS faster than through case management."

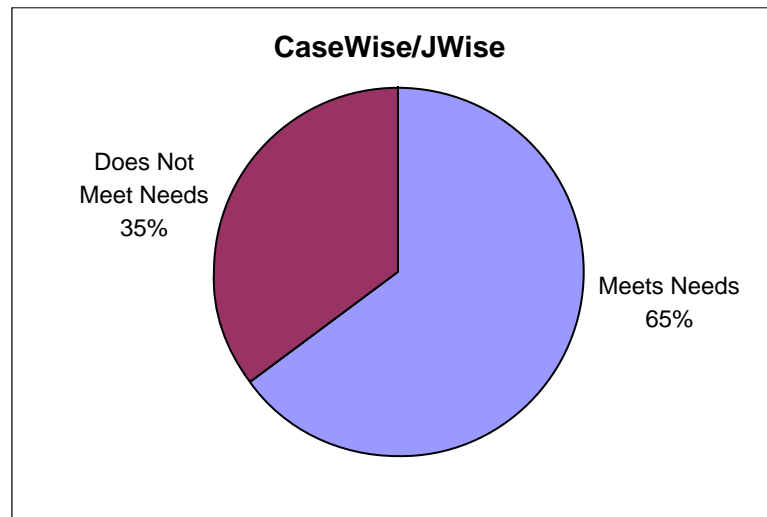
"This takes so much manual entry and seems like a duplication in many ways of the ACIS system that we rarely use it. It would be so much better if we could just improve ACIS to include the fields that are available in CMS."

This system is essentially a case listing system, not a case management system. It is very helpful in alerting us to who is in court, so we are not surprised with a late add-on or arrest. It seems that this was designed to avoid allowing us to manage or grow our information base so as to better inform ourselves and others what it is we are doing and where we can improve productivity. If this is looked at seriously in the future, we need the help of law firm managers who understand management and management information to assist public defenders and district attorneys gather, sort and analyze the necessary information."

It should allow to make entries (without space limit) in different categories (phone calls, letters received, conversations, judgments, verdicts, memos, word documents, emails, etc). Legalfiles software accomplishes this very well. Basically, it should be a tool that you can take to court, using your laptop, and have all the information about a case since the beginning. It should let us see the cases set for certain date assigned to an ADA. It should be user-friendly. It should use a server that you can access from any computer by login-in. That way it would be possible to work at home in a case.

CaseWise/JWise

Out of 95 respondents, 65 percent stated that CaseWise/JWise met their daily needs. The remaining 35 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Slow; response time hinders work performance.
- There is no indicator for the need of an interpreter. Request is entered in comment area which is not helpful.
- Lack of training.
- Unreliable; a lot of system downtime.
- Outdated information; constant data entry; link with VCAP creates unreliable data.
- Can not identify which party filed a pleading.
- Too many steps involved in entering each case.
- General dislike of calendar feature.
- Currently unavailable in some areas, including Iredell.
- Can not create a domestic attorney list.

Suggestions by Respondents

- Appealed or transferred cases to superior court need to automatically feed into CaseWise in order to track conclusions.
- More user friendly; less labor intensive; less data entry.
- Statistical reporting (JWise only).
- Link to Juvenile Court Counselors program.
- Judicial assistants would benefit from having access.
- Integrated with GALA and DTC.

- Delay updates to Casewise and JWisely until fully disseminated to all judicial districts.
- Component to generate reports in JWisely.
- The mainframe needs to be upgraded to support additional county users.
- Ability to monitor the Family Court Standards and ASFA timelines.
- Additional integration with VCAP; integration with DJJ system.
- Allow clerks to update.
- Ability to view case information and status at anytime.
- Screens should fit on monitor, eliminating need to scroll down as often.
- Certain functions do not work (i.e., making corrections to records in closed files).
- Needs more disposition and appeal information.
- Read only feature that would prevent a user the ability to delete another user's input for a case.

Additional Comments Reported by Respondents

"See the Durham program- it is good"

"Has some of the same problems as VCAP. It would make much more sense for pending court dates to be downloaded into CaseWise instead of having to enter court dates in both systems. Also, if VCAP could hold multiple court dates which could be downloaded to CaseWise then case management would be much more streamlined."

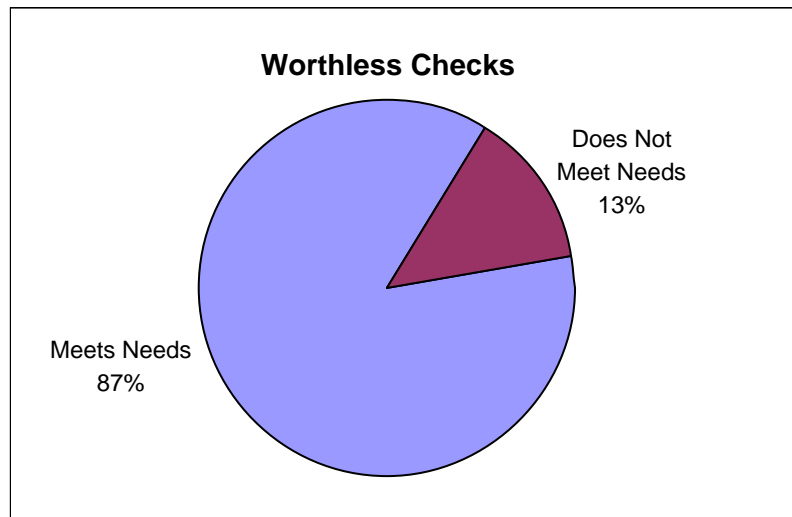
"I went back to using VCAP. CaseWise is downloaded from VCAP and using CaseWise was double work for me."

"System designed with inadequate funds, doesn't serve DA, does not allow access to calendars and generally lacks basic functions."

"The Web based version needs to be faster and less labor intensive. CaseWise still does not meet efficiency requirements. The new system has so many required steps and submissions to achieve each request resulting in a 50% reduction in productivity and efficiency. Frustration level is high."

Worthless Checks

Overall, there was general satisfaction with the Worthless Checks system. Out of 75 respondents, 87 percent stated that it met their daily needs. The remaining 13 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Limited access; would like to have in other counties.
- Does not allow magistrates to process orders on failures to appear arrest orders.
- Has not decreased workload.
- Too many results from the defendant search query.
- Inability to enter two witnesses from the same business and program.

Suggestions by Respondents

- Better form for checks drawn on a closed account that describes restitution, similar to a regular worthless check summons.
- Increased availability.
- Faster retrieval of information.
- Integration with the Magistrate system; would reduce redundant data entry.
- Subsequent 4th offenders should have an auto popup screen indicating need for next level of charge.

Additional Comments Reported by Respondents

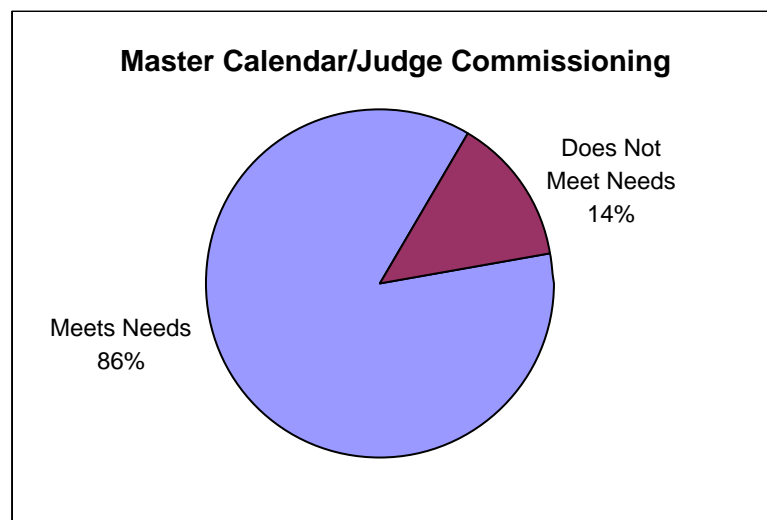
"It seems that we only become a collecting agent for these check. We need stiffer punishment for repeat offenders."

"Have worthless checks process go through civil court rather than criminal. All the paperwork that goes along with it, 9 times out of 10 usually comes back as unable to serve, not to be found or no such person. It's a waste of paperwork, time and effort."

"The background coloring and print could cause severe eye strain. When a case is retrieved, the party info clicked on to retrieve is so dark that it can not be read. Also, the choices at the top of the screen when a case is retrieved are too dark to read unless each one is highlighted with the pointer."

Master Calendar/Judge Commissioning

Overall, respondents believe that this is an easily used system that works well and meets their daily needs. Out of 74 respondents, 86 percent stated Master Calendar/Judge Commissioning met their needs. The remaining 14 percent that stated the system did not meet their needs provided a variety of general difficulties with the system and suggested ways to improve its functionality. Specific testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Calendar for district court is hard to read.

Suggestions by Respondents

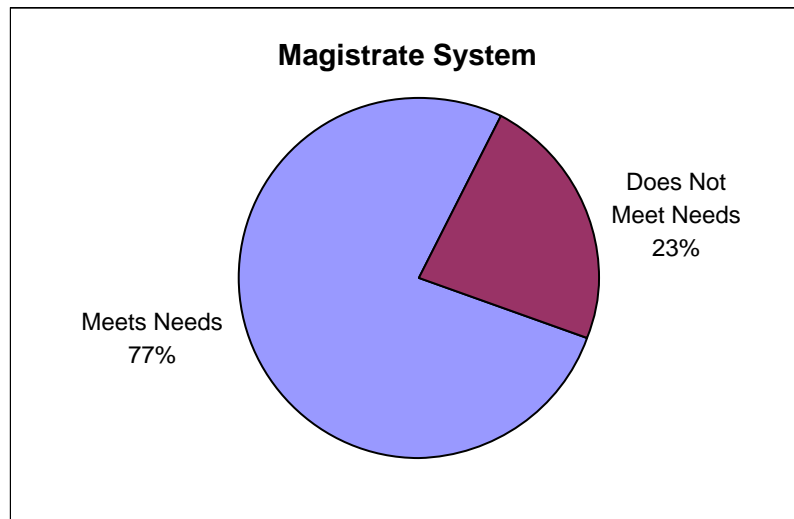
- Easier to understand.
- Have calendar show if session is scheduled for CRS first. That way people would know when to call for a date/time for civil matters knowing criminal to be heard first.
- Integrated with other systems to minimize manual data reentry/maximize automation.

Additional Comments Reported by Respondents

"Incorporate additional information in the judge database relative to all judges; update the system as needed with new/additional information"

Magistrate System

Comments about this system highlighted that it is a good, user-friendly system. Some stated that difficulties with the system are related to incomplete data entered by the initial user of the system, making it a human training issue rather than an application problem. Out of 121 respondents, 77 percent stated that the Magistrate System met their daily needs. The remaining 23 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Slow when performing multiple cases in release orders.
- Too technical; clumsy functionality; too slow.
- Inability to use outstanding warrants as duplicate originals. Was possible prior but unable to perform function currently.
- Time out period is too short; down too often.
- Unable to look at main menu and identify county without going to a process.

Suggestions by Respondents

- Expand system to all local magistrates offices (not available in Wake County).
- Needs more editing and toggle features.
- Create incentives for magistrates to use; more training for magistrates.
- Ability to modify release orders and warrants.
- Dates assigned when defendant's information is entered.

- Quick access to DMV and more crime statutes data.
- Ability to add infractions, address probation violations, orders for arrest for failures to appear on misdemeanor criminal summons and allow for editing release orders.
- Ability to merge records of persons with multiple entries.
- Ability to change from one process to another without having to re-enter information.
- Ability to add more than one case number in the File Column on the top right.
- Add 50-B Protective orders.
- Eliminate free text and add the charges.
- Ability for judges and clerks to issue orders for arrest through system.
- Include OFA/FTA in magistrate's system without having to use Formflow.
- Link all forms for involuntary commitment.
- Ability to write receipts.
- Ability to print from remote locations.
- Have the system show the officer's OCA number on the warrant.
- Integrated with CMS.
- Fields require identifying information to assist record checks.
- Out-of-county searches for process.
- Accessible online and public access.
- Linked from the release order to the Detention of Impaired Driver (CR-270).
- Ability to see bond information, including bail reductions.
- Ability to investigate misdemeanors and provide data quality audits.
- Auto-fill and drop down capabilities for a DVPO.
- Ability to enter counties as well as districts to eliminate confusion and duplication.

Additional Comments Reported by Respondents

"When a complaint to enforce motor vehicle lien is on the calendar, the correct judgment (AOC-CVM 402) doesn't print for court."

"Currently unable to have more than one professional bondsman or insurance bondsman post a bond"

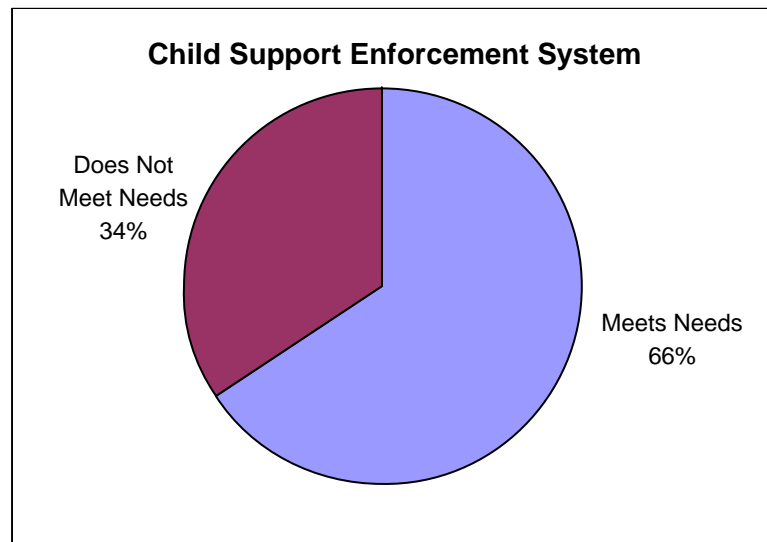
"A lot of planning went into devising the system and even though there are periodic glitches (rare) the system performs admirably. The help desk is always prompt, courteous and professional."

"This is an excellent implementation of an information management system that greatly improves the productivity of my work. Since our office is the intake system for the criminal justice system, we are demand driven. We are required to ramp up our efforts to meet sometimes overwhelming needs. The only improvement I can see currently is better logic in the crime retrieval system when you are attempting to find a particular crime that applies. Of course ultimately, when resources are available, the integration of the entire system from law enforcement to final disposition to eliminate redundancies, is the ultimate goal. This would increase productivity by another factor."

"Maybe a totally automatic subpoena generated for each case. The way it is now, you type in the file number and the defendant's name is there, but the Plaintiff's information has to be retyped"

Child Support Enforcement System

Out of 64 respondents, 66 percent stated this system met their daily needs. The remaining 34 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. In addition, testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Do not have access but it would be useful.
- Difficulty obtaining accurate payment information for payors under multiple orders.
- Old, outdated program.
- Interface with ACT and CCO renders most of SES dysfunctional.
- Data received is not reliable or complete.
- Have arrested people too many times on same account.

Suggestions by Respondents

- All clerk child support should be transferred to IV-D. (Course of action depends on IV-D cases; their system and this one are not related.)
- Let magistrate access this data; integrate system with magistrates.
- Automatic flags.
- Ability to handle cases during off shifts/ when clerk's office is closed.
- Quick command keys; more user-friendly.
- Integrated with SES and ACTS; would be less confusing for customers.
- Immediately post checks when received; help avoid arresting people erroneously.
- More information about individuals.
- Share system with 4-D.
- A trial date inquiry that is easy to access.
- Windows-based.
- Conduct additional training.

Additional Comments Reported by Respondents

"I can refer you to an excellent CSE system. The State of Missouri does an excellent job in this area."
<http://dss.missouri.gov/cse/>

"Combine clerk's cases with 4d. The public doesn't understand the difference between the 2 -- they always "pay to Raleigh." It makes it very difficult to help people. The clerk's office also has to deal with the public frustration of not being able to gain access to their child support agents. While they may be promised a callback in 24-48 hrs -- most of them call here because "they can't wait that long." There has to be a more efficient -- customer friendly way."

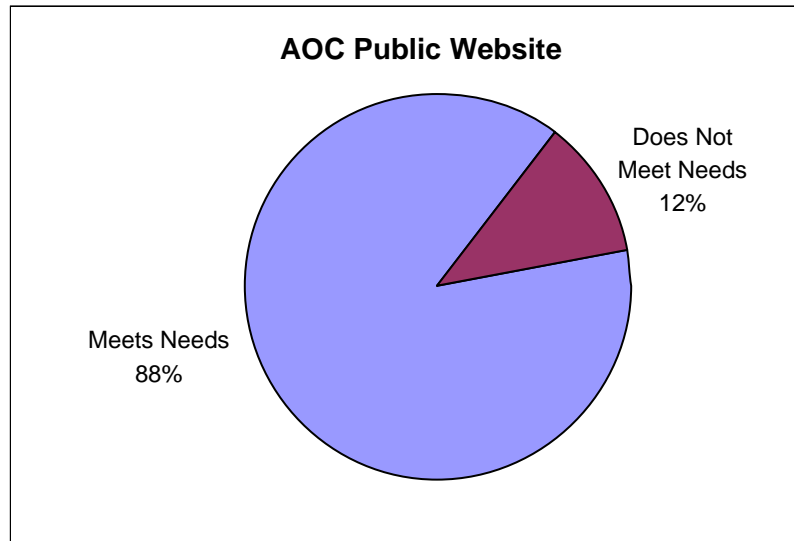
"Child support issues are usually contained in a domestic file. I feel that the child support clerk should be able to set a child support issue to be heard, instead of having to wait on the attorney to notice it in for hearing. If the parties are pro se, I have to put it on a CVD calendar, or a clean-up calendar or the child support issue never gets heard. It means the file is left in an open status much too long."

"I think it is time for the state to transfer all csup cases to DSS. Having two different systems is a totally screwed up mess. If there is anyway I can help with this please let me know. Our high Clerk and Chief Judge are trying to work this out with DSS, but they (DSS) are reluctant in taking all cases because of the \$25 fee for their initial application."

AOC Public Web Site

Respondents generally found the Web site accessible and a great source of information. Out of the 319 people that responded to this question, 88 percent stated the AOC public

Web site met their daily needs. The remaining 12 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. Testimonials have been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Does not have six-month judges or session calendars.
- Not enough county information.
- Complicated, difficult to navigate.
- Differences between PC access and thin client access to forms section on public Website; general disappointment with forms.
- Information inserted by user prints out reversed.

Suggestions by Respondents

- More user friendly; difficult to find information. Should have site map.
- Needs to be updated more frequently.
- New public terminals; very old.
- Post foreclosures, disposition information, waiver/payment information the site.
- Links to all other state employee Websites.
- Additional public access to pending/closed cases. Help reduce calls to clerk's office.
- Create a real time judicial directory.
- Improve judicial forms; forms should be writeable and save-able.

- Post additional information on training activities and events.
- More accessible and easier to search calendar features; add civil calendar. allow posting and up dates from local districts.
- Civil VCAP access.
- Ability to download multiple forms simultaneously.
- Ability to check court dates by defendant's name on the Web site.
- Create local public Website to link to the AOC.
- Webmaster needs back up to ensure continuity to design changes.
- Case management and information input by judges, magistrates, Trial Court Administrators, and attorneys to enhance communication about cases and their management.
- Ability to access criminal and civil records from site.
- Photographs and biographies of Superior Court Judges that link to judicial Websites.
- Ability to inquire about a Court Date by the County FILE number (in misdemeanor and felony cases) and/or citation number.
- Simpler language, understandable by general public.
- Information for employee such as payroll questions and benefits.
- Criminal background checks for a fee, so we don't have to go to the courthouse.

Additional Comments Reported by Respondents

"GREAT source of information!"

It is unclear to me, though, what the proper procedure is for requesting changes or additions to the Website.

"We no longer have FormFlow available and are forced to use the forms available on the public site. However, the forms I have tried to use, primarily aoc-cr-300 and 600 and dismissal, information and indictment forms, are not writeable. This causes major problems and inefficiency in my work as an ADA. We need to be able to have completely writeable forms available. Further, with aoc-cr-300, the sentencing worksheet, the automatic calculations are not available in every block and the subtotal blank will not print out as anything other than zero regardless of the points listed above. Very frustrating."

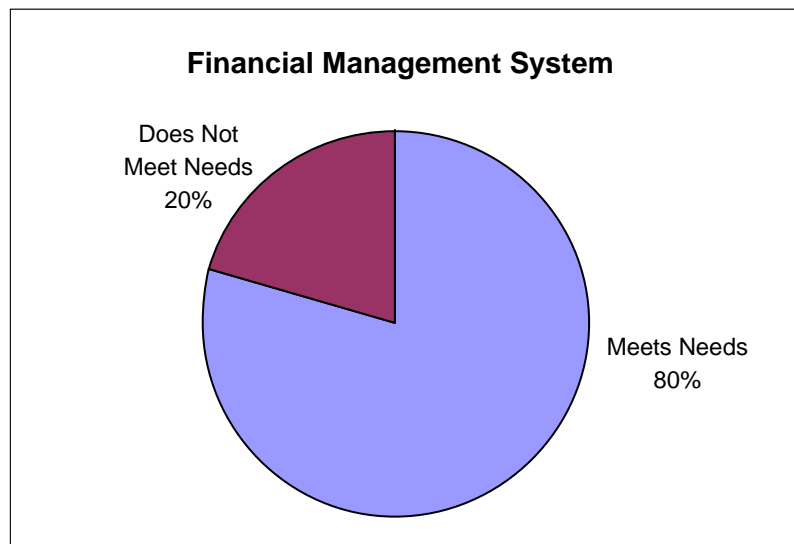
"Great new design so that I can access the officer's court dates quicker. Thanks!"

"We need to consider some forms for pro se parties. I suggest looking at the South Carolina Court Web site."

“No forms that a judicial official uses, such as warrants, limited drivers privileges, etc., should be available to the public. These are now starting to cause problems as people have falsified and printed these forms and passed them as officially issued processes.”

Financial Management System (FMS)

Many praised the recent changes to FMS, stating that it has greatly improved and is a useful system. Out of 88 respondents, 80 percent stated that FMS met their daily needs. The remaining 20 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. Testimonials have been included to provide a more holistic representation of people’s experiences with the system.



Difficulties Reported by Respondents

- Difficult to trace payment status to complete initial history section.
- Not user-friendly; difficult to navigate, cumbersome, needs to be updated.
- Code definitions are difficult to understand.
- Unable to determine collection rates of individual judges, outstanding balances of unpaid fines/costs and restitution.

Suggestions by Respondents

- Ability to calculate fines and fees collected as proportion of those ordered.
- Needs to work together with criminal and civil, integrate with ACIS.
- Set each escheat year as a separate year.
- Be windows-based.

- Night deposit.
- More comment space.
- Better reporting capabilities; reports generated are difficult to read.
- Quick command features.
- Easier to move between history and active screen; currently have to re-enter data.
- Have a receivables component.
- Interfaced with criminal, civil, special proceedings, and estates systems.
- Not allow payment on a paid case.
- Ability to access record by general ledger case number and see pending transactions.
- Not connected to criminal system, requiring needless data entry.
- More effective process to check general ledger at the beginning of new fiscal year.

Additional Comments Reported by Respondents

“FMS is a great system.”

“We use the state accounting system, (NCAS) rather than the internal accounting system.”

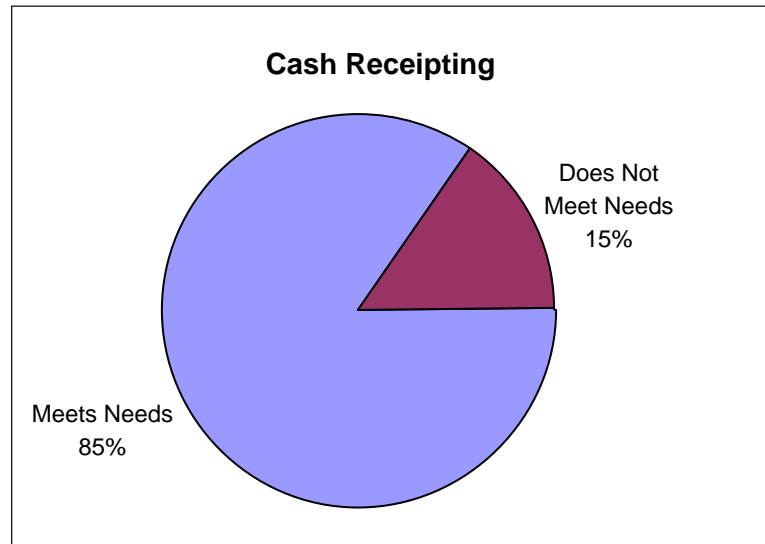
“At the register the Cashier’s should have the ability to see who the restitution is to be paid too so they can better identify the case the defendant (who never knows which case he wants to pay on) needs to apply his money. Also, every month there are two reports that print with the Partial Payment case numbers and both are not needed. If the case number report was put in alpha format and then do away with the alpha index you could make more room in the Mainframe. Also, those cases that are moved to inactive are useless when you can’t make a comment on them so why can’t they instead be moved to a CD rather than taking up room in the Mainframe? Just a thought. Both the financial inquiry and its comments should be on CD on the third year rather than on a history inactive screen that takes up space.”

“Need a better way to keep all information for minors trusts that are invested. Sometimes information gets deleted if invested in pooling account under subledger when AOC does a year end purge (if bookkeeping is unable to review the complete report on time). I know space is limited, but maybe a separate area could be set up to keep all information for minor trusts that are help for 0-18 years depending on age of minor when the fund was received.”

Cash Receipting

Out of 104 respondents, 85 percent stated that this system met their daily needs. The remaining 15 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. Overall, there was general satisfaction with the system. In addition, testimonials have

been included to provide a more holistic representation of people's experiences with the system.



Difficulties Reported by Respondents

- Features on old cash registers that are not included on new. (Ex: ALT/DUP, SEND)

Suggestions by Respondents

- Integrated with magistrate system, access by magistrates.
- Ability to write a single receipt, rather than breaking down numerous diverse accounts.
- Ability to view the receiver of restitution payments.
- Change payor and payee names to defendant and plaintiff.
- Ability for cashiers to inquiry into the inactive screen instead of having to call bookkeeping.
- Ability to receipt thru the Magistrate System and print receipt with information carried to the receipt from the Appearance Bond screen and then printed with a corresponding receipt number attaching to the case file.
- Interface with interface JA and VCAP.
- Ability to look at the restitution information.
- Ability to view cash bond information before applying the bond to a BOC.
- Ability for receipts to automatically close out pending cases.

Additional Comments Reported by Respondents

“Our office still receipts the old fashioned way, which I feel is obsolete. I’d like to see us use a cash receipting application for our money transactions, but I realize this is probably out of the question.”

“Good system.”

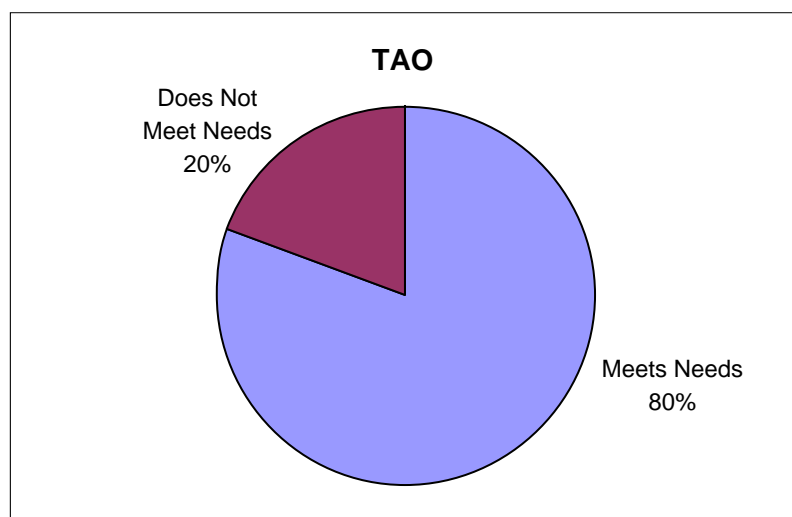
“Since we went on JA system, some of the general ledger codes that we have been told to use aren’t acceptable at the cash register.”

“I don’t understand how some of the court costs do not get attached to new cases on judgment abstracting. When you try to attach the cost when putting the judgment in, the cost are not there. It happens on random cases.”

“There needs to be better communication between cash receipting with regard to attorney fee judgments recorded in the civil department and cash receipting where partial payments are taken without regard to any civil judgment.”

Totally Automated Office (TAO, AOC’s e-mail and calendaring system)

Out of 363 respondents, 80 percent stated that TAO met their daily needs. The remaining 20 percent that stated the system did not meet their needs provided a wide variety of general difficulties with the system and suggested ways to improve its functionality. While some respondents stated that the system has useful functions, such as sending e-mails from county to county, numerous respondents stated that they had their e-mail forwarded due to TAO’s inefficiencies. Below are testimonials included to provide a more holistic representation of people’s experiences with the system.



Difficulties Reported by Respondents

- Lacks options, such as sort, filter and poor address find feature.
- Unfriendly interface to delete records.
- Difficult to use and learn; need a manual.
- Difficult program to create and use links to internet addresses.
- Limited space; too small.
- Difficulties sending and downloading attachments, including pictures.
- Planet TAO is down often.
- No user controlled spam protection.
- Icons and navigational tools difficult to decipher and too complex.
- Directory contacts do not include local officials, agencies and law enforcement individuals that we deal with everyday.

Suggestions by Respondents

- Magistrates need training; do not know how to use. More instruction on use.
- Need a more modern e-mail/scheduling program.
- Access TAO account off-site/over the internet.
- Ability to automatically respond when out of the office.
- Better reminder system.
- Expand access; everyone needs to use for enhanced communication.
- Instant messaging capabilities.
- Easier address search features; auto-complete features.
- Accessible from a thin client.
- Ability to schedule overlapping meetings. Should include notification of conflict, but allow scheduling, easier calendar scheduling.
- Ability to find total folder size and/or auto-archiving.
- Interaction with other schedulers/calendar programs (PDA synchronization function).
- Ability of vendors to delete resources from a meeting once the meeting is confirmed.
- Ability to print schedules of multiple users simultaneously.
- Task tracking.

Additional Comments Reported by Respondents

- Respondents stated do not use program due to inefficiencies; have e-mails forwarded.
- Works well sending message to other counties.

"I do not have TAO, a lot of the computers do not TAO. Attachments can not be opened in the other system. I have the county email system, so I have to have my state emails forwarded to a county address so I can open attachments."

"Wish there was a way to monitor how deputy clerk's use. I would like to see it only available for use in court system and not in private areas to prevent unnecessary email to and from other sites."

"While it functions as an email system it seems it is being 'bent' to meet other needs (scheduling, calendaring) that it doesn't appear to have been designed for. Not efficient."

"Unfortunately, there are still a large number of users who do not use the GUI version or who are not allowed access to email. This means those individuals who do not use it cannot read attachments or download documents/forms from conferences or bulletin boards. In addition, those employees who are not allowed access to email are missing a number of important announcements and information."

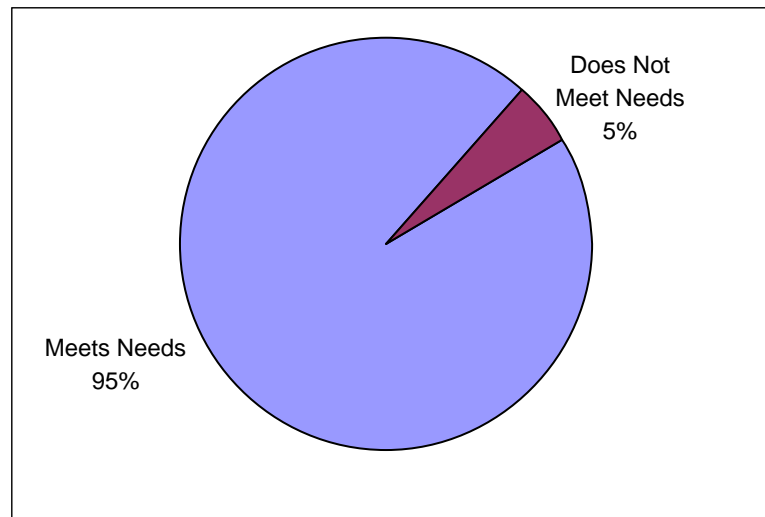
"Recommend changing to Outlook."

"A more robust office type email would be better. One where calendars can be shared, tasks assigned and journals kept."

Help Desk and Technical Support

When technical problems exist, has the 24-hour help desk representative been able to solve the problem in an efficient manner?

Out of the 394 respondents to this question, 95 percent found the help desk overwhelmingly helpful. In the cases where the help desk was unable to fix the problem, they provided excellent referrals. Words to describe the help desk's performance included friendly, helpful, capable, and timely.



Difficulties Reported by Respondents

- Long wait times.
- Poor, substandard equipment impedes help desk's effectiveness.
- Calls routed to programmers can be frustrating; frequently unavailable.
- Field technicians in the west lack sufficient skills and capabilities.
- Need better support during off hours.
- Computer difficulties repetitive in nature; technicians not able to completely remedy.

Suggestions by Respondents

- Need to provide addition training on new product.
- Need to generate a mass e-mail when the system is down state-wide. Enhance communication.
- Preference for e-mail versus telephone communication with help desk. Maintain record.

Additional Comments Reported by Respondents

"Help desk does a good job. Responses start to slow down when contractors get involved."

"I think when a change is implemented such as getting ticket numbers, an email should have been sent to all users to explain the new procedure."

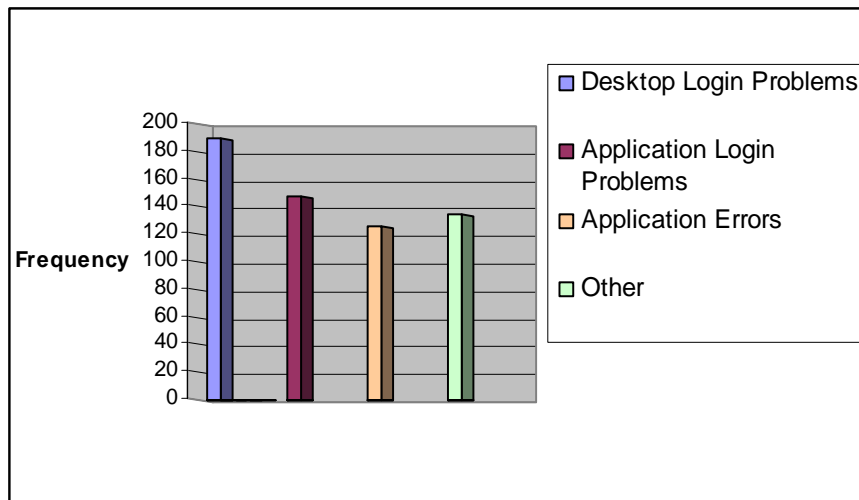
"Forty percent of the time YES. The other 60% NO. I have been able to get assistance with the Wake County IT to solve problems AOC Tech could not help with."

The help desk is not only courteous and professional, but does a fairly good job of screening Levels 2 and up from calls. I have been here three years, they started out good, they have been evolving even better since. I think they do very good for the resources they have. It looks as if the current level of training progress to help desk staff keeps going and they continue to get good software applications, the calls I think should be handled at Level 1 that now have to be passed up the chain probably will be resolved soon at Level 1”

“I have found the email helpdesk request very helpful. It gives me a record of when I placed the call, and I usually get a prompt response with a ticket number.”

What is typically the nature of your support calls?

The goal of this question was to get a sense of what difficulties people experience that prompt them to use the help desk. Below is a graph that depicts three main reasons for calling: desktop login difficulties, application login difficulties, and application errors. An “other” box was also included, and responses to that selection are listed below.



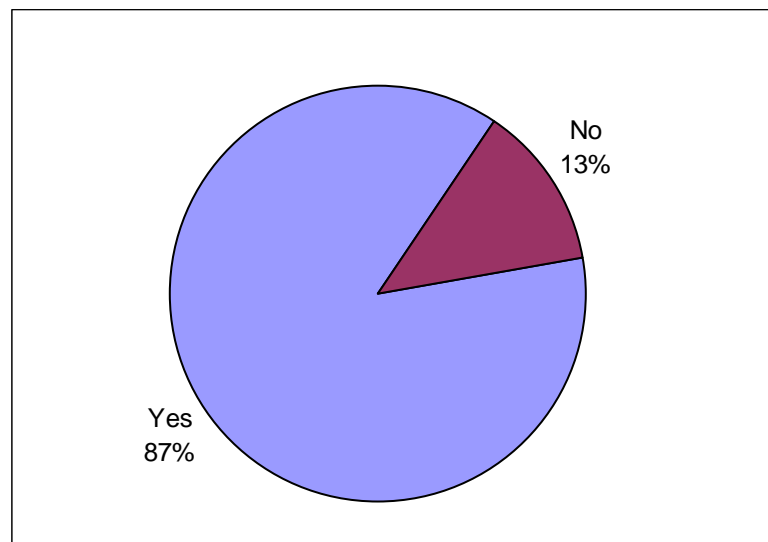
Other reasons for support calls.

- Hardware problem.
- Systems locks or crashes.
- Difficulties associated with the age of computer.
- Technical issues.
- Server/network difficulties (i.e., not able to connect).
- Password difficulties; password expires too often.
- Printer difficulties, including routing.
- Conductivity.
- Program difficulties, including e-mail, VCAP, FMS, CaseWise and TAO.

- Unable to toggle.
- Equipment/Hardware difficulties.
- Phone system difficulties.
- Software updates (i.e., Spyware).
- Assistance with old judgments.

When technical problems exist that require on-site technical support, has the AOC provided a solution in an efficient manner?

Of the 391 people that responded to this question, 87 percent believe that the AOC-TSD has provided a solution to their problem in an efficient and friendly manner. Respondents said that the AOC-TSD has been responsive and timely with support, usually being able to solve difficulties within 24 hours. Overall, the staff is believed to be competent and communicates status of difficulties with end users in ways that are easy to understand and useful. However, below is a list of difficulties and suggestions proposed by those that were not completely satisfied with the AOC-TSD's performance.



Difficulties Reported by Respondents

- Takes too long for technical support to arrive; slow.
- Understaffed, overworked, AOC-TSD underfunded; technicians have to cover large geographic areas.
- Don't always fix problem the first time; reoccurring difficulties.
- System wide security features were added without regard to end user's needs. (block programs and make job difficult).

- Depends on the person providing support the degree of service that you receive.
- Technicians are too specialized; if on-site technician does not understand problem, have to wait for them to send out another. Creates delays.
- Equipment is very old and outdated; not enough equipment for personnel.
- Only AOC-TSD staff has administrator privileges, which creates hardship when something needs to be fixed immediately.
- If technician is sick or on vacation, we are forced to wait, which is unacceptable.
- Re-imaging computer deletes files, lost of functionalities; should be a last resort.
- Technicians do not bundle requests for services by area; respond to difficulties on a case-by-case basis, which creates waste because they may drive long distances.

Suggestions by Respondents

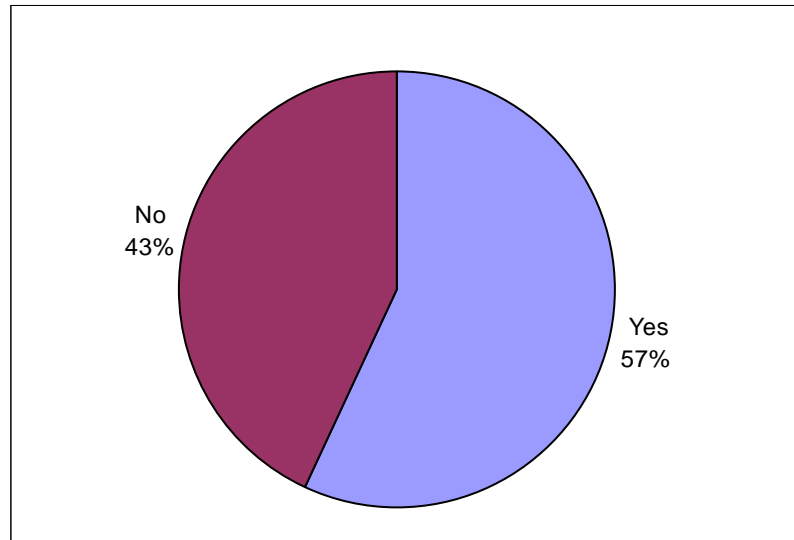
- Technicians need more training.
- Technicians need to discuss updates with users so that they understand what is being taken away or added; more communication with and explanation for users.
- Contractors for AOC-TSD need ID to notify staff that they really are contractors for AOC-TSD and not hackers.

Additional Comments Reported by Respondents

"I'm sorry to say that this type of service has been hit or miss. On several occasions I have had to be without my computer for many hours, and it is indispensable to my work. Some of those times, the problem ended up being very simple."

Can the AOC improve its technical support and service to you and your court?

Of the 341 people that responded to this question, 57 percent did think that there is room for improvement.



Difficulties Reported by Respondents

- Several courtrooms do not have internet access; need repair.
- A technician will fix problem, but another problem will shortly arise as a result.
- Network goes down frequently.
- Difficulties with printers and basic equipment; need new equipment.
- Understaffed.

Suggestions by Respondents

- More technical support for CaseWise, more on-site support; AOC-TSD understaffed.
- Update old equipment and software, including spyware.
- Automatically send a new e-mail to new employees with a link to an information sheet on how to use the various systems and who to call with questions
- Need new equipment; computers are very old.
- Quicker response times.
- Needs to be more thorough.
- Wait for reports from technicians that never materialize.
- Need additional program specialists.
- A more robust intranet with group scheduling capabilities.
- Additional local system administrators; more on-site support.
- Easier data searching/management.

- Better pre-planning to address issues and follow-up contact information.
- Additional education and additional field reps.
- Wireless network or basic conductivity in courtrooms.
- Additional trainings, develop Web based tools.
- Ensure Drug Treatment Court reports (from the Web-based information systems) can be printed from new computers before they are shipped out.
- Ability in courtrooms to check the clerk's records, criminal histories, DMV records.
- More information from our Court Service Analyst.
- Decentralize office equipment procurement.
- Option to install WordPerfect as an optional word processing program.
- Routine maintenance of equipment, rather than waiting for a problem to occur.
- Increase collaboration input of users early in planning of new programs or upgrades.
- Have the computer user fill out a (pre-made) checklist of applications they need before a new computer or an existing computer is re-imaged.
- Ability to print to the local network printer when working on multiple counties.
- Create user-centered designed programs; do not design programs without consulting with users about needs; better communications with users.
- Ability to post internal job opportunities on the court's Website.
- Allow users to attach hardware provided by county to AOC-TSD computers.

Additional Comments Reported by Respondents

"If required to change password every thirty days. Then you should only have to change password at one location rather than four locations. If all four need different passwords then it should prompt you to change all four at the same time not when you log on to each."

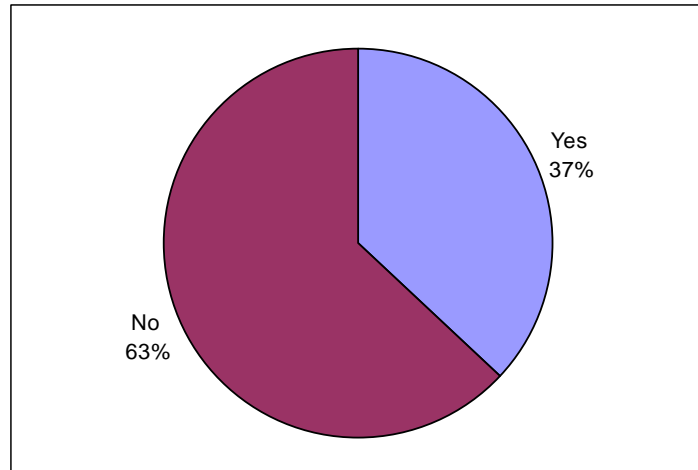
"Since the thin clients don't have the ability to have TAO-GUI and everyone doesn't have PCs, the ones that don't have PCs have to use our PCs to request documents from microfilming. Everyone should have a computer."

Software Development Projects

Are you aware of the current technology projects under way at the AOC?

Of the 391 people that responded to this question, 37 percent stated that they are familiar with current programs under way at the AOC-TSD. Respondents claim that they learned about projects from a variety of sources, including word of mouth, e-mails, meeting minutes,

staff meetings, committee membership, magistrate and assistant deputy clerks conferences, newsletters, personal individual inquiry, and the AOC-TSD 2004 Annual Report.



Difficulties Reported by Respondents

- Only find out about new projects when they are installed; lack of communication.
- Have not been made aware or involved.
- Sessions can get too technical for a lay person.
- Lack of financial support from the legislature hampers the initiation of new projects.

Suggestions by Respondents

- Better communication between AOC-TSD and users when determining technology needs.

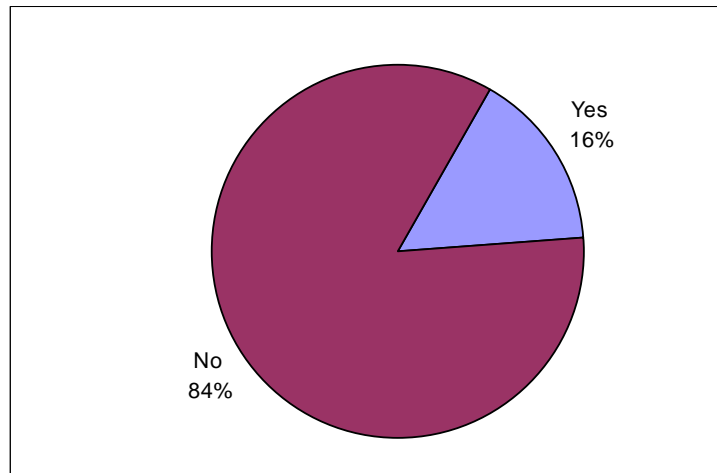
Additional Comments Reported by Respondents

"It would be nice to have a formal announcement about what is being worked on from the Director." Magistrates made aware of this project at one-day continuing education class and Magistrates Association Newsletter."

"As pertains to Family Court it has been communicated through our Family Court Management Specialist and through Family Court Administrators who serve on various committees."

Have you been involved in planning or design sessions for new applications development?

A high proportion of the 389 respondents claimed that they have not been involved in the planning or design activities for a new application. Of those that have been involved, respondents found that the sessions were productive and valuable and allowed for much needed communication.



Difficulties Reported by Respondents

- Lack of communication about activities/sessions.
- Lack of organizational sign on and accountability

Suggestions by Respondents

- Include all court community users during design phase.
- Recognize difference during design phase that multi-county districts have different needs from single-county districts.
- Invite more court community users to sessions.

Additional Comments Reported by Respondents

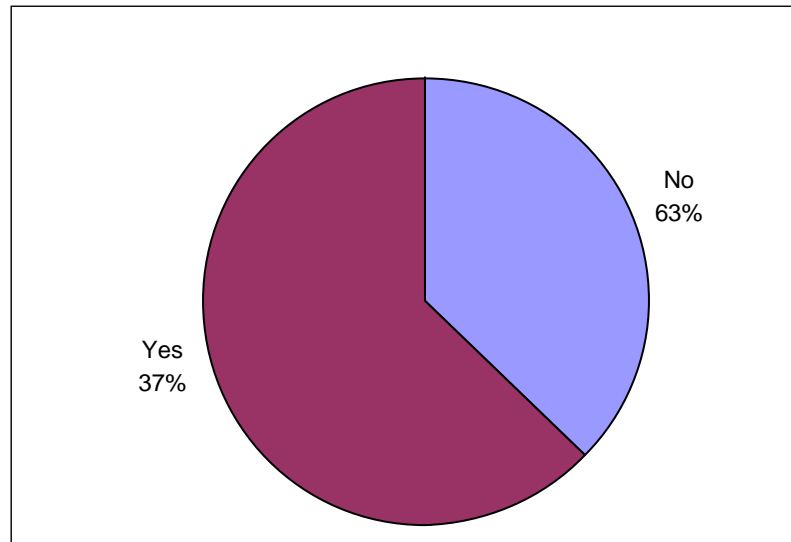
“Although I serve on the technology committee for the Clerks Association, we have not been contacted with new plans for technology and asked for any input on needed improvements. This is part our fault in that we have not initiated a meeting or requested that we be kept better informed. We need better communications between agencies.”

“I have found them to be valuable as long as planning and design sessions include actual users of the program under development. Many meetings I initially participated in, were comprised of folks who did not use the application or even work directly with the tasks associated with the application. How can you make recommendations regarding application functions when you don’t even know what you need? It is essential to include clerks, case managers, judicial assistants, etc., in planning and design meetings and not just have administrators and high level supervisors making recommendations and decisions on applications they will never use.

Is there a process or procedure that you perform on a routine basis that you believe could be automated?

Out of the 360 respondents to this question, 63 percent stated that they were not aware of processes or procedures of their daily job that could be automated. Those that viewed

automating certain activities of their job as useful provided a variety of helpful suggestions listed below.



Difficulties Reported by Respondents

- Too many password requirements for various programs.

Suggestions by Respondents

- Making it easier to e-mail signed forms to clerk's offices.
- Exporting data from clerk's system (ACIS) into fillable forms. Particularly, Bills of Information and Transcripts of plea.
- Automate employee leave tracking.
- Auto-fill processes to be served, indicating whether the address for service was in the county or within a specific township.
- Receipting and inquires as to DMV and ACIS.
- Specific fields, such as employee training/conference attendance.
- Have magistrate/judge/TCA continuing education credit reporting Web-based and real time.
- Entering citations, as is currently done with e-citations.
- Auto-generate subpoenas.
- Electronic notification of hearings.
- Scheduling of civil matters from remote locations by attorneys.

- Online performance management system.
- A way to alert clerk's office that a warrant has been served and should be taken out of queue.
- Drug Treatment Court documentation and data.
- Automate witness lists.
- To e-mail 'special' supply orders directly to purchasing.
- Certain customize form letters previously generated.
- Hearing scheduling for attorneys.
- Automate cash receipting, and juvenile custody orders and wedding license/certificates, Writs of Possession for Real Property, estates filing notices, sentencing worksheets, protective order process, Criminal background check forms (cr-314), prior record level worksheets.
- Submit time sheets, travel forms and travel reimbursement submittals via Web.
- Automated way to handle fee apps from court appointed attorneys.
- Take pictures of personnel centrally. Currently rely on magistrates to get their own camera to take picture.
- Bar codes on files.
- Weekly PRS reporting to management on time allocation of activities.
- Ability to pull down current financial expenditures on grants.
- Automate jury management tasks.
- Capability to file a full range of documents in the Court of Appeals.

Additional Comments Reported by Respondents

"We need a system that tracks citations books that have been issued. We have no way of tracking what department was issued a citation book except through hand written notes on our log. We need a system that notes and deeds of trust in bonds can be traced and a better record keeping system for canceling these. This should be incorporated to work with FMS and ACIS so that they "talk with each other."

"Small claims judgments are rendered and signed in open court to avoid being required to serve copies upon the parties. Ability to electronically prepare, save and complete those judgment forms in court would be helpful. This is probably not cost effective with the current budget situation."

"I would like to open my computer every day and see the cases set for that day. Then just access all the info from my computer and not be looking for papers. Most of the papers inside of our folders could be saved in the server."

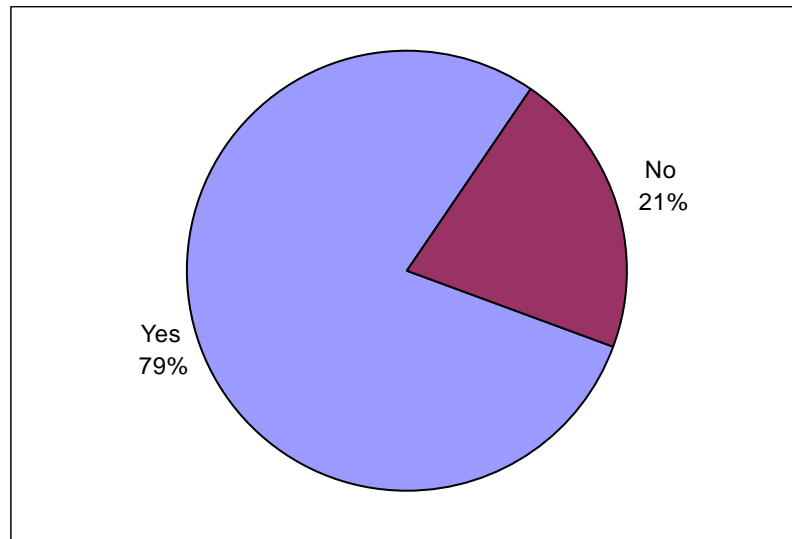
“When bond modified in Court; it should be entered into system in Court. What happens is modification is on an old blue release and then comes to us thru jail when person getting released. This means editing if we have all the info. And, if a bond is unsecured, why can’t defendant sign it in Court and be done with it. Too much repetition.”

“There should be an application in the Magistrate’s System for when orders for arrest are served that would let us put in the case number, and print out the release order instead of having to use Formflow for that task.”

“Clerks should be able to enter the cost bills into the system in the courtroom.”

Do the business applications provide you with the information necessary to effectively manage your area of responsibilities?

Of the 338 respondents, 79 percent responded positively to this question. However, there seemed to be general confusion about the question’s intent expressed in the written comments.



Difficulties Reported by Respondents

- Financial data is never current.
- Have to look on Internet to find addresses for issuing and recalling processes.
- Not for marriage license forms; forms located in Formsflow.
- Information is sometimes slow and expected to deal with problem before all information received.

Suggestions by Respondents

- Need Adobe Acrobat (not just reader).

- Ability to manipulate reporting of information according to needs.
- Need better manuals/training, especially in Lexis/Nexus and advanced applications.
- Need a system to track particular types of cases such as equitable distribution cases assigned to each judge.

Additional Comments Reported by Respondents

“Excessive volumes of unnecessary data are sent too often. Quarterly reports are sufficient. I need only the list of cases, the age of disposed and pending cases and the number filed and disposed for each time period. Neither I nor my judges pay any attention to the rest for civil.”

“Most times the answer is yes. Sometimes, like when JA was implemented I feel we were not shown or maybe not given enough info to operate it properly. It sometimes takes too long to make human error corrections in a transaction that should be easier to fix. Cash Bonds and Forfeitures are also another area that our office is totally unsure of at times. I think that the manuals to both the applications are sometimes very hard to follow. Not so user friendly.”

“Requires user interface with other entities and often have problems getting access to the other entities information systems that we need access to. Register of Deeds, DMV, Vital Stats, DOC etc. Need more interconnectivity/cross-referencing abilities”.

“The financial reports for our designated fund were not useful. We need to specially request itemized lists of month to month expenditures which seems to be a bother.”

“Arrest orders issued for service should have a print field on their face showing in which municipality or county the defendant’s address of record on the face of the process is located. This should also appear as a field on the ACIS inquiry screen for clerk’s use, and should change automatically, but show in history, if the defendant’s address is updated.”

IV. Regional Session Results

IV. Regional Session Results

As part of the Strategic Plan Refresh project, the North Carolina AOC-TSD is establishing a collaborative approach to understanding and addressing the business needs of the judges, clerks, district attorneys, public defenders, magistrates, trial court administrators, family court administrators, AOC, and North Carolina Bar Association to gain input and insights regarding the community's business and technology needs. The strategic plan will be a collaborative effort, jointly owned and supported throughout the court user community. One tool employed to gather information and user business needs was a Web survey. To further gather input across the entire court user community, regional sessions were held in the following locations:

- Asheville.
- Charlotte.
- Greensboro.
- Greenville.
- Raleigh.
- Wilmington.

Issues, concerns, and business difficulties were interactively discussed with TSD representatives. These business needs and difficulties are documented within this report.

A. Project Goals and Objectives

The North Carolina AOC-TSD's overall technology goal is to improve the court environment through the implementation of technology. In order to meet this overall goal, the AOC-TSD has identified three specific strategic goals. Technical objectives were developed for each strategic goal to guide the efforts of the AOC-TSD. These strategic goals and corresponding objectives were discussed with the regional session attendees, and the business needs readily align with the goals. The goals and objectives are:

- *Strategic Goal #1* – Establish performance measurements to manage and track the performance of IT systems of the North Carolina court system.
 - » Implement a business case process that establishes measurable benefits and tracks the results.
 - » Create and generate reports to communicate results.
- *Strategic Goal #2* – Implement technology to reduce costs within the courts and provide rapid service improvements.
 - » Improve efficiency through implementation of electronic payments.

- » Improve efficiency for clerks, members of the bar, and judges through the implementation of electronic filing (e-filing).
- » Enhance information-sharing opportunities among state and local justice agencies.
- » Deploy technology in short cycles to constantly increase the value of IT provided to the courts.
- *Strategic Goal #3* – Use technology to improve the public’s experience with the North Carolina court system.
 - » Enable the public or justice partners to have quick access to court data and documents via the Internet.
 - » Reduce the appeals case lag time through implementation of real-time court reporting and transcriptions.
 - » Capture data at the earliest point and reuse.

These strategic goals and technical objectives will be included in the updated strategic plan. The plan will be used to focus AOC-TSD’s technology efforts and guide its tactical decisions.

B. Session Approach

As part of the Strategic Plan Refresh Project, the North Carolina AOC-TSD is establishing a collaborative approach to understanding and addressing the business needs of the judges, clerks, district attorneys, public defenders, magistrates, trial court administrators, family court administrators, AOC, and North Carolina Bar Association. The regional sessions are one of several methods that will be used on an ongoing basis to collect input. This input helps direct the efforts of AOC-TSD, and enables the division to understand the business needs of the court user community. The regional sessions focus on what is working well for court user community, where there are backlogs, and where specific changes could improve support of the day-to-day business activities.

1. Regional Sessions

The regional sessions were designed to gather tactical and strategic data from the AOC-TSD court user community. The sessions were structured to collect the following types of information:

- What is working well in the court user community environment.
- What are the court user community’s most immediate and pressing needs.
- Where are the court user community’s backlogs.

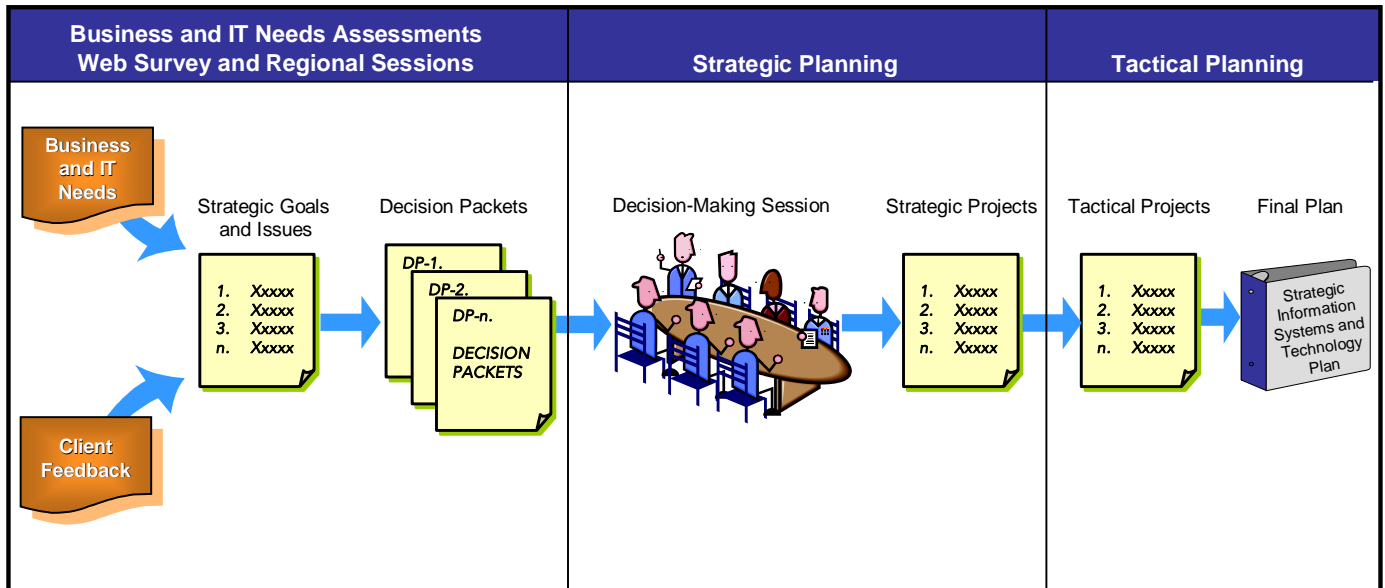
- What takes up the court user community's time.
- Where would the court user community like help.

The AOC-TSD will use the regional session results to make improvements to the applications and to its support processes where appropriate. In addition, the identified themes and trends will be addressed by the AOC-TSD through the strategic plan or in a tactical effort within the specific projects.

2. Planning Approach

A six-step approach was used to develop and prepare the refresh of the strategic plan. These steps are exemplified in Figure 2 and are described in detail below.

Figure 2 – Strategic Plan Project Approach



- *Business and IT Needs* – The first step of the process was to obtain business needs, IT needs, and feedback from the AOC-TSD court user community through the Web survey and the regional sessions. The regional session attendees prioritized the critical needs where improvement would have the largest impact on their organization.

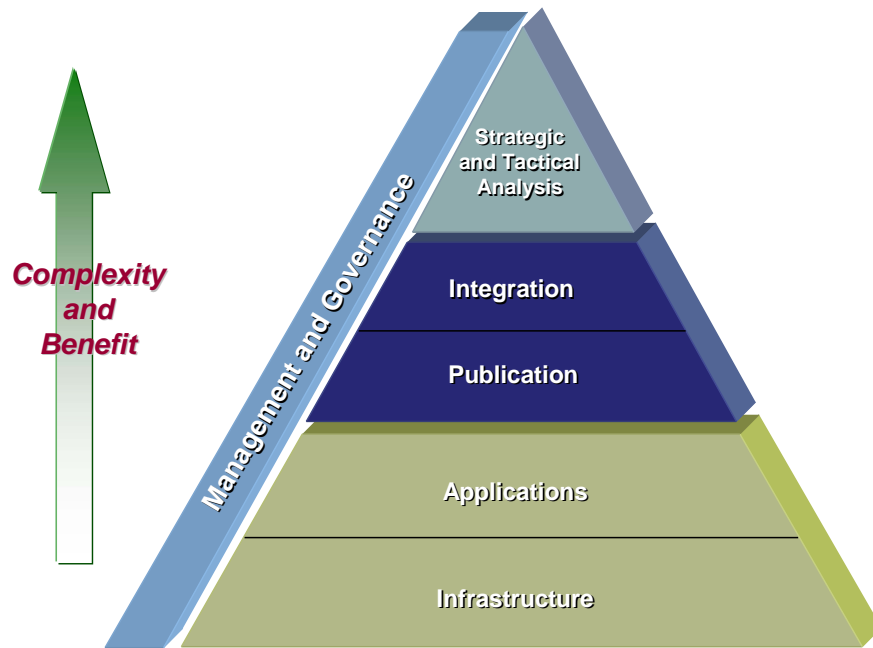
- *Identification of Strategic Goals and Issues* – The second step of the process consolidated the information to conduct analysis and to identify trends and themes. The strategic goals and issues were updated to reflect this input.
- *Development of Decision Packets* – This step of the process documents the selected strategic issues or themes in detail. It includes a description of the issue, options, and a recommendation. The decision packets will be reviewed by the AOC-TSD leadership and the outcome will guide the strategic projects.
- *Identification of Strategic Projects* – The fourth step of the process defines the strategic projects that will establish long-term goals, objectives, and strategies, producing long-range results for the future of the organization.
- *Identification of Tactical Projects* – This step of the planning approach breaks the strategic projects into manageable, short-term, small initiatives, producing immediate results.
- *Incorporate Results Into the Strategic Plan Processes* – The final step of the process incorporates the results of the strategic and tactical projects into the final North Carolina AOC-TSD Strategic Information Systems Plan 2005–2010.

This report documents the court user community feedback and business and IT needs received from the regional sessions. These needs will be used to formulate the candidate strategic initiatives and will be used to create the decision packets. The outcome from the decision packets will be used to develop the strategic and tactical projects in the refreshed strategic plan.

C. Regional Session Findings

This subsection presents the North Carolina AOC's business needs assessment information. It begins with detail describing the AOC-TSD planning framework. This framework helps to provide a comprehensive assessment of North Carolina's requirements. The framework is depicted in Figure 3 and is explained further in subsequent text.

Figure 3 – Strategic Planning Framework



In addition, this subsection of the report summarizes the specific business needs collected through various data-gathering efforts. Each business need is categorized within a layer of the framework and reflects a priority assignment from the regional sessions. While each need is important to the court user community, the session attendees were asked to identify their top five business needs. Business needs receiving more than ten votes were assigned a high priority, and the business needs receiving four to nine votes received a medium priority. While the needs without an assigned priority were important to the court user community, they were considered lower-priority.

1. Infrastructure Needs

Infrastructure components form the foundation for all other parts of the needs planning framework. These components provide technology solutions that deliver, secure, and run court management systems. These solutions include firewall systems that protect internal resources from intrusions and backup systems for data recovery capabilities. These components establish the underlying capabilities for the North Carolina AOC-TSD to provide applications, services, and functionalities. The high-priority infrastructure needs identified during the regional sessions include the following:

- Cut the time to copy and manage documents to support the discovery process.
- Reduce the movement of defendants through video arraignments.
- Enable printing in the courtroom by adding networked printers.

The detailed list of infrastructure needs that were identified during the regional sessions, along with their priority levels, is contained in EXHIBIT I.

2. Applications Needs

The applications components provide the software solutions that meet the business needs of the courts. These software solutions are intended to meet the administrative, financial, operational, and strategic business needs of the North Carolina AOC-TSD. It is important for these applications to be designed to meet interface requirements and software standards of the agency. The high-priority applications needs identified during the regional sessions include the following:

- Complete the rollout of the e-citation application to all courts and law enforcement agencies.
- Accept payments of fees and fines using credit cards and the Internet.
- Simplify e-mail systems and processes.
- Certify documents electronically.

Other systems and functionalities include the applications to provide data warehouse and decision-support capabilities. The detailed list of application-level needs identified during the regional sessions, along with their priority levels, is contained in EXHIBIT II.

3. Publication Needs

The publication components provide information to the North Carolina AOC stakeholders, including justice partners and the public. Publication components are responsible for the accuracy, timeliness, and availability of information to users and customers. The high-priority publication needs identified during the regional sessions are:

- Convenient document and information sharing between the courts, magistrates, AOC, family court, district attorney, public defender, and defense attorney.
- A move to a paperless court environment.

The detailed list of publication needs communicated during the regional sessions, along with their priority levels, is contained in EXHIBIT III.

4. Integration Needs

Integration components provide complex relational information to court and justice users from existing information systems. Batch interfaces move information between systems at predetermined times, whereas real-time interfaces move information between systems as information is recorded within the court systems. XML-structured documents provide flexible

NORTH CAROLINA ADMINISTRATIVE OFFICE OF THE COURTS
STRATEGIC PLAN REFRESH

INFRASTRUCTURE NEEDS MATRIX

ID	Identified Needs	Component	Priority	Source
I-1	Reduce the amount of time required to copy and manage documents to support the discovery process.	Peripherals	High	Session
I-2	Store and retain documents to meet the document-retention requirements.	Physical Space		Session
I-3	Ability and space to locate case files.	Physical Space		Session
I-4	Reduce the time required to locate case files.	Physical Space	Medium	Session
I-5	Training the public and internal court resources using video-conferencing technology.	Video Technology		Session
I-6	Video arraignments to reduce the movement of defendants.	Video Technology	High	Session
I-7	Expert witnesses through the use of video-conferencing technology.	Video Technology	Medium	Session
I-8	Integration of the court recording with the case management system.	Infrastructure Tool		Session
I-9	Wireless access in the courthouse and courtroom for the judge, district attorney, and defense attorney.	Wireless	Medium	Session
I-10	Terminals for public inquiry access.	Peripherals		Session
I-11	Printers for public printing.	Peripherals		Session
I-12	Network printers located in the courtroom.	Peripherals	High	Session
I-13	Laptops need to support the required software for the judges.	Peripherals		Session
I-14	Security software that does not slow down the PC.	Infrastructure Tool		Session
I-15	High-speed scanners to accommodate large volumes in the clerk's office and District Attorney's Offices.	Peripherals	High	Session
I-16	Use of Elmos in the courtroom to display documents and to speed the case flow.	Infrastructure Tool	Medium	Session
I-17	CaseWise response time is slow in the family court environment.	Network		Session
I-18	Magistrate response time is slow.	Network		Session
I-19	Enable access to AOC systems from remote locations with the appropriate security.	Network		Session
I-20	Implement IVR and kiosks to enable the public to self-help and solve problems quickly.	Infrastructure Tool	Medium	Session
I-21	Enable the courts to accept faxed documents from the public as e-mail.	Infrastructure Tool		Session
I-22	Streamline procurement processes to get equipment out in the field quickly.	Hardware		Session

NORTH CAROLINA ADMINISTRATIVE OFFICE OF THE COURTS
STRATEGIC PLAN REFRESH

APPLICATIONS NEEDS MATRIX

ID	Identified Needs	Component	Priority	Source
A-1	More information should be included on the e-citation to reduce the calls to the district attorney and the clerk's office. This includes detailed information regarding the fines, location of the courthouse, and the time to appear.	Application	High	Session
A-2	Expedite the rollout of the e-citation application to the counties.	Application	High	Session
A-3	Work collaboratively with the state patrol to expedite the use of e-citation.	Application	High	Session
A-4	Updates to the e-citation by the district attorney.	Application		Session
A-5	Reformat the e-citation to fit within the shuck.	Application	High	Session
A-6	Receive and process citations at the clerk's office prior to the person attempting payment.	Application		Session
A-7	Accept payments using a credit card.	Application	High	Session
A-8	Accept credit card payments via the Web.	Web Support	High	Session
A-9	Accept payments from remote defendants using a credit card.	Application	High	Session
A-10	Accept bonds using a credit card.	Application	High	Session
A-11	Expedite payments of fines through the acceptance of credit cards.	Application	High	Session
A-12	Expand use of bar-coding on case files to easily locate files.	Collaboration Tools		Session
A-13	Printing of DMV records by the clerk and district attorney.	Application		Session
A-14	E-mail and the filing of e-mail messages in the current system are difficult.	Collaboration Tools	High	Session
A-15	Traffic citations and financial systems should have current information.	Application		Session
A-16	Generation of checks from Judgment Abstracting takes 3 to 4 days within the small court environment.	Financial Management	Medium	Session
A-17	Navigation and work flow within VCAP does not mirror the operational business processes.	Application		Session
A-18	Single sign-on to applications.	Application Security		Session
A-19	Electronic certification of documents.	Application	High	Session
A-20	Accept and process partial payments and reflect this data in the case management system.	Financial Management	Medium	Session
A-21	Clear record of defendant accounts receivable record.	Financial Management		Session
A-22	Develop, enhance, and support the superior court judge Web sites.	Web Support		Session
A-23	Generation of checks from the Magistrate system.	Financial Management		Session
A-24	Translation software for multiple languages.	Collaboration Tools	Medium	Session
A-25	Automate continuances.	Application		Session
A-26	Reduce the time required to generate court calendars for large cases.	Application		Session
A-27	Need access to ACIS from the bench.	Application Security		Session
A-28	Ability to print criminal histories on a printer located in the courtroom.	Application Security		Session
A-29	Automate the processes for small claims cases.	Application		Session
A-30	Simplify the estate case processes.	Application	Medium	Session
A-31	Maintain historical information in the case management system to enable the public defenders to avoid continuances and conflicts.	Application		Session
A-32	Improve accuracy of data through improved edit checks.	Application		Session
A-33	Improve work flow to allow the clerks to quickly see cases that require action.	Collaboration Tools		Session
A-34	Manage dockets efficiently through load balancing, sorting of calendars and cases, and printing of single dockets.	Collaboration Tools		Session

NORTH CAROLINA ADMINISTRATIVE OFFICE OF THE COURTS
STRATEGIC PLAN REFRESH

PUBLICATION NEEDS MATRIX

ID	Identified Needs	Component	Priority	Source
P-1	Improve communication of court locations and processes to reduce the confusion of the public. People are often passed around from department to department, which causes frustration and confusion.	Notification		Session
P-2	Convenient document and information sharing between the district attorney, public defender, and defense attorney.	Web Portal	High	Session
P-3	Enable the district attorney to schedule court slots electronically.	Subscription		Session
P-4	Web-based access to case information.	Web Portal		Session
P-5	Need to evaluate using the Web to share other court information.	Web Portal		Session
P-6	Statewide criminal history information.	Web Portal		Session
P-7	Electronic distribution and notification of subpoenas. Ability to group and sort by agency as needed.	Notification	Medium	Session
P-8	Clarify the subpoena template to ensure recipient has full understanding of his/her role in the case.	Notification	Medium	Session
P-9	Pre-populate estate forms and notices.	Notification		Session
P-10	Notification of bankruptcies.	Notification		Session
P-11	Use tools like Microsoft Outlook to distribute subpoenas electronically.	Notification		Session
P-12	Enable court reporters to view their calendars and assignments online.	Subscription		Session
P-13	Publish court calendars electronically.	Notification		Session
P-14	Generate notices to the public defender directly from the courtroom.	Notification		Session
P-15	Generate all notices electronically.	Notification	Medium	Session
P-16	Improve the usability of AOC forms located on the Web through fillable fields.	Notification		Session
P-17	Manage electronic distribution through BAR e-mail lists.	Notification		Session

interfaces that contain varied data and allow common interface paths. The high-priority integration needs that were identified during the regional sessions include:

- Sharing information between all North Carolina agencies.
- Sharing data and information among AOC-TSD applications.
- Reducing time to process files through the use of e-filing.
- Accepting documents electronically from law enforcement officials.

The detailed integration needs that were raised during the regional sessions, along with their priority levels, are listed in EXHIBIT IV.

5. Strategic and Tactical Analysis Needs

The analysis components provide complex relational information to users from existing information systems. Summary data sets can be used to build comprehensive data warehouses, which are generally used in Decision Support Systems (DSSs). DSSs typically represent the most complex IT solutions found within an organization. However, if developed and used properly, they also offer the most benefit to decision makers. The high-priority strategic and tactical analysis needs that were identified during the regional sessions are:

- Access to probation data for payments, violations, and case history.
- View of the entire history of a defendant for all case types.
- Generation of standard and ad hoc reports.

The detailed strategic and tactical analysis needs that were identified during the regional sessions, along with their priority levels, are listed in EXHIBIT V.

6. Management and Governance Needs

The management and governance components represent the complex tasks of managing IT investments, projects, and service delivery. Management responsibilities increase in complexity as they progress up the technology pyramid model. Such responsibilities include setting IT policies and standards, identifying and training managers, and monitoring inter-project dependencies. Ultimately, it is the responsibility of management to ensure that a sustainable technology environment exists to allow the organization to provide services to its customers. The high-priority management and governance need that was identified during the regional sessions is:

- Court user community requests more on-site procedural support from the Court Services Analyst (CSA).

NORTH CAROLINA ADMINISTRATIVE OFFICE OF THE COURTS
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INTEGRATION NEEDS MATRIX

ID	Identified Needs	Component	Priority	Source
IN-1	Share data and information between courts, Division of Social Services, juvenile justice services, police, sheriff, jail, probation, and Department of Correction.	Interface	High	Session
IN-2	Share data and information between internal AOC systems.	Interface	High	Session
IN-3	Ability to copy case information from JWISE to other systems.	Data Conversion		Session
IN-4	Integrate CaseWise and VCAP to enable a single close out of a case in both systems.	Data Conversion		Session
IN-5	Share data and information between systems to reduce errors and duplicate data entry.	Data Conversion	High	Session
IN-6	Share data with the jail to have an accurate record of who is in jail and the specific location.	Interface	High	Session
IN-7	Share data across county boundaries.	Data Conversion	High	Session
IN-8	Jail should receive release orders and commitment forms directly from the court.	Interface		Session
IN-9	Share data between FMS and child support.	Interface		Session
IN-10	Access to federal court system data.	Interface		Session
IN-11	Reduce the amount of time to process files through e-filing.	e-filing	High	Session
IN-12	Integrate document management and imaging with the case management system.	Data Conversion		Session
IN-13	Immediate access to DMV records from the bench for bond determination.	Interface	Medium	Session
IN-15	Integrate address books across the state and county agencies.	Data Exchange		Session
IN-16	Access to the Magistrate system for bondsmen to enter 201s directly.	Interface		Session
IN-17	Accept documents scanned by law enforcement.	Interface	High	Session
IN-18	Paperless court.	Data Exchange	High	Session

NORTH CAROLINA ADMINISTRATIVE OFFICE OF THE COURTS
STRATEGIC PLAN REFRESH

STRATEGIC AND TACTICAL ANALYSIS NEEDS MATRIX

ID	Identified Needs	Component	Priority	Source
S-1	Track case assignments within the District Attorney's Office.	Summary Data Set		Session
S-2	Provide sentencing services.	Management Reporting		Session
S-3	Access to probation data for payments, violations, case history, etc.	Management Reporting	High	Session
S-4	View the entire history of the defendant and family. Improve sentencing decisions with more complete data. Include all case types – family, juvenile, civil, and criminal.	Data Mart	High	Session
S-5	Efficient scheduling and use of the courtroom space.	Management Reporting		Session
S-6	Ability to generate standard and ad hoc reports from the AOC systems.	Management Reporting	High	Session
S-7	Ensure statistical reports across systems agree.	Management Reporting		Session
S-8	Ability to generate reports, modify reports, and save the modifications back to the system.	Management Reporting		Session
S-9	Ability to determine which cases are open and closed and an accurate age of the cases.	Management Reporting		Session
S-10	Enable data analysis through exports to tools like Microsoft Access.	Data Analysis		Session
S-11	Use systems to manage the caseload across judges.	Management Reporting		Session
S-12	Ability to generate reports of any length – do not limit to three.	Management Reporting		Session

Other management needs include requirements such as IT service planning and delivery, disaster recovery, database management, and enterprise systems management. The detailed management and governance needs that were raised during the regional sessions, along with their priority levels, are contained in EXHIBIT VI.

NORTH CAROLINA ADMINISTRATIVE OFFICE OF THE COURTS
STRATEGIC PLAN REFRESH

MANAGEMENT AND GOVERNANCE NEEDS MATRIX

ID	Identified Needs	Component	Priority	Source
M-1	Improve tracking of help desk tickets.	Service Management		Session
M-2	Reduce system outages and impacts to the courts.	Service Management		Session
M-3	Eliminate the loss of local data on a PC when reloading software.	Quality Management	Medium	Session
M-4	Communicate court closures due to disasters.	Communication		Session
M-5	Reduce turnover of TSD personnel to improve the support to the courts.	Resource Management		Session
M-6	Dedicated time to meet and discuss IT issues with the clerks, judges, and district attorneys.	Resource Management		Session
M-7	CSAs need close alignment to support the clerk's office, courts, and judges.	Resource Management	High	Session
M-8	Collaboration between the court and TSD technical resources to maximize use of scarce resources.	Resource Management		Session
M-9	Standard business processes across the state.	Policy Management		Session
M-10	Adapt to the changing needs of the demographics as the baby boomers age.	Service Management		Session
M-11	Proactive support and maintenance of the PCs.	Service Management		Session
M-12	Proactively communicate the change in desktop software to the courts.	Quality Management	Medium	Session
M-13	Communicate the status of TSD projects to the court community. Enable feedback on TSD projects.	Communication		Session
M-14	Improve training of court personnel, district attorneys, and public defenders on AOC systems through more frequent training opportunities.	Training		Session
M-15	Improve the response time to generate access to AOC systems.	Resource Management		Session
M-16	Recruit experienced, knowledgeable court resources to participate in application user groups.	Resource Management		Session

V. Summary of Key Initiatives

V. Summary of Key Initiatives

The key initiatives presented in this section were developed only from the regional sessions and Web survey. They reflect the priorities of the user community. Additional initiatives will be developed by executive management and technical managers; all will be prioritized and merged into the final Strategic Plan 2005–2010.

The North Carolina AOC-TSD budget has remained flat during the past several budget cycles, despite the continued need for technological changes and enhancements within the courts. The court budget continues to face cost constraints while the caseloads within the courts grow. There is an increased demand for online court services and access to information from the public and justice partners. Coming out of the regional sessions, a number of strong needs were identified that could be potential strategic initiatives. Under the current budget constraints, the following subsections offer a list of candidate strategic initiatives to consider and to evaluate through the decision packet process.

A. Candidate Strategic Initiatives

Based on key issues identified by AOC-TSD leadership and the results of the Web survey and regional sessions, the following issues should be explored further for inclusion in the refresh of the strategic plan. It is important to note that each potential initiative could contain a number of strategic projects. Each of these strategic projects will be evaluated for inclusion in the refresh of the strategic plan.

1. Paperless Court Environment

A key initiative, if not *the* key initiative, heard throughout the regional sessions was the need to reduce the amount of paper and data entry within the judicial environment. In order to move a historically paper-based environment to a paperless environment, this major initiative must be broken into manageable, yet still large, technology initiatives.

- *E-Filing* – This is a function that enables litigants and other participants in a court case to use the Internet to file forms and pleadings with the court. It enables court staff to review the pleadings before deciding whether to accept them. If the pleadings are accepted electronically, then the information contained in the e-filing populates the court case management system. Overall, the time and staff required to process court documents is reduced.
- *Electronic Court* – This involves the mechanized court and clerk’s office functions and capabilities outside of e-filing. Many of these functions include use of the Internet by the public, attorneys, clerk’s office, court administration, judges, district attorneys, and public defenders.
- *E-Citation* – This completes the rollout of the e-citation application to all counties and law enforcement agencies. It also includes jurisdiction-specific directions on the citation and other enhancements to streamline the processes.

- *Credit Card Payment* – This creates the ability to accept payment for fines, fees, and bonds via credit card. The credit card may be used for payment in person, via the Internet, or via an integrated voice response (IVR) unit.
- *Document Management* – This is a function that supports the creation, storage, and retrieval of forms, pleadings, and other electronic documents and usually interfaces with the court case management system. More than just database entries, the document management system can integrate the in-court record, including digital recordings and images, with the case file for future retrieval.

Each of the initiatives listed above will move the court toward a more paperless environment. While each of these initiatives can be addressed separately, there are a number of dependencies that exist between the initiatives that should be taken into account.

2. Integration

Sharing information with other agencies or departments (e.g., district attorneys, social services, law enforcement, probation, corrections) is critical to obtaining relevant and timely information throughout the justice system. Information sharing can be parsed into two functional areas – information exchange and information sharing. The business needs within each of these functional areas are discussed below:

- *Information Exchange* – This type of integration involves the physical movement of data from system to system. The regional sessions revealed a significant need for information sharing between the internal case management systems of the AOC-TSD. Specifically, information exchange should be used to minimize the amount of duplicate data entry necessary within internal AOC-TSD systems.
- *Information Sharing* – This type of integration typically involves the viewing of information from its source system, but not the physical movement of information from system to system. Throughout the regional sessions, the court user community requested the ability to get the “complete picture” on a case or individual. Providing the ability to see information from multiple AOC-TSD data sources and systems through a common Web medium would be highly valuable to the court user community.

Each of these integration initiatives would allow the court user community to make the most valuable use of the data captured daily within the court system.

3. Courtroom Technology

Infrastructure improvements within the courtroom are necessary to meet the technological requirements of the judges, district attorneys, public defenders, and defense attorneys. Key technology that has been requested is:

- *Wireless Access* – This is access to the Internet from the courtroom for both the defense team and the district attorney. Wireless technology simplifies connectivity in older courthouses, but requires adequate security to safeguard confidential case records.
- *Videoconferencing* – This is use of video technology for arraignments to increase public safety through reduced prisoner movement. It also includes use of this technology for expert witnesses to reduce travel time and costs and can be used in remote locations where judges are not always readily available.
- *Network Printers* – This is use of printers connected to the AOC-TSD network to enable the clerk's office to print forms and notices in the courtroom to reduce the clerk's office workload and to streamline the in-court processes.
- *Elmo* – This is a document camera used by both the defense team and the district attorneys to present evidence and their case to the jury. An Elmo is used to display any printed material, slides, negatives, or any three-dimensional object that can fit on the base.

4. Partnership Development, Collaboration, and Communication

The North Carolina AOC-TSD needs to establish a strong, lasting relationship with its customer base. Once developed, this partnership will yield tremendous benefits to both the AOC-TSD and the justice community. Key benefits include:

- Constant understanding of the business needs.
- Greater project buy-in and momentum.
- Expedited delivery of service.
- Greater management of court user community expectations.
- Greater support for judicial projects and funding.

The AOC-TSD should take a leadership role in this partnership through the development and implementation of an annual plan for communicating and gathering feedback. This plan should include:

- *Web Site Project Status* – Regular updates to the AOC Web site to share current and future project activities, along with AOC-TSD news and events.
- *Court User Community Conferences* – Attendance at the annual court user community meetings to provide IT project status and to present training on new applications and tools.

- *One-on-One Sessions* – Annual planned meetings with key partners in the clerk’s office, judges, court administration, and district attorneys to discuss business needs and IT issues face-to-face.
- *Web Survey* – Annual survey of the entire AOC court user community to generate feedback on applications, IT help desk, and support activities.
- *Regional Sessions* – Annual face-to-face sessions to gather input regarding the strategic initiatives within AOC-TSD.