

# Montana Judicial Branch

2025

## Information Technology Strategic Plan



### Commission on Technology

*Lisa Mader, IT Division Director*

*March 2024*

## ***The Commission on Technology***

In 2002, the Supreme Court established the Commission on Technology (COT) to address the many challenges facing the Montana Judicial Branch related to technology. The COT approves the information technology strategic roadmap, crafted by the Chief Information Officer, for the Judicial Branch. The effort is aided by several committees that provide input and guidance to improve the court technology program. These committees include the Automation Committees of the Montana Association of District Court Clerks, the Commission on Courts of Limited Jurisdiction, and the E-Filing Automation Committee.

### **Commission on Technology Strategic Planning**

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

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

### ***Contact Information***

This report is available on-line at the Montana Judicial Branch Web site at [www.courts.mt.gov](http://www.courts.mt.gov). If you have questions regarding the Montana Judicial Branch Information Technology Strategic Plan, please contact:

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The Judicial Branch Information Technology Strategic Plan was prepared by the Chief Information Officer in collaboration with the Commission on Technology. The members, appointed by the Court, serve a three-year staggered term. The current members are as follows:

**Hon. Jim Shea**, Supreme Court Justice, Commission Chair  
**Hon. Randal Spaulding**, District Court Judge, 14<sup>th</sup> Judicial District  
**Hon. Audrey Barger**, Justice of the Peace, Hill County  
**Hon. Stacey Nerison**, Justice of the Peace, Dawson County  
**Representative Fiona Nave**, HD57  
**Bowen Greenwood**, Clerk of the Supreme Court  
**Peg Allison**, Clerk of the District Court, Flathead County  
**Beth McLaughlin**, Supreme Court Administrator  
**Franklin Runge**, State Law Librarian  
**John Mudd**, Executive Director, State Bar of Montana  
**P. Mars Scott**, Public Member

## ***Profile: Montana Judicial Branch***

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

### ***Profile: The Judiciary***

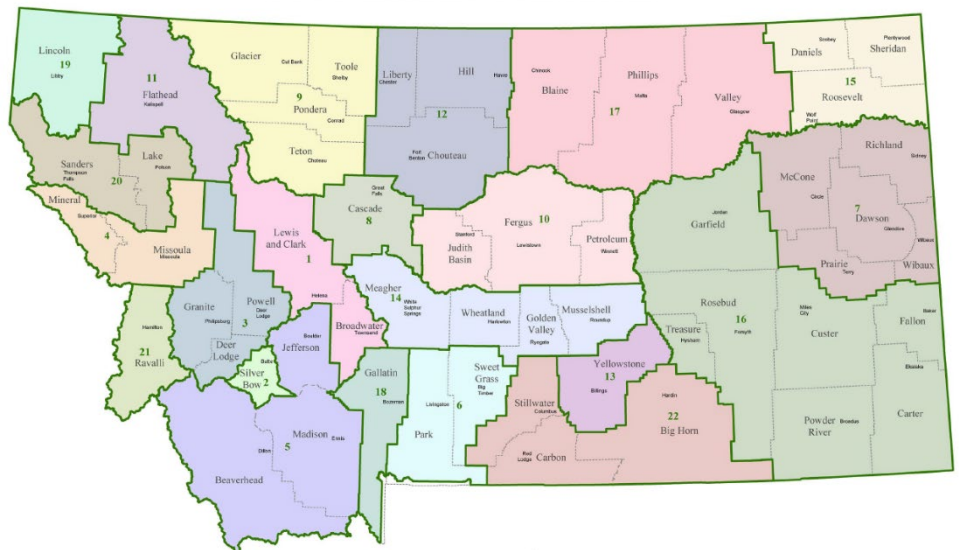
#### **Supreme Court**

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

#### **District Courts**

District Courts in Montana are courts of general jurisdiction with authority over felony criminal cases and a variety of civil cases, including domestic relations matters. The District Courts also serve as Montana’s Youth Courts. As of March 2024, Montana will have 51 district court judges in 22 judicial districts. The District Courts serve citizens in all 56 of Montana’s counties.

State of Montana Judicial Districts



#### **Courts of Limited Jurisdiction**

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

#### **Special Jurisdiction Courts**

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

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

## ***Profile: Offices of the Judicial Branch***

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

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

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

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

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

## ***Profile: Judicial Branch Information Technology***

The Information Technology Division of the Office of Court Administrator is responsible for the tactical activities necessary to implement the plan. These activities include the development, acquisition and training of court case management systems, the acquisition and deployment of computer hardware, maintenance of the Judicial Branch website, and coordinating network connectivity to facilitate remote support, research, and electronic information exchange. Additionally, the Division provides support for courtroom technologies such as interactive video, courtroom audio, court reporting, and bench applications.

- ❖ The Montana Judicial Branch consists of roughly 1,200 individuals: 492 state employees and 708 local government employees.
- ❖ 22 permanent positions provide information technology services to the Branch.
- ❖ Court locations exist in all 56 Montana counties.
- ❖ 5 systems are supported: C-Track Case Management (Supreme Court); Juvenile Case Assessment and Tracking System (Youth Courts), FullCourt Case Management (Courts of Limited Jurisdiction and District Courts), FullCourt Jury (COLJ & District) and Montana Courts E-Filing.
- ❖ The Judicial Branch's operating budget for FY23 was \$56,235,396. The IT budget as a percent of the total was 9.9% (\$5,551,455).
- ❖ In FY23, court generated fines, fees, and forfeitures deposited into the state general fund amounted to \$8.82 million with \$1.10 being generated from the Court IT surcharge.<sup>1</sup>

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<sup>1</sup> The FY23 operating budget consists of all HB2 appropriations and the FY23 Court IT surcharge provided by the Department of Revenue.



# Information Technology Mission Statement

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

## Technology Principles

*Through innovation and collaboration at a branch wide and local level, the Judicial Branch IT Division develops and deploys technology to improve access to justice and provide a broad range of high-quality services to litigants, attorneys, justice partners, and the public.*

### ACCESS

Ensure impartial and effective access to justice for all citizens while providing essential data protections.

### RELIABILITY

Provide professional, efficient, readily available IT services, including reliable infrastructure and disaster-recovery tools.

### INNOVATION

Innovation through planning, collaboration, and education to enhance court services and operations.

## GOALS

### Goal 1: Security & Business Continuity

The Montana Judicial Branch shall provide infrastructure and disaster-recovery tools to ensure the security, reliability, continuity, availability, and integrity of data, information, and systems.

### Goal 2: Appropriate Access

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

### Goal 3: Appropriate Technology

The Montana Judicial Branch shall employ appropriate technology to ensure efficient, effective, quality service to both Judicial Branch users and the public.

### Goal 4: Innovation and Collaboration

The Montana Judicial Branch shall maximize the ability to innovate by strengthening community collaboration and employing standardization to leverage solutions and drive technology changes.

## Information Technology Survey

The Judicial Branch Information Technology Survey is a tool used to evaluate the importance of emerging technologies and to evaluate, at a statewide level, the quality of services provided by the Court Information Technology Program. The survey is sent to all Supreme Court Justices and staff, the Clerk of the Supreme Office, District Court Judges and staff, Water Court users, Court of Limited Jurisdiction Judges and Clerks, Clerks of the District Court, Juvenile Probation Offices, the Law Library, the Office of Court Administrator employees, and Pre-Trial Assessment users.

In **October 2023**, the Court Technology Survey was sent to 1,149 recipients. 486 recipients responded to the survey, a 42% response rate.

### Satisfaction and Performance

Table 1 shows Judicial Branch satisfaction ratings of the Information Technology Program. The depiction demonstrates that courts and judicial offices are overall satisfied with IT support and performance, yet also indicates small percentages of displeased users. ***Dissatisfaction statements center around slow response times, lack of local IT staff, need for additional IT staff, ticketing system default prioritization, and FullCourt Enterprise implementation slowness. Much of the dissatisfaction has an underlying theme of staff hiring and retention challenges, as well as IT staff retraining efforts causing delays.***

**Table 1**  
**2024 Satisfaction and Performance Responses**

	# of Responses	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
<b>OVERALL RATING</b>		<b>43.47%</b>	<b>48.45%</b>	<b>6.72%</b>	<b>1.35%</b>
IT Support Quality	420	49%	45%	5%	0%
IT Support Timeliness	411	45%	50%	4%	0%
IT Support Professionalism	416	65%	35%	0%	0%
Courtroom Technology Equipment	145	12%	55%	23%	9%
Courtroom Technology Support	141	30%	55%	13%	1%
<b>COURTS ELECTRONIC FILING</b>					
<i>Training and Support</i>	230	31%	55%	11%	3%
<b>CASE MANAGEMENT SUPPORT</b>					
FullCourt/Jury Support	182	30%	60%	9%	2%
JCATS	62	44%	56%	0%	0%
Back-On-Track Support	53	34%	60%	6%	0%
C-Track Support	8	63%	38%	0%	0%

## Effective Court Technologies

Table 2 depicts Judicial Branch technology or service satisfaction ratings, sorted from the highest to lowest satisfaction rating. ***Survey results indicate the need for improvements in some branch technologies, most notably Court Electronic Filing and Courtroom Audio.***

**Table 2**  
**2024 Technology Satisfaction Responses**

Technology	Total Responses	Satisfaction	Needs Improvement
Court Website (courts.mt.gov)	366	90.71%	9.29%
Online Fine/Fee Payments	175	86.29%	13.71%
Video Conferencing Systems/Software	225	84.00%	16.00%
Water Court Public Portal (online water court records)	58	82.76%	17.24%
Court Reporting Systems (FTR, Steno, etc.)	107	80.37%	19.63%
District & Limited Court Public Portals (online court records)	219	79.91%	20.09%
Court Electronic Filing	241	68.05%	31.95%
Courtroom Audio Systems	218	64.68%	35.32%

## Emerging Technology Priorities

The survey asked each user group to rank the importance of key technologies, identified by the Office of the Court Administrator. Table 3 provides branch wide results of important technologies to Montana courts. ***Technologies surveyed have each increased in importance since the 2020 User Survey. New technologies were implemented in that same timeframe affecting the previous importance and priority ratings.***

**Table 3**  
**2024 Emerging Technology Priority Responses**

2024 Priority	2024 Importance	Emerging Technologies	2020 Priority	Strategic Initiative
1	2.001	Online Jury Questionnaires	↑ #3	Goal 2 Objective 3.b
2	1.999	Automated Text Reminders	↑ #6	Goal 2 Objective 3.c
3	1.991	Courtroom Evidence Display Equipment?	↑ #4	Goal 2 Objective 3.a
		Automated Data Exchange (DOJ, DOC, DPHHS, DNRC)	Priority #1 (2023) Not Surveyed in 2024	
		Web-Based Public Access to Court Records	Priority #2 (2023) Implemented	
		Web-Based Court Calendars for the Public?	Priority #5 (2023) Implemented via Public Portal	

**3 = Very Important    2 = Important    1 = Not Important**

## Individual User Group Priorities

While it is important to see the branch wide identification of key technologies, it is equally as interesting to appreciate the top two technologies vital to the varied user groups.

### Technology Themes

- ❖ Online Jury Questionnaires *(6 of 7 groups)*
- ❖ Courtroom Evidence Display Systems *(4 of 7 groups)*
- ❖ Automated Text Reminders *(3 of 7 groups)*
  
- **Supreme Court Justices/Clerk's Office**
  1. Courtroom Evidence Display Systems
  2. Online Jury Questionnaires
  
- **District Court Judges**
  1. (Tied) Courtroom Evidence Display – Online Jury Questionnaires
  
- **Water Court**
  1. Courtroom Evidence Display
  2. Online Jury Questionnaires
  
- **District Court Clerks**
  1. Online Jury Questionnaire
  2. Courtroom Evidence Display
  
- **COLJ Judges & Clerks**
  1. Online Jury Questionnaires
  2. Automated Text Reminders
  
- **Juvenile Probation**
  1. Online Jury Questionnaires
  2. Automated Text Reminders
  
- **Pre-Trial Services**
  1. Automated Text Reminders



## **Information Technology Goals & Objectives**

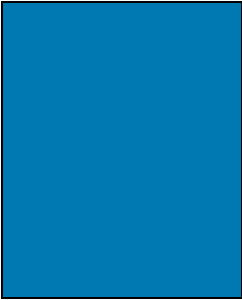
<b>GOAL 1</b>	<b>Security and Business Continuity.</b> The Montana Judicial Branch shall provide the infrastructure and disaster-recovery tools to ensure the security, reliability, continuity, availability, and integrity of data, information, and systems.
<b>Objective</b>	<p><b>1. The Judicial Branch will develop security policies consistent with state policies, including procedures for authenticating electronic documents.</b></p> <ul style="list-style-type: none"> <li><i>a. Develop and maintain FullCourt Enterprise security policies consistent with the access rules adopted by the Supreme Court, the District Court Clerks, and the Courts of Limited Jurisdiction Automation Committees.</i></li> <li><i>b. Consider adoption of appropriate enterprise security policies advanced by the State of Montana</i></li> <li><i>c. Ensure that any electronic filing system follows best practices for authentication of electronic documents as recommended by the Electronic Filing and Access Task Force.</i></li> <li><i>d. Review and develop retention policies and procedures for electronic work products based on best practices.</i></li> </ul>
<b>Objective</b>	<p><b>2. The Commission on Technology will review and approve security policies and measures, consistent with state policies and measures for the Judicial Branch. The COT will provide governance support to the Information Technology Division when implementing such policies and measures.</b></p> <ul style="list-style-type: none"> <li><i>a. Review, approve and recommend to the Court, security policies presented to the Commission on Technology by IT Division Security.</i></li> <li><i>b. Provide direction and backing to IT Division Security in execution of COT approved and Court ordered security policies.</i></li> <li><i>c. The IT Division will develop Artificial Intelligence employee usage and cybersecurity policies for the Branch.</i></li> </ul>

**Objective**

- 3. The Judicial Branch will assess risk, relative to security, availability, reliability, integrity, and continuity and develop a disaster recovery plan for all court information.**
- a. Develop a detailed disaster recovery and business continuity plan for all court information and technology systems.*
  - b. Provide enhanced training to Judicial Branch employees on computer and network security, cybersecurity risk recognition, the importance of backup procedures/responsibilities, and the proper use of Judicial Branch technology and systems.*
  - c. Collaborate with the Department of Administration's Information Technology Services Division to register a comprehensive inventory of Judicial Branch systems, services, and processes. Identify system dependencies.*
  - d. Expand system vulnerability scanning and employ ethical hacking services to evaluate Judicial Branch system cybersecurity risks and vulnerabilities. Implement protective measures and compensating control plans consistent with the state's cybersecurity initiatives and policies.*
  - e. Identify, develop, and test tools and skillsets necessary to implement real-time incident response and threat detection.*

## **Information Technology Goals & Objectives**

<b>GOAL 2</b>	<b>Appropriate Access.</b> The Montana Judicial Branch shall provide user-friendly electronic access to and exchange of information for stakeholders, consistent with the public's right to know and rights of individual privacy.
<b>Objective</b>	<p><b>1. The Judicial Branch will develop and implement consistent rules for access to court records.</b></p> <p><i>a. The Commission on Technology will review the effects of applying Public Access and Privacy Rules to Montana trial court records and court documents.</i></p>
<b>Objective</b>	<p><b>2. The Judicial Branch will maintain a central repository of court information that ensures reliable and appropriate access to court records.</b></p>
<b>Objective</b>	<p><b>3. The Judicial Branch will enhance the use and functionality of all court applications.</b></p> <p><i>a. Complete Statewide Implementation of FullCourt Enterprise – District and Limited Courts</i></p> <p><i>b. Evaluate a potential new Jury system (including SMS Text Messaging and Interactive Voice Recognition (IVR)).</i></p> <p><i>c. Consider the use of automated SMS Text Messaging functionality within the FullCourt Enterprise system.</i></p> <p><i>d. Continue Implementation of Montana Courts E-Filing.</i></p> <p><i>e. Evaluate a potential E-Filing System Replacement.</i></p> <p><i>f. Develop educational and marketing strategies to encourage widespread use of the Montana Courts E-Filing System.</i></p> <p><i>g. Begin preliminary research into pro se filing strategies and portal development.</i></p>
<b>Objective</b>	<p><b>4. The Judicial Branch will encourage appropriate electronic information exchange with authorized entities (<i>FullCourt Enterprise dependency</i>).</b></p> <p><i>a. Maintain a prioritized inventory of inter-agency data exchange requests. Initiate inter-agency data exchange projects when funding is secured, and staffing levels are adequate and able to manage external projects without impacting internal Judicial Branch operations.</i></p> <p><i>b. Continue work with the Department of Transportation's Traffic Records Coordinating Committee to improve traffic record information exchanges.</i></p> <p><i>c. Work with state and local government agencies to convert information exchanges currently performed in paper format to electronic exchanges.</i></p> <p><i>d. Implement redesigned Motor Vehicle data exchange in the Courts of Limited Jurisdiction.</i></p> <p><i>e. Expand redesigned Department of Motor Vehicle data exchanges to District Courts.</i></p>

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- f. Redesign the Computerized Criminal History data exchanges with the Department of Justice.*
  - g. Implement the redesigned Computerized Criminal History data exchange in both the District Courts and Courts of Limited Jurisdiction.*

## Information Technology Goals & Objectives

<b>GOAL 3</b>	<b>Appropriate Technology.</b> The Montana Judicial Branch shall employ appropriate technology to ensure efficient, effective, quality service to both Judicial Branch users and the public.
<b>Objective</b>	<p>1. The Judicial Branch will use technology to enhance courtroom efficiency, effectiveness, and access (e.g., network access, evidence presentation and display systems, court reporting and recording use to capture and preserve the court record).</p> <ul style="list-style-type: none"> <li>a. The Judicial Branch will seek adequate funding for future installations, upgrades and enhancements of Courtroom Technology including audio/sound systems and evidence displays.</li> <li>b. The Judicial Branch will consider future legislative proposals to provide regular replacement cycle funding for courtroom audio and video technology.</li> <li>c. The Judicial Branch will promote the appropriate use of interactive video and provide an interactive video capability in Montana courts as funding and resources permit.</li> <li>d. Explore additional uses of interactive video including live streaming, webinars, use of video equipment for evidence display and desktop video conferencing.</li> <li>e. Develop a branch video conferencing usage policy.</li> </ul>
<b>Objective</b>	2. The Judicial Branch will employ an inventory management system to enhance the branch's accountability of equipment and IT resources, as well as maintain a regular replacement cycle for all supported technologies.
<b>Objective</b>	<p>3. The Judicial Branch will, where possible, centralize the administration, management, support, and inventory of systems.</p> <ul style="list-style-type: none"> <li>a. Implement virtualization technologies; seek consolidation opportunities with state/local governments; share common IT infrastructure and services; reduce duplicative equipment and improve security, disaster recovery and continuity of operations by utilizing enterprise data centers.</li> <li>b. Explore cloud hosting and Software as a Service delivery models for new/changing Judicial Branch information technology systems, consistent with the State's technology initiatives.</li> </ul>
<b>Objective</b>	<p>4. The Judicial Branch shall begin identifying Artificial Intelligent use cases for data (cleaning, validation, visualization, analytics), technical services, and customer service to enhance the Branch's strategic goals and objectives.</p> <ul style="list-style-type: none"> <li>a. The Judicial Branch shall begin building an Artificial Intelligence strategy and analyzing key considerations for AI implementation to boost/enhance existing operations.</li> </ul>



## **Information Technology Goals & Objectives**

<b>GOAL 4</b>	<b>Innovation and Collaboration.</b> The Montana Judicial Branch shall maximize the ability to innovate by strengthening community collaboration and employing standardization to leverage solutions and drive technology changes.
<b>Objective</b>	<p><b>1. The Montana Judicial Branch shall adopt standards that facilitate a familiar presentation when accessing judicial information and encourages seamless integration of governmental systems in the state.</b></p> <p><i>a. The Judicial Branch will adopt data standards that facilitate information sharing and allow enhanced reporting through the court systems.</i></p>
<b>Objective</b>	<p><b>2. The Judicial Branch will seek input from stakeholders and other communities of interest regarding changing court technologies.</b></p> <p><i>a. The Commission on Technology will convene multi-disciplinary task forces as appropriate to research and recommend improvements to the court technology program.</i></p> <p><i>b. The Commission on Technology will continue to survey Judicial Branch users and other communities of interest to evaluate customer satisfaction of services provided through the court technology program.</i></p> <p><i>c. Evaluate opportunities to collaborate with other state agencies for the use of the JCATS technology which provides an easily customizable platform to meet needs. These relationships/opportunities have the potential of creating significant financial efficiencies for the state, as well as significantly improved data collection strategies.</i></p> <p><i>d. Identify partnerships and opportunities for collaboration when pursuing innovative ideas and best practice strategies to improve the implementation and delivery of court programs.</i></p>

<b>GOAL 5</b>	<b>Water Court Case Management Technology.</b> Collaboratively develop and utilize integrated IT services between DNRC (Water Rights Bureau, Water Adjudication Bureau) and the Judicial Branch to provide better services to citizens, courts, and department programs.
<b>Objective</b>	<p><b>1. Identify and promote the acquisition and deployment of appropriate technologies to improve efficiencies and access to water right records including an up-to-date supportable central water right record system and a modern court case management system for the Montana Water Court.</b></p>
<b>Objective</b>	<p><b>2. Create and implement a standards-based design for electronic information exchange between entities (DNRC, courts, citizens, other water right holders, and interfacing systems) to ensure water right records are timely, accurate and complete and easily accessible.</b></p>

## Alignment with SITSD 2024-26 IT Strategic Plan

The following table shows how the Judicial Branch's Strategic Plan aligns with the State of Montana 2024-2026 Biennium Information Technology Strategic Plan.

SITSD 2024-2026 IT Goals	Judicial Branch 2025 IT Goals & Objectives
<b>DIGITIZATION</b>  Embrace digital tools and processes to improve efficiency.	<b>GOAL 2: Appropriate Access</b> <ul style="list-style-type: none"> <li>➤ <b>Objective 3c:</b> Consider the use of automated SMS Text Messaging functionality.</li> <li>➤ <b>Objective 4:</b> The Judicial Branch will encourage appropriate electronic information exchanged with authorized entities.</li> </ul> <b>GOAL 5: Water Court Case Management Technology</b> <ul style="list-style-type: none"> <li>➤ <b>Objective 1:</b> Create and implement a standards-based design for electronic information exchange between entities (DNRC, courts, citizens, other water right holders, and interfacing systems) to ensure water right records are timely, accurate and complete, and easily accessible.</li> </ul>
<b>REDUCE TECHNICAL DEBT</b>  Optimize technical infrastructure to drive operational excellence, innovation, and cost-efficiency.	<b>GOAL 3: Appropriate Technology</b> <ul style="list-style-type: none"> <li>➤ <b>Objective 3:</b> The Judicial branch will, where possible, centralize the administration, management, support, and inventory of systems.</li> <li>➤ <b>Objective 3a:</b> Implement virtualization technologies; seek consolidation opportunities with state/local governments; share common IT infrastructure and services; reduce duplicative equipment.</li> <li>➤ <b>Objective 3b:</b> Explore Cloud Hosting and Software as a Service delivery models for new/changing Judicial Branch information technology systems, consistent with the State's technology initiatives.</li> </ul>
<b>BE BUSINESS CONSULTANTS</b>  Become trusted strategic advisors by seamlessly aligning technical solutions with agency objectives.	<b>GOAL 4: Innovation and Collaboration</b> <ul style="list-style-type: none"> <li>➤ <b>Objective 2:</b> The Judicial Branch will seek input from stakeholders and other communities of interest regarding changing technologies.</li> <li>➤ <b>Objective 2a:</b> The Commission on Technology will convene multi-disciplinary task forces as appropriate to research and recommend improvements to the court technology program.</li> <li>➤ <b>Objective 2d:</b> Identify partnerships and opportunities for collaboration when pursuing innovative ideas and best practices strategies to improve the implementation and delivery of court programs.</li> </ul>
<b>BECOME BUSINESS PARTNERS</b>  Establish strategic partnerships with business leaders to drive organizational success as trusted advisors.	<b>GOAL 4: Innovation and Collaboration</b> <ul style="list-style-type: none"> <li>➤ <b>Objective 2:</b> The Judicial Branch will seek input from stakeholders and other communities of interest regarding changing technologies.</li> <li>➤ <b>Objective 2a:</b> The Commission on Technology will convene multi-disciplinary task forces as appropriate to research and recommend improvements to the court technology program.</li> <li>➤ <b>Objective 2d:</b> Identify partnerships and opportunities for collaboration when pursuing innovative ideas and best practices strategies to improve the implementation and delivery of court programs.</li> </ul>

## Executive Summary

The Information Technology Strategic Plan is the blueprint for court technology initiatives in the Judicial Branch and the success of the Court Information Technology Program is a direct result of the strategic vision articulated in the plan and supported by Montana Judicial Branch, Executive Branch and Legislative Branch members.

*The Commission on Technology adopted the 10<sup>th</sup> Judicial Branch Technology Strategic Plan on April 2, 2024.*