

# **Maryland Judiciary**

**Fiscal Year 2025**

## **Information Technology Master Plan Information Technology Project Requests Project IV&V Updates**



Administrative Office of the Courts

December 2023



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## Section 1 – General Agency Information

### Maryland Judiciary Contact Information

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State of Maryland Judiciary

#### B. CIO Name and Contact Information

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#### E. Plan Date

December 2023

## **Section 2 - Judiciary Vision, Mission, and Business Functions**

### **A. Vision Statement**

The Maryland Judiciary advances justice for all who come to Maryland's courts. We are an efficient, innovative, and accessible court system that works collaboratively with justice partners to serve the people with integrity and transparency.

### **B. Mission Statement**

The Maryland Judiciary provides fair, efficient, and effective justice for all.

### **C. Business Functions**

The Maryland court system has four levels: two trial courts and two appellate courts. The trial courts consider evidence presented in a case and make judgments based on the facts, the law, and legal precedent (prior legal decisions from a higher court). Appellate courts review a trial court's actions and decisions and decide whether the trial judge properly followed the law and legal precedent. In this context, it is a system dependent upon:

- Information exchanged through pleadings, petitions, charging documents, answers, motions, and appeals;
- The issuance of arrest and bench warrants, notices, summonses, subpoenas, and writs; and,
- Case scheduling, hearings, trials, and dispositions.

## **COURTS**

### **Appellate Courts**

Maryland has two appellate courts: The Supreme Court of Maryland and the Appellate Court of Maryland, and two sets of trial courts: Circuit Courts and District Court.

### **Supreme Court of Maryland**

The Supreme Court of Maryland is the State of Maryland's highest court. The Supreme Court hears cases primarily by way of certiorari, a process that gives the Court discretion to hear appeals where it concludes that doing so is desirable and in the public interest. A party or parties seeking review by the Supreme Court file a "petition for writ of certiorari" asking the Court to hear specific questions presented by the case. If the Court grants a writ of certiorari, parties will then file briefs addressing the questions presented by the petition or the questions approved by the Court for review. In addition to its discretionary jurisdiction, the Court considers cases involving legislative redistricting, attorney discipline, and certified questions of law. The Court also establishes the rules of practice and procedure for cases filed in all Maryland's Courts.

The Supreme Court consists of seven Justices. Each of the seven active Justices is appointed from one of the State's seven appellate circuits. All seven Justices sit together to consider petitions for writ of certiorari and cases on the Court's regular docket. The Supreme Court is assisted in its work by senior judges and senior justices who sit for one or more of the Justices if they are recused from cases on the Court's regular docket.

The Clerk of the Supreme Court and the Clerk's Office Staff keep the appellate record and maintain the records of the Court. All papers submitted for consideration by the Court are filed with the Clerk.

The Supreme Court of Maryland is empowered to adopt rules of judicial administration, practice, and procedure which have the force of law. It also admits persons to the practice of law, on recommendation of the State Board of Law Examiners, and conducts disciplinary proceedings involving members of the bench and bar.

### **Appellate Court of Maryland**

The Appellate Court of Maryland is Maryland's intermediate appellate court. Established in 1966 by a constitutional amendment, the Court considers appeals from almost any case that originates in a circuit court or an orphans' court in Maryland. Parties who are unsuccessful in the Appellate Court may be able to seek further review in the Supreme Court, Maryland's highest court.

The Court consists of fifteen active judges, at least one of whom comes from each of the State's seven geographic appellate circuits. All of the judges are appointed by the Governor, confirmed by the Maryland Senate, and then must stand for a retention election by the voters every ten years. Judges may serve until age 70. Senior Judges who have been authorized by the Supreme Court of Maryland to continue to serve may also hear and decide cases alongside the active judges.

All appeals filed in the Appellate Court of Maryland are governed by Title 8 and Title 20, pertaining to electronic filing over MDEC, of the Maryland Rules. After appeals are fully briefed, they are considered by panels of three judges. In all cases, the judges consider briefs filed by the parties and the record developed in the trial court. In some cases, the Court also holds oral argument, generally in the Courts of Appeal Building in Annapolis on one of the first eight business days of a month (directions can be found here). The Court's schedule is posted here. If oral argument is scheduled, the identity of the members of the panel is revealed approximately seven-to-ten days in advance of the date of the argument.

In most cases, one of the three members of the panel assigned to the case will author a written opinion deciding the appeal. One or both of the other judges on the panel may also write a separate opinion concurring in or dissenting from the majority opinion. In rare cases, the entire Court will sit to review a case.

All of the Court's opinions are issued in writing. Some are also "reported," which means that they are published in the bound volumes of the Maryland Appellate Reporter and, unless overturned by the Supreme Court, serve as precedent that binds the State's trial courts. Opinions that are unreported are binding only on the parties to that appeal. Anyone, even a nonparty, can ask the Court to report an opinion that is initially unreported, as long as they do so before the Court issues its mandate (for the timing of the mandate, see Rule 8-606(b)). All opinions, both reported and unreported, are available on this website.

Each active judge of the Court maintains a chambers with staff who work directly for that judge. In addition, the Court is supported by its Clerk's Office, Staff Attorneys Office, and Alternative Dispute Resolution Division.

The Clerk of the Appellate Court of Maryland is responsible for receiving and keeping all papers filed with the Court, including briefs, motions, and the trial court records. The Clerk's Office is located on the Second Floor of the Courts of Appeal Building. All communications with the Court should come through the Clerk's Office. Litigants and attorneys should not attempt to contact judges or their chambers staff directly, either before or after an opinion is issued.

The Court also has a Staff Attorneys Office. Staff Attorneys assist the Court in reviewing certain appeals and applications for leave to appeal.

The Court's Alternative Dispute Resolution Division reviews most civil appeals and selects those that are good candidates for possible resolution through mediation. For the cases selected, the Division then uses highly trained mediators to facilitate the parties' resolution of their disputes. Cases not resolved through this process are placed back into the normal appellate process.

The Court is committed to providing access to justice to all who come before it. To that end, the Court has created its Guide for Self-Representation, which can help self-represented litigants in preparing their briefs and other papers.

The Appellate Court of Maryland was created in 1966, and unless otherwise provided by law, it considers any reviewable judgment, decree, order, or other action of the circuit and Orphans' Courts. Judges sitting on the Appellate Court of Maryland generally hear and decide cases in panels of three. In some instances, however, all 15 judges sit en banc to hear the case.

### **Circuit Court**

The circuit courts generally handle more serious criminal cases; major civil cases, including juvenile and other family law cases such as divorce, custody, and child support; and most cases appealed from the District Court, Orphans' Courts, and certain administrative agencies. Circuit courts also hear domestic violence cases. There are 24 circuit court jurisdictions. Each county and the City of Baltimore has a circuit court. Cases may involve juries or may be heard by a judge only. In addition to handling cases, there are other functions handled by the clerks of the circuit courts. Every Maryland county and Baltimore City has a Department of Land Records located in the circuit court clerk's office. These departments maintain

records regarding real property in the jurisdiction that are accessible on a variety of media from “well-bound books” to digitally scanned images. Marriage licenses are issued by circuit court clerks. Maryland requires that a marriage license be obtained from the circuit court clerk's office in the jurisdiction where the marriage is to take place regardless of the residences of the parties. The circuit court Clerks also help coordinate the issuance of business licenses for businesses operating in the respective county.

### **District Court**

Most people experience the court system through the District Court. Cases heard here include motor vehicle (traffic) and boating violations, other misdemeanors and specified felonies, domestic violence and peace order petitions, landlord-tenant disputes, small claims, other civil cases involving limited dollar amounts, and replevin (recovery of wrongfully taken or detained goods). Each county and the City of Baltimore has at least one District Court location. A case in the District Court is argued before a judge only; there are no jury trials in District Court.

## **COURT SUPPORTING OFFICES**

### **Attorney Grievance Commission**

The Attorney Grievance Commission oversees the conduct of both Maryland lawyers and non-members of the Maryland Bar who engage in the practice of law in the State. Maryland Rule 19-702.

### **State Board of Law Examiners**

The Board of Law Examiners administers bar examinations to persons seeking admission to the practice of law pursuant to Maryland Rule 19-102, Maryland Business Occupations & Professions, §10-201.

### **Client Protection Fund of the Bar of Maryland**

The Client Protection Fund maintains the integrity and protects the good name of the legal profession. The Fund, supported financially by practicing attorneys, reimburses claimants for losses caused by theft of funds by members of the Maryland Bar, acting either as attorneys or as fiduciaries. Maryland Rule 19-602, Maryland Business Occupations & Professions, §10-311.

### **Commission on Judicial Disabilities**

The Commission on Judicial Disabilities serves the public in a variety of ways. Its primary function is to receive, investigate, and hear complaints against members of the Maryland Judiciary. It also supplies judicial nominating commissions with confidential information concerning reprimands to or pending charges against judges who are seeking nomination to other judicial offices. Maryland Constitution, Article 4, §4A, Maryland Courts & Judicial Proceedings, §13-401.

### **Court of Appeals Standing Committee on Rules of Practice and Procedure**

The Rules Committee meets regularly to consider proposed amendments and

additions to the Maryland Rules and submits recommendations for change to the Court of Appeals. Maryland Courts & Judicial Proceedings, § 13-301.

### **State Law Library**

The Thurgood Marshall State Law Library provides access for the law-related information needs of the Judiciary, the legal community, government agencies, and the public. Maryland Courts & Judicial Proceedings, § 13-501.

## **COURT ADMINISTRATION**

### **Administrative Office of the Courts**

The Administrative Office of the Courts (AOC) is led by the State Court Administrator. The AOC provides administrative services for the Maryland Judiciary. The AOC also provides staff support to the Maryland Judicial Council and other Judiciary conferences and programs. The mission of the AOC is to foster fair, efficient, timely, and accessible justice for all people by providing guidance, services, support, and resources to the courts, government agencies, communities, and individuals; providing clear and accurate information to customers; and facilitating, coordinating, and implementing innovative statewide judicial branch policies and programs. There are seven divisions in the AOC:

- **Judicial College of Maryland:** Judicial Education, Professional Development, Technology Education
- **Government Relations and Public Affairs:** Communications, Legislative Relations, Public Relations
- **Internal Affairs:** Internal Audit, Legal Affairs, Fair Practices
- **Judicial Information Systems (JIS):** Customer Service, Information Technology Service Management, Applications, Development and Integration, Infrastructure, Operations, Information Security, Project Management, Strategic Planning, Budget and Administration
- **Operations:** Budget & Finance, Facilities Administration, Payroll Services, Procurement, Contract & Grant Administration, Security Administration
- **Programs:** Access to Justice, Court Interpreter Program, Juvenile and Family Services, Research and Analysis, Mediation and Conflict Resolution Office, and Office of Problem-Solving Courts; and
- **Human Resources:** Benefits and Human Resource Information System Administration, Talent Acquisition, Employee Relations and Accountability, and Classification and Compensation Administration.

## Section 3 – Strategic Plan for the Maryland Judiciary

To advance the mission of the Maryland Judiciary, there are eight goals that the Judiciary pursues.

### A. Judiciary Goals

#### 1. Provide Access to Justice

The Maryland Judiciary ensures equal access to justice. The courts develop services and programs that facilitate access to and understanding of court processes.

#### 2. Be Responsive and Adaptable to Changing Community Needs

The Maryland Judiciary provides responsive leadership, ensures a respectful forum of justice, and proactively addresses the changing needs of its constituents and employees.

#### 3. Communicate Effectively with Stakeholders

The Maryland Judiciary communicates effectively to inform and educate the public, the bar, justice partners, and staff. Outreach activities are on-going regarding attorneys, landlord agents, self-help centers, the District Court, the circuit courts, the Court of Special Appeals, and the Court of Appeals, as well as other court support entities.

#### 4. Improve Systems and Processes

The Maryland Judiciary is forward-thinking and focused on continuous improvements to systems and processes, helping the courts to better serve the people and provide for the prompt, efficient, and just resolution of cases.

#### 5. Be Accountable

The Maryland Judiciary holds itself to the highest standards of excellence and administers justice with diligence and integrity. Good stewardship is a paramount attribute of the Judicial Information Systems division.

#### 6. Assure the Highest Level of Service

Because a dedicated and professional workforce is essential to providing quality service to all, the Maryland Judiciary trains, develops, and supports a professional and skilled workforce.

#### 7. Build Partnerships

The Maryland Judiciary works collaboratively with its justice partners and the public to fulfill its mission.

#### 8. Use Resources Wisely

The Maryland Judiciary uses public funds wisely to assure sufficient resources for personnel, facilities, programs, equipment, and technology, all with the aim of efficiently administering justice and providing exceptional public service.

## B. Judicial Information Systems Support of Judiciary Goals

Judicial Information Systems completely supports and enables all the Judiciary's strategic goals. The following table illustrates that each of the planned or ongoing major projects support multiple strategic goals.

*Table 1 Judiciary Goal Support by Project*

↓Project Name Strategic Goal→	Provide Access to Justice	Be Responsive & Adaptable to changing community needs	Communicate effectively with stakeholders	Improve Systems & Processes	Be Accountable	Assure the highest level of service	Build partnerships	Use resources wisely
MDEC	✓	✓	✓	✓		✓	✓	✓
Courthouse eReadiness	✓	✓		✓		✓		✓
Case Search Rewrite Version 2.0	✓	✓	✓	✓	✓	✓	✓	
Jury System		✓	✓	✓		✓	✓	✓
AIS - Enhancements		✓	✓	✓		✓	✓	✓
Court Revenue Assessment		✓		✓	✓	✓		✓
e-BAR		✓	✓	✓		✓		✓
Guardianship	✓	✓	✓	✓	✓	✓	✓	✓
Case Notification	✓	✓	✓	✓		✓	✓	✓
SMART System Replacement	✓	✓	✓	✓	✓	✓	✓	✓
Mobile Information	✓	✓	✓	✓	✓	✓	✓	✓
VOIP - Enterprise Deployment	✓			✓				✓
Data Analytics		✓	✓	✓	✓		✓	✓
Digital Evidence		✓		✓	✓			✓
Network Redesign		✓		✓		✓		✓
Enterprise Content / Records Management				✓			✓	✓
Enterprise Financial/ HR System				✓	✓	✓		✓
Information Security	✓	✓		✓	✓	✓		✓
MDEC Enhancements	✓	✓	✓	✓		✓	✓	✓
Infrastructure Modernization	✓	✓	✓	✓	✓	✓	✓	✓

## Section 4 - Judiciary Information Systems Strategic Direction

### Summary of the Judiciary's Information Technology Environment

#### A. Background

Judicial Information Systems (JIS), under the direction of the Chief Information Officer, receives guidance from the State Court Administrator, the Court Technology Committee, and the Major Projects Committee, which are committees of the Judicial Council. The Major Projects Committee focuses on large-scale projects that have significant policy implications. The Court Technology Committee provides direction, guidance, and input on projects that are more focused on operational improvements and tactical implications. Each committee has representation from all major court entities and the Administrative Office of the Courts. JIS supports all major IT initiatives in the District Court, the circuit courts, the Appellate Court of Maryland, and the Supreme Court of Maryland, as well as other court supporting entities.

It is the primary responsibility of JIS to:

- Administer the state-funded information technology systems of the Judicial Branch;
- Maintain the Judiciary Data Centers which support the critical court applications and provide redundancy for continuity of operations and disaster preparedness;
- Manage the communications wide-area network (WAN). The WAN connects Judiciary offices and court locations and connects to internet services. The network is designed to ensure uninterrupted access to the network and the applications supporting the courts and court supporting entities;
- Assure the confidentiality, integrity, and availability of Judiciary information assets through a comprehensive information security program including a robust, comprehensive security awareness training program;
- Provide 24x7 technical support and customer service to the users of the Judiciary's systems;
- Identify changes and trends in computer, communications, and information systems technology and present opportunities to adopt new technologies in order to enhance the Judiciary's operations;
- Determine long-term needs and overall strategies for development and management of judiciary-wide information technology and provide oversight for technology projects, ensuring sound investments that meet stated goals and objectives;
- Lead the design, development, acquisition, maintenance, and integration of information systems, to include cloud-based storage, computing applications, computer-based transaction processing and reporting, data and information warehousing and analysis, disaster recovery and business continuity planning and execution;
- Facilitate changes to software, hardware, technology, and related business practices;

- Propose and administer IT program and operational budgets; and
- Supervise JIS personnel in accordance with the Judiciary Human Resources Department's policies and procedures.

## **B. Drivers and Strategic Issues**

### **1. Governance**

Governance and oversight activities for major technology projects within the Maryland Judiciary occur at multiple levels and junctures during the life cycle of a project. The Judicial Council through recommendations from two committees, the Major Projects Committee and the Court Technology Committee, is the primary governance forum for prioritizing project efforts and securing executive sponsorship for all major technology projects. These committees serve as the governing bodies for JIS projects and provide input to JIS priorities. JIS provides advice and insight to guide which projects may commence in a current fiscal year, as well as a planning for future fiscal years.

JIS project managers oversee the monitoring of project activities. Project issues are brought to the attention of project sponsors and steering committees for resolution. Additionally, JIS created a customized Project Life Cycle (PLC) policy containing governance processes to ensure review of all major projects and significant enhancements to systems at key decision points of the project life cycle. Pervasive throughout this structured oversight is the use of independent parties to assess project plans and activities at key project junctures. Major vendors and consulting firms are retained as needed to verify, validate, and recommend enhancements of major systems. For example, Oracle and Microsoft have performed database analyses, and consulting firms have evaluated the security posture and the remote computing architecture. JIS Senior Management coordinates project initiatives and promotes guidelines, processes, and standards for successfully managing projects. Existing project request and tracking systems are used for investment and portfolio management purposes.

### **2. Infrastructure and Court Systems Modernization**

The Judiciary continues to enhance and refresh its infrastructure capabilities while it replaces legacy systems. All modern information systems face increasing demands for interoperability, electronic interfaces, public access, and critical business functionality, which at the core requires robust system architectures. The infrastructure that supports the Judiciary systems is comprised of secure, hardened, redundant data centers; high performing networks both locally and state-wide; reliable, resilient servers; sophisticated databases; and applications, which can deliver information to a variety of end user devices.

### **3. Information Security and Confidentiality**

Confidentiality, integrity, and availability of Judiciary information assets are paramount to the business of the Judiciary. JIS proactively manages the cyber threat landscape and reviews and enhances security practices and measures as appropriate.

The JIS cybersecurity strategic roadmap leverages existing technology and deploys new technologies and controls. These technologies assist JIS to monitor and respond to the ever-changing cyber threat landscape. An organization-wide information security education and awareness program teaches all levels of Judiciary personnel to prevent, recognize, and thwart security threats.

A 24x7 monitoring service extends the capability of JIS and modern security system solutions detect and identify when there is a potential network incident or sharing of information is contrary to information security policy. The data held by the Maryland Judiciary is primarily classified as “public;” however, data containing personally identifiable information (PII) or other statutory or Maryland Rule based shielding is protected from unauthorized access. Critical infrastructure components are housed in a secure data center. JIS performs disaster recovery exercises as appropriate to ensure the information systems maintain the availability needed by the Judiciary.

#### **4. Access and Interoperability**

Access to the various applications and other information system resources that support the Judiciary is fundamental to success. Technological advances in mobile communications and devices, and evolving methods for remote access influence the direction and strategy of the Judiciary’s technology infrastructure and applications. The need to exchange data among criminal justice partners at critical junctures of the criminal justice process also remains a major driver; however, ensuring timely and accurate information exchanges in a seamless fashion requires collaboration between partners and the availability of the proper technology systemically. Desire for increased functionality requires the use of innovative technology and, correspondingly, refocusing staff competencies and capabilities.

#### **5. Experienced, Educated Information Technology Staff**

As systems migrate to modern technologies, a balance of staff skills is needed to maintain the legacy systems and facilitate the new systems being implemented. The Judiciary engages consultants for legacy support as well as to help transition systems and staff as needed. The transition will be complete as legacy systems are decommissioned. JIS employs cross-matrix teams on major new development initiatives, implements continuous training programs to update skills in support of newer technologies, and engages consulting skills to facilitate knowledge transfer to staff lacking requisite skillsets to move system replacement and new development efforts forward. Restructuring and realignment of staff, combined with the right mix of consulting resource enables JIS to develop and maintain both legacy and new systems through the transition. The availability of knowledgeable, effective resources to support this transition will continue to be a critical issue.

#### **6. Planning**

The JIS planning process ensures that all significant project activity is undertaken within the context of the Judiciary and JIS strategic plans. For all major projects, an assessment of the current environment (business and technical) is performed prior to the initial step to confirm scope and “fit” of the project prior to proceeding to the

project intake process. The intake process requires that the project requests be defined to include purpose, business need, scope, estimated schedule, stakeholders, critical success factors, risks, dependencies, and resources needed. This practice helps ensure that projects are undertaken with proper consideration of the timing and integration with other project initiatives and activities.

**7. Methodology**

JIS utilizes an Enterprise Project Management methodology to leverage a project management framework. This methodology incorporates a project intake process to quantify, justify, and approve all projects in the JIS portfolio. Using guidance and input from sponsors, JIS leadership performs project ranking and prioritization to align the projects with the JIS strategic goals and objectives. The JIS Enterprise Project Management Office oversees the portfolio of projects, ensuring sound investments that meet stated goals and objectives. The Enterprise Project Office is directly responsible for administering the execution of the PLC policies, which utilize industry best practices and guidelines.

**8. Process Improvement**

Project oversight ensures sound investments that meet stated goals and objectives. By employing Independent Verification and Validation (IV&V) practices and services to major development projects, JIS monitors the ongoing health of the projects and continued viability of continued process improvement efforts.

**9. Innovation**

Acknowledging that technological advances supply the foundation for innovative approaches to solving business challenges, JIS examines and evaluates new developments to be introduced and adopted at the appropriate time. Recent advances in communications, network design, collaboration strategies, storage solutions, data center redundancy, artificial intelligence, and information security protection are examples of finding new solutions to improve the Judiciary and help it achieve its mission.

## **Appendix A – IT Project Reports / Requests**

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## Fiscal Year 2025 IT Project Report

### Court Management Build-Out (MDEC)

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor(s): Chief Judge John Morrissey / Judy Rupp

Judiciary CIO: Robert Bruchalski

Project Managers: Olya Jerschowsky, Sr. Manager, Portfolio & Project Management  
Lisa Preston, Sr. Manager, Case Management Systems

#### Section B. PROJECT DESCRIPTION

The MDEC initiative focuses on the operational and management processes, functional requirements, and replacement of the Judiciary’s legacy case management systems to a unified court management solution. MDEC has introduced new functionality, including electronic filing, courthouse scanning, an attorney and litigant portal for data access, new business processes that include a process for examining the sufficiency of case documents filed electronically, a data entry module for use in courtrooms during proceedings, and a case information retrieval dashboard for use by the judges. The system allows documents to be filed 24/7 using the internet and fees to be paid online. Implementation of MDEC has resulted in greater consistency in and improved access to data, as well as improved interoperability for the transfer of data. Prince George’s County went live on October 17, 2022, and Baltimore City is planned to go live on the system in May 2024.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

**Section C. MDEC PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY12</b>
<b>Define:</b>	<b>FY12</b>
<b>Design:</b>	<b>FY12-FY13</b>
<b>Demonstrate:</b>	<b>FY13-FY20</b>
<b>Deploy:</b>	<b>FY14-FY24</b>
<b>Delivered:</b>	<b>FY24</b>

**Section D. PROJECT STATUS**

The MDEC system has been implemented in 23 of the 24 jurisdictions and in both appellate courts. Below is the implementation schedule.

<b>Date</b>	<b>Implementation Phase</b>	<b># of Jurisdictions</b>
<b>October 2014 / August 2015</b>	Anne Arundel (Civil and Family / Criminal)	1
<b>July 2016</b>	Upper Eastern Shore (Kent, Talbot, Queen Anne’s, Cecil, and Caroline)	5
<b>December 2016</b>	Lower Eastern Shore (Dorchester, Wicomico, Worcester, and Somerset)	4
<b>June 2017</b>	Southern Counties (Calvert, Charles, and Saint Mary’s)	3
<b>October 2017</b>	Western Counties (Allegany, Garrett, Washington, Frederick)	4
<b>April 2018</b>	North Central Region (Carroll, Howard, and Harford)	3
<b>August 2018</b>	Appellate Courts (Court of Appeals, Court of Special Appeals)	2
<b>February 2019</b>	Baltimore County	1
<b>October 2021</b>	Montgomery County	1
<b>October 2022</b>	Prince George’s County	1
<b>May 2024</b>	Baltimore City	1

Baltimore City MDEC implementation is complex because of the challenges with multiple applications, seven court locations, third-party vendors, and relationships with external partner agencies. In order to mitigate future challenges, certain initiatives were started ahead of schedule to provide adequate time to resolve issues before the Baltimore City go-live.

<b>Date</b>	<b>Activity</b>
<b>2019 to 2022</b>	Completed a current state assessment of applications and processes for juvenile, asbestos, and criminal case processing at the Circuit Court for Baltimore City. Assessment reports completed for each track.

<b>2020 to 2022</b>	Upgraded the current application used for civil and family case processing to stabilize the system and replace unsupported hardware.
<b>2022 to 2023</b>	Conduct sessions to identify solutions to resolve differences between current state and MDEC business processes. Confirm the complete scope of work for the transition to MDEC.
<b>2021 to 2023</b>	Data quality analysis for civil and family case processing at the Circuit Court, to ensure accurate data is converted into MDEC.
<b>2021 to 2023</b>	Transition the collection of criminal fees and fines, and management of the accounts receivable data from the Baltimore City Sheriff's Office to the Circuit Court for Baltimore City.
<b>2022 to 2023</b>	Determine and address infrastructure, equipment, and implementation services required to support MDEC for the courts in Baltimore City.
<b>2023 to 2024</b>	Convert data from Baltimore City systems; finish deployment of equipment for new system; training of Baltimore City Staff; Go-live in Baltimore City

The project is on-track to go-live on MDEC in Baltimore City in May 2024.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The MDEC project has received an abundance of support from the project sponsors; however, high risk associated with scope, schedule and resources warrant an overall risk assessment of high</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>MDEC is governed by the Major Projects Committee. This group of sponsors have effectively removed obstacles, driven decisions and support the project team.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Conversion from the existing juvenile case management system is different from previous conversion.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Schedule adjustments will be needed to accommodate vendor-based software code for conversions, enhancements and/or upgrades that may be needed to support Baltimore City.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Scope and Schedule create potential budget risks related to conversion and infrastructure wiring projects Since the project needs contractual services to augment the current staff, the risk to Budget also increases. The project budget is carefully managed though so the risk is rated Medium instead of High.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Contractual services are required to augment existing JIS staff.</li> </ul>
<i>Organization Acceptance</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>Overall, the MDEC solution is well received and is achieving its goal of standardizing the business processes across the state, enabling access to information, extending access to external partners, automating tasks, and improved reporting. Communication and training need to be robust, available, and consistent.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: MDEC**

Fund Type	Cost Prior to FY23	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	69,489,694	1,879,032	5,225,577	76,594,303	0	0	0	0	0	76,594,303
Project Oversight	736,526	0	0	736,527	0	0	0	0	0	736,527
<b>Total ALL Funds</b>	<b>70,226,220</b>	<b>1,879,032</b>	<b>5,225,577</b>	<b>77,330,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,330,830</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: MDEC**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	153,641	6,660	160,301	0	0	0	0	0	160,301
04. Travel	0	330,304	50,000	380,304	0	0	0	0	0	380,304
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	52,535,258	67,144,138	5,168,917	72,313,055	0	0	0	0	0	72,313,055
09. Supplies & Materials	0	172,895	0	172,895	0	0	0	0	0	172,895
10. Equipment Replacement	0	2,586,862	0	2,586,862	0	0	0	0	0	2,586,862
11. Equipment Additional	0	1,717,413	0	1,717,413	0	0	0	0	0	1,717,413
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>52,535,258</b>	<b>72,105,253</b>	<b>5,225,577</b>	<b>77,330,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,330,830</b>

## Fiscal Year 2025 IT Project Report

### Courthouse eReadiness

#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

This initiative focuses on courthouse improvements across all Maryland jurisdictions, including implementing redundant network circuits in preparation for the replacement of the Judiciary’s legacy case management systems with MDEC. Specifically, this project includes network cabling, wireless capabilities, audio-visual solutions, and telecommunication switch upgrades in the local courthouses. The project will facilitate outside cabling activities when building access is required by commercial telecommunication partners in support of redundant network circuits. In addition, audio-visual equipment is being installed in some courtrooms to create an interactive courtroom environment.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	
8. Use resources wisely	✓

**Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY12</b>
<b>Define:</b>	<b>FY12-FY13</b>
<b>Design:</b>	<b>FY13-FY20</b>
<b>Demonstrate:</b>	<b>FY13-FY23</b>
<b>Deploy:</b>	<b>FY14-FY23</b>
<b>Delivered:</b>	<b>FY24</b>

**Section D. PROJECT STATUS**

Baltimore City's seven (7) court locations will be completed by early calendar year 2024. Aging buildings introduced challenges to upgrading or replacing network wiring, cabling, and electrical needed to support MDEC. Implementing reliable wireless and redundant wide area network capabilities presented significant challenges due to access restrictions and older building structures.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The risk for the schedule is high and scope, budget, and resources have medium level risk. Overall risk is high.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>Sponsorship is clear and supports the project and effort.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Only Baltimore City remains to be completed. From experience, the scope is well defined. However, significant additional scope was identified in previous locations and there is possibility this could be the case in this last jurisdiction, as well.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Inside cabling work is complex and must be completed in a timely manner. This is the first step in the physical infrastructure upgrade and, if not done on time, will delay the network upgrade and equipment deployment. All the steps must be completed before MDEC can be deployed. Delays in the procurement and delivery of computer hardware will affect the equipment deployment schedule. Mitigating building environmental issues could also cause delays.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project is entering into the final stages. Budget to support the project is identified, but additional expenses have required additional funds be added to the budget.</li> </ul>
<i>Resources</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Meeting the schedule deadline to support the last implementation may require additional resources.</li> </ul>
<i>Organization Acceptance</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The project is understood and generally accepted.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Courthouse eReadiness**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	10,293,048	7,293,689	5,579,385	23,166,122	0	0	0	0	0	23,166,122
Project Oversight	0	0	0	0	0	0	0	0	0	0
<b>Total ALL Funds</b>	<b>10,293,048</b>	<b>7,293,689</b>	<b>5,579,385</b>	<b>23,166,122</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,166,122</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Courthouse eReadiness**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	1,360,000	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	5,030,000	62,361	0	62,361	0	0	0	0	0	62,361
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	840,000	11,334,166	5,506,365	16,840,531	0	0	0	0	0	16,840,531
09. Supplies & Materials	0	561,220	11,899	573,119	0	0	0	0	0	573,119
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	3,200,000	5,628,990	61,121	5,690,111	0	0	0	0	0	5,690,111
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>10,430,000</b>	<b>17,586,737</b>	<b>5,579,385</b>	<b>23,166,122</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,166,122</b>

## Fiscal Year 2025 IT Project Report

### Case Search Rewrite Version 2.0

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor(s): Judy Rupp / Chief Judge John Morrissey

Judiciary CIO: Robert Bruchalski

Project Manager: Erica Peters, Sr. Manager Systems Development & Integration

#### Section B. PROJECT DESCRIPTION

Case Search provides electronic access to publicly accessible case information for Maryland's appellate and trial court case records. Case Search was introduced in 2006 to more efficiently address information requests commonly received by clerks' offices in the trial court. Secure Case Search was introduced later and provides secure login access to detailed case information, such as case-related comments, and is available only to authorized parties (generally justice partners), based on what is permissible, pursuant to rules and statutes. Currently, the Case Search system does not provide access to case documents, does not charge a fee for access, and does not provide a facility IT infrastructure for satisfying bulk data requests. Case Search Rewrite Version 2.0 is an initiative to redesign the Case Search platform to provide the ability to provide, and limit as required, access at a more granular level and to provide for greater system flexibility. This initiative will address the broader issue of remote access to electronic case records, including who has access, the types of information being accessed, and how long electronic records should remain online and available for access.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY18</b>
<b>Define:</b>	<b>FY20 – FY21</b>
<b>Design:</b>	<b>FY21</b>
<b>Demonstrate:</b>	<b>FY20 – FY21</b>
<b>Deploy:</b>	<b>FY21 – FY23</b>
<b>Delivered:</b>	<b>FY24</b>

### **Section D. PROJECT STATUS**

To address the many factors and considerations attendant to the creation of a new online case record access information system, the development of a new system will be a multi-year project and will parallel the full rollout of MDEC. When the MDEC rollout is complete, a new user interface built with new technology will be delivered. The Case Search & Data Request Subcommittee recommended a tiered approach for granting access to groups needing access to Judiciary data that align with Maryland Rules and statutes. The levels of access also consider what access changes, if any, are needed to be made to meet the needs of users who rely on judicial data to do their jobs. Those users include law enforcement, the State's Attorneys and Attorney General's offices, State executive branch agencies such as the Division of Parole and Probation and the Division of Corrections, and the Office of the Public Defender. All Secure Case Search users have been migrated to their new security roles. A new role was added to give the Maryland Department of Health access to non-public cases. Additional security and a modernized user interface provides more flexibility to support changes needed as legislated.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>• There are potential scope creep and schedule contingencies.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>• There is significant support and expectation from senior levels of leadership in the organization.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Scope definitions remain that need to be refined relative to Secure Case Search and the management of bulk search requests.</li> </ul>
<i>Schedule</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>• The schedule for this project is contingent on the MDEC project schedule.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Scope, schedule, and resource uncertainties increase this risk to medium.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>• The in-house development of this application competes for resources with other in-house development projects.</li> </ul>
<i>Organization Acceptance</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>• The organization is very supportive of the current system. There is no reason to think it will not be as accepting of the new system.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Case Search Rewrite Version 2.0**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Budget Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	1,866,858	201,448	288,878	2,357,184	0	0	0	0	0	2,357,184
Project Oversight	0	0	0	0	0	0	0	0	0	0
<b>Total ALL Funds</b>	<b>1,866,858</b>	<b>201,448</b>	<b>288,878</b>	<b>2,357,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,357,184</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Case Search Rewrite Version 2.0**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Budget Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	1,481,040	2,068,306	288,878	2,357,184	0	0	0	0	0	2,357,184
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	0	0	0	0	0	0	0	0	0	0
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>1,481,040</b>	<b>2,068,306</b>	<b>288,878</b>	<b>2,357,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,357,184</b>

## Fiscal Year 2025 IT Project Report

### Jury System

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

Empaneling a jury is a core function of the courts. Improved functionality regarding identifying, contacting, and managing potential and empaneled jurors is necessary for effective and efficient continuity of operation. This initiative will explore the market for potential system upgrades and will define that functionality and ensure that a flexible, robust system is implemented.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY23</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY24</b>
<b>Demonstrate:</b>	<b>FY24 – FY25</b>
<b>Deploy:</b>	<b>Cancelled</b>
<b>Delivered:</b>	<b>Cancelled</b>

### **Section D. PROJECT STATUS**

A project team was assembled and has completed the following:

- Requirement matrix
- Report usage survey
- Discuss lead and lag times with Procurement
- Created milestone target dates
- Determine whether to issue a Request for Information (RFI) to evaluate Jury systems

After review of the current system and in consultation with the user group(s), it was determined by the Jury Use and Management Subcommittee that the current system is still acceptable and functional to meet the needs of the Judiciary. Minor modifications and the ability to provide text notifications will be made to the current system, cancelling the need for this project.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project has support from appropriate levels and the function is high priority to the Judiciary, but there are many competing priorities.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Defining and limiting scope is always difficult on development projects. Since this project has interests and stakeholders outside the Judiciary, scope management will be even more challenging.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The Judiciary has planned for the necessary financial support.</li> </ul>
<i>Resources</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Resource requirements are not complete. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>There is high acceptance within the Judiciary of the jury system. It is anticipated that the new system will have high acceptance, also.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Jury System**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	250,000	250,000	0	0	0	0	0	250,000
Project Oversight	0	0	250,000	250,000	0	0	0	0	0	250,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Jury System**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	2,000,000	0	375,000	375,000	0	0	0	0	0	375,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	1,000,000	0	125,000	125,000	0	0	0	0	0	125,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>3,000,000</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

## Fiscal Year 2025 IT Project Report

### Attorney Information System (AIS) Enhancements

#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

With the release of Phase IV of AIS in July 2019, Maryland attorneys now follow a consolidated compliance cycle that aligns requirements for *pro bono* and IOLTA reporting with the fiscal year assessment payment requirements mandated by the Client Protection Fund of the Bar of Maryland. Multiple initiatives are underway to enhance the user experience for attorneys as well as agency partners. These initiatives include modernizing the login process, implementing a new online payment system, enhancing usability for *pro bono* and IOLTA reporting, and enabling online payments for the Court of Appeals. Other functionality under consideration includes integrating with MDEC and the proposed upgraded e-Bar system to store and display Bar documents required for the validation of attorney status.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

### Section C. PROJECT SCHEDULE

<b>Demand:</b>	<b>FY22 Q1</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY25</b>
<b>Deploy:</b>	<b>FY26</b>
<b>Delivered:</b>	<b>FY26</b>

### Section D. PROJECT STATUS

As of November 2023, there are over 42,000 active attorneys registered in the AIS system. Ninety-one percent of the active attorneys are current with their respective compliance payment and over eighty percent of the payments were made using the online payment functionality. On any given day the system is accessed by more than 5,000 attorneys and Judiciary staff to support annual attorney compliance, item completion, Certificate of Good Standing (COGS) issuance, subpoena acquisition and attorney profile updates.

Significant areas of integration are still needed for AIS. These include:

- Public interfaces (Maryland attorney listing that displays AIS information approved for public display.)
- Attorney Fees/Payment module providing SCM items to be paid online. The Certificate of Good Standing (COGS) was the first step in completing this process deployed in March 2023. This will be the first SCM transaction that will be available in AIS followed by 9 other items/SKUs that will be available.
- Additional integration with the State Board of Law Examiners to display Bar documents and remove SCM hardcopy archive requirements, to reduce storage/archive footprint and increase the speed to recall information.
- Simplify the user login and registration experience. RedHat Single Sign On (RHSSO) was implemented in May 2022, but the One-time password (OTP) authentication needs to be revisited for implementation.
- Store documents required for the validation of attorney status for CPF to reduce storage/archive footprint and increase the speed to recall information.
- Link to documents submitted to the court for pro hac vice attorneys to reduce storage/archive footprint.
- MDEC data feed and attorney integration.

Additional items identified during the IV&V performed in September 2021 to factor into the new development efforts were:

- Identify and prioritize strategic, technological, and business focused initiatives to improve the system.
- Business-led initiatives include redesign of compliance forms and enhancing payment capabilities.

- Technical initiatives include improving logging and exception handling and creating a portfolio of test cases.
- Strategic initiatives include defining the scope and vision and determining a modernization approach.

Relative to those recommendations the following accomplishments were completed this fiscal year:

- Optimization of Pro Bono and IOLTA reporting, removal of conflicting data selections.
- Alignment of IOLTA reporting to Maryland Rule 19-403 for jurisdiction of practice.
- Modification of level of access based on user role.
- Revised reporting structure to enable larger data output.

These items will continue AIS on the path of providing streamlined and consolidated processes associated with the management of the profession of law in Maryland. The enhancements will also provide business process benefits to the Judiciary and associated court support offices in the areas of communication and data sharing. This effort will allow AIS to reach beyond the core functionality already implemented and expand into other areas of attorney compliance to ensure the entire process is supported.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The process of attorney compliance is now dependent on the use of AIS.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The sponsors are defined and committed to the project.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Due to enhanced external integration interest in a consolidated attorney database the scope must be clearly defined. Varying agency priorities are also a factor for scope management.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>There is no room for the modification of the project schedule once components are identified for implementation due to the attorney compliance milestone dates set by the Maryland Rules. Competing project schedules could be a factor.</li> </ul>
<i>Budget</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Economic variances could potentially influence funding availability required for staffing resources. Integration costs with MDEC are not known.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Contractual services will be required to augment existing JIS staff related to support, development, and management; Staff of the various court supporting offices will be required to support the testing, requirements verification and data migration project activities.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Changes to business processes, procedures and policies will continue to be evaluated and adjusted throughout the system life cycle. Reference information and training materials have been created and made available for users to assist with the acceptance of the process changes. Business processes continue to be improved and streamlined. The user acceptance of AIS from the support agencies using the system has been favorable and continues to grow as additional functionality is added to the system; however, attorney end-users do not have the same level of acceptance.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: AIS Enhancements**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Budget Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	611,126	354,001	397,147	1,362,274	400,000	0	0	0	0	1,762,274
Project Oversight	0	0	0	0	0	0	0	0	0	0
<b>Total ALL Funds</b>	<b>611,126</b>	<b>354,001</b>	<b>397,147</b>	<b>1,362,274</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,762,274</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: AIS Enhancements**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Budget Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	1,900,000	965,127	397,147	1,362,274	400,000	0	0	0	0	1,762,274
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	850,000	0	0	0	0	0	0	0	0	0
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>2,750,000</b>	<b>965,127</b>	<b>397,147</b>	<b>1,362,274</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,762,274</b>

## Fiscal Year 2025 IT Project Report

### Court Revenue Assessment

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

This project was initiated to replace the current Revenue Collection system (RCS) which is reaching its end-of-life; however, it was determined at the start of the project that a comprehensive review of all court revenue systems is necessary. Therefore, the project scope was modified to include a complete court revenue assessment, which includes an evaluation of system requirements and current industry technology. The project will incorporate new processes and capabilities and provide the opportunity to develop a more streamlined-lined statewide system. Online payment processing throughout the Judiciary will also be evaluated to support the ever-expanding need for remote courthouse functions.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY21</b>
<b>Define:</b>	<b>FY22</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY24/FY25</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY26</b>

### **Section D. PROJECT STATUS**

The RCS software, which interacts with the cash registers, is reaching its end-of-life and is frequently encountering compatibility and integration issues between the software and hardware. Maintaining, updating, and patching the system is becoming more difficult.

As part of the project and to better understand the enterprise-wide effect of replacing the system, a firm was retained to complete an assessment of all court revenue processes.

Judiciary-wide interest and involvement helped identify over 400 requirements for the replacement system. An RFP to solicit solutions was published. Evaluations of the proposals and selection of a solution was made during the third quarter of calendar year 2023. The project kick off is December 2023 and pilot go-live is planned for Anne Arundel County in August 2024

A workgroup to better understand the business and technical requirements of an online payment system for case fines and fees was formed by the Court Technology Committee. Early analysis has raised the need to consolidate existing online payment systems (i.e., Traffic) onto a single online payment platform.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The current RCS software is at end-of-life and is increasingly encountering integration issues with modern software and hardware, as well as security and data base patches.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>This risk is low since the project is clearly defined and leadership is committed.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The scope is defined as a cash register replacement project, yet the risk is high that scope creep could create scope expansion.</li> </ul>
<i>Schedule</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>RCS cannot be fully rolled off until MDEC can support landlord tenant transactions in the District Court and process District Court online payments. Circuit courts could begin using a replacement while RCS stays in the District Court. Requirements will be verified by the non-case management project team.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>Economic variances can potentially affect funding availability.</li> </ul>
<i>Resources</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The establishment of the new non-case management group should include adequate JIS staffing to implement the project. The database administration and service desk groups will be integral to the implementation. Training staff will be required to educate the users on the new software.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The importance to maintain the standardization of revenue collection requirements between all the circuit courts is significant. Increasing the integration with ELROI, the land records system and the business license software would promote increased buy-in. Changes to business processes, procedures and policies will continue to be evaluated and adjusted throughout system rollout.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Court Revenue Assessment**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	220,400	0	650,800	871,200	1,278,800	0	0	0	0	2,150,000
Project Oversight	0	0	0	0			0	0	0	0
<b>Total ALL Funds</b>	<b>220,400</b>	<b>0</b>	<b>650,800</b>	<b>871,200</b>	<b>1,278,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,150,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

<b>Project Name: Court Revenue Assessment</b>										
Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	1,495,000	220,400	650,800	871,200	215,800	0	0	0	0	1,087,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	655,000	0	0	0	1,063,000	0	0	0	0	1,063,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>2,150,000</b>	<b>220,400</b>	<b>650,800</b>	<b>871,200</b>	<b>1,278,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,150,000</b>

## Fiscal Year 2025 IT Project Report

### e-BAR Modernization

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

This project will modernize the current system that was originally deployed in 2010 to provide an integrated, web-based application that enables an electronic and near paperless system for applicants to the Maryland Bar. It will create an applicant portal for two-way communications and a secure mechanism to upload documents and will provide a secure mechanism to accept online payments.

#### Support for Judiciary Strategic Goals:

##### Strategic Goal

1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY22</b>
<b>Define:</b>	<b>FY22</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY23-FY25</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY26</b>

### **Section D. PROJECT STATUS**

The implementation of a new solution will be a multi-year project and will require cross-agency work. Planning and design discussions for an updated, modern system started in 2022. Key functions include making the entire process paperless, the ability to provide secure document uploading by applicants and two-way communication through the applicant's external portal, and the ability to accept online payments. Project planning is ongoing and will determine the steps going forward. The eBar application has two primary interfaces: Applicant Portal and Admin Portal. The Applicant Portal is 80% complete and is in the acceptance process by SBLE. The Admin Portal as of August 2023 15% complete.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>Sponsorship is identified at both the executive and business unit.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Scope is defined, but since it is a development project, maintaining scope is challenging.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The Judiciary has planned for the necessary financial support.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Resource in high demand. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>This needed improvement reaches a very specific part of the organization. For that unit, there will be high acceptance.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: e-BAR**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	500,000	500,000	1,250,000	0	0	0	0	1,750,000
Project Oversight	0	0	250,000	250,000	0	0		0	0	250,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>1,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: e-BAR**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	2,000,000	0	562,500	562,500	812,500	0	0	0	0	1,375,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	1,000,000	0	187,500	187,500	437,500	0	0	0	0	625,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>3,000,000</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>1,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

# Fiscal Year 2025 IT Project Report

## Guardianship System

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### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

### Section B. PROJECT DESCRIPTION

Currently, management of guardianship cases is primarily a manual process, which potentially allows for inconsistencies and errors. The goal of this project is to centralize a statewide, online accounting system for guardianship of the property cases. The system will automate key functions for guardians and court staff, help courts better manage and monitor assets under court guardianship, and allow for statewide data collection and reporting.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY22</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY24</b>
<b>Demonstrate:</b>	<b>FY24</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY25</b>

### **Section D. PROJECT STATUS**

Planning began during Fiscal Year 2022. Meetings with trust clerks, public guardians and staff from AOC Family Services Program have been conducted and an initial gathering of business requirements has been completed. The JIS development team evaluated and obtained training on Microsoft Dynamics as a potential development platform for the Guardianship solution. Initial technical designs are targeted to begin in the fourth quarter of 2023.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project has support from appropriate levels, but there are many competing priorities.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Defining and limiting scope is always difficult on development projects. Since this project has interests and stakeholders outside the Judiciary, scope management will be even more challenging.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The Judiciary has planned for the necessary financial support.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Resource requirements are not complete. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Overall, the Judiciary welcomes the new functionality, but the inclusion of third-party influence complicates adaption, adoption, and acceptance.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Guardianship**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	0	0	500,000	750,000	500,000	0	0	1,750,000
Project Oversight	0	0	0	0	250,000	0		0	0	250,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Guardianship**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	1,850,000	0	0	0	562,500	487,500	300,000	0	0	1,350,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	900,000	0	0	0	187,500	262,500	200,000	0	0	650,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>2,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

## Fiscal Year 2025 IT Project Report

### Case Notification

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Erica Peters, Sr. Manager Systems Development & Integration

#### Section B. PROJECT DESCRIPTION

Following a successful text notification pilot in 2019, the Judiciary will extend the capability to send text notifications regarding case hearings. The target audience for the pilot project was defendants in criminal cases originating in the District Court. This initiative will examine the expansion to other case types and events, as well as other parties involved in the case. Using lessons learned from the pilot and recognizing the limitations of the application supporting the pilot, the new solution will address the policies, procedures, and processes necessary to facilitate expansion of the initiative and provide support to the same.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY21</b>
<b>Define:</b>	<b>FY21 / FY22</b>
<b>Design:</b>	<b>FY21/ FY22</b>
<b>Demonstrate:</b>	<b>FY22</b>
<b>Deploy:</b>	<b>FY22</b>
<b>Delivered:</b>	<b>FY26</b>

### **Section D. PROJECT STATUS**

Phase II of Case Notification went live in December 2021. Phase II included a “Text Messaging Dashboard” and expanded the criminal defendant registration process for notifications to include District Court and circuit court clerks. The scope of defendants for Phase II is limited to defendants in District and Circuit Court Criminal and incarcerable Traffic cases. Notification is provided for MDEC cases only. Additional enhancements being considered include a public facing portal allowing individuals to register for notifications relating to court services, such as a virtual queue management solution to reduce wait lines in courthouses, and the ability to send remote hearing links and other information digitally.

A cloud-based software-as-a-service platform is being evaluated to support the court notification program and all future enhancements more effectively.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Scope uncertainty and high resource risk assessment would indicate and overall risk assessment as medium.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>There is high support for this project at all levels of leadership.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Because the possible uses and benefits of this project are so broad, defining and adhering to a set scope will be important to the project's success. Preliminary discussions are expansive.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Managing scope may introduce issues.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The system is an in-house developed system, and the competition for resources working on other projects may dictate the need for additional funding.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will compete with other in-house efforts and support.</li> </ul>
<i>Organization Acceptance</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>There is wide-spread organizational acceptance of the benefits and potential for this system.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Case Notification**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	196,597	177,356	900,000	1,273,953	200,000	976,047	0	0	0	2,450,000
Project Oversight	0	0	0	0	0	0	0	0	0	0
<b>Total ALL Funds</b>	<b>196,597</b>	<b>177,356</b>	<b>900,000</b>	<b>1,273,953</b>	<b>200,000</b>	<b>976,047</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,450,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Case Notification**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	2,020,000	373,953	900,000	1,273,953	200,000	976,047	0	0	0	2,450,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	1,180,000	0	0	0	0	0	0	0	0	0
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>3,200,000</b>	<b>373,953</b>	<b>900,000</b>	<b>1,273,953</b>	<b>200,000</b>	<b>976,047</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,450,000</b>

## Fiscal Year 2025 IT Project Report

### Mobile Information

#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Jason Thomas, Chief Technology Officer

#### Section B. PROJECT DESCRIPTION

With the implementation of the MDEC project and associated initiatives to implement an electronic court processing environment, newer and more powerful remote computing technologies will continue to be introduced to provide virtual interactions with the Maryland Judiciary. These technologies include the introduction of specific, customized applications for a participant to obtain notification of events in a case remotely, access information from related justice agencies and partners specific to an individual's case or needs, introduce automated risk assessment tools to expedite the processing of minor infractions, and other technologies to increase remote interaction. This initiative is intended to enhance court services, expand remote capabilities, and improve access to justice processes and efforts.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY21 / FY22</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY23 / FY24</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY27</b>

### **Section D. PROJECT STATUS**

Online Dispute Resolution (ODR) is the next major initiative in this area. A workgroup to identify possible case types and develop an RFP worked closely with consultants from the National Center for State Courts (NCSC) in 2022. The first three case types identified for ODR system are: traffic cases with Guilty with Explanation, small claims cases, and child support cases.

The ODR solution will need to integrate with MDEC, allow for asynchronous interactions, scheduling for all parties involved including interpreters, and, in some uses, the revenue collection system. “Off Ramps” to traditional court proceeding need to be available in the event the issue cannot be resolved using ODR. Marketing programs to promote the new alternative and extending the reach for access as far as possible will be needed.

An RFP was published, and the selection and kick-off of the project began in 3<sup>rd</sup> quarter 2023.

In addition, a courthouse kiosk project that will ultimately deliver public kiosks to assist visitors with basic courthouse tasks, completion of forms, and way finding. For the pilot sites, wayfinding had been made the priority. The project started mid-year 2023 and continues.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The need for information in many working locations and the technology to deliver that information is everchanging and, often, urgent. Identifying and responding to these needs creates an overall medium risk to this project.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>Senior leadership is identified and committed to the project.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The scope has not been clearly defined; therefore, scope creep is a threat. Sound project management practices must be used to manage this effort.</li> </ul>
<i>Schedule</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Scope and schedule are closely related.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Funding availability for future items must compete with conflicting priorities.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Contractual resources will be required to augment existing staff.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Changes to existing business processes will be required to gain most from new systems.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Mobile Information**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	4,193,738	668,825	1,000,000	5,862,563	1,000,000	1,000,000	1,387,437	0	0	9,250,000
Project Oversight	0	0	0	0	0		0	0	0	0
<b>Total ALL Funds</b>	<b>4,193,738</b>	<b>668,825</b>	<b>1,000,000</b>	<b>5,862,563</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,387,437</b>	<b>0</b>	<b>0</b>	<b>9,250,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Mobile Information**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	5,012,500	3,097,661	620,318	3,717,979	600,000	600,000	600,000	0	0	5,517,979
09. Supplies & Materials	0	146,681	0	146,681	0	0	0	0	0	146,681
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	2,237,500	1,618,221	379,682	1,997,903	400,000	400,000	787,437	0	0	3,585,340
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>7,250,000</b>	<b>4,862,563</b>	<b>1,000,000</b>	<b>5,862,563</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,387,437</b>	<b>0</b>	<b>0</b>	<b>9,250,000</b>

## Fiscal Year 2025 IT Project Report

### SMART System Replacement

#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Theresa Nudell, Program Manager

#### Section B. PROJECT DESCRIPTION

The Office of Problem-Solving Courts (OPSC) within the Administrative Office of the Courts is responsible for assisting Maryland's 62 problem-solving courts in development, maintenance, and advancement of a collaborative therapeutic system. The OPSC is responsible for setting and enforcing programmatic guidelines, creating a statewide management information system, and targeting new and expanding populations for problem-solving courts. To support its purpose an information system (SMART) was developed many years ago and has reached its end of life. This initiative is to modernize and, possibly, replace the system to support the Maryland problem solving courts and partners.

The goals for the effort include:

- Planning and implementing of a new Problem-Solving Court Case Management System;
- Facilitate the integration and sharing of drug court program data with partner drug court entities, such as the Department of Public Safety and Correctional Services (DPSCS) and Maryland Department of Health (MDH) treatment providers;
- Provide mobile functionality to allow for the ability to capture drug court program and performance statistics and indicators in real time; and
- Integration and cross-reference of data elements in order to conduct more sophisticated outcomes and performance measure analyses

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

**Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY25</b>
<b>Define:</b>	<b>FY25</b>
<b>Design:</b>	<b>FY25</b>
<b>Demonstrate:</b>	<b>FY25 / FY26</b>
<b>Deploy:</b>	<b>FY26</b>
<b>Delivered:</b>	<b>FY26</b>

**Section D. PROJECT STATUS**

A group was formed of staff from operational areas as well as JIS to identify and document system requirements. After the requirements, both functional and technical, were defined a request for proposal was published. After negotiations and confirmation that the preferred vendor provided acceptable security certifications, the project began in the third quarter of 2023.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project has support from appropriate levels, but there are many competing priorities.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Defining and limiting scope is always difficult on development projects. Since this project has interests and stakeholders outside the Judiciary, scope management will be even more challenging.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Grant funding is available for the purchase and implementation of the system, but the requirements for interfaces and data exchange are still not solidified; therefore, the budget risk remains medium.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Resource requirements to complete data exchange between MDEC and the new system may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>This system benefits justice partners, as well as the Judiciary. However, acceptance and adoption of the system from those partners ebbs and flows.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: SMART System Replacement**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	0	0	200,000	300,000	200,000	300,000	0	1,000,000
Project Oversight	0	0	0	0	0	0	0		0	0
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>300,000</b>	<b>200,000</b>	<b>300,000</b>	<b>0</b>	<b>1,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: SMART System Replacement**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	2,050,000	0	0	0	200,000	300,000	200,000	300,000	0	1,000,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	950,000	0	0	0	0	0	0	0	0	0
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>300,000</b>	<b>200,000</b>	<b>300,000</b>	<b>0</b>	<b>1,000,000</b>

## Fiscal Year 2025 IT Project Report

### VoIP Enterprise Deployment

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschkowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

The Enterprise Deployment initiative is being approached from a strategic as well as a tactical perspective. Phase I of the Voice over Internet Protocols (VoIP) project was an independent assessment considering operating differences between VoIP and PSTN, the infrastructure readiness of the Judiciary to deliver VoIP, and the development of short and long-term plans and costs to migrate to VoIP. Phase I deployment focused on the Annapolis area. Phase II is considered the Enterprise Deployment which expands the scope throughout the Judiciary, as appropriate. It is anticipated that as the migration to VoIP broadens, the Judiciary will take advantage of additional VoIP capabilities when appropriate and cost effective.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	
7. Build partnerships	
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY23</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY24</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY28</b>

### **Section D. PROJECT STATUS**

With the successful completion of the Phase I project, detail planning for Enterprise implementation of VoIP is now underway. The new system was implemented in the Annapolis area offices including the Maryland Judicial Center, Taylor Avenue Offices (often referred to as APOD), the Court of Appeals, Judicial Information Systems, District Court Warehouse and Traffic Center, and Customer Service and Warehouse on Defense Highway. VoIP communications was identified as a potential solution for certain items identified in the Post-COVID Judicial Operations Report, and there are varying levels of interest in the new technology from the field. Analysis to determine functions and features, method for choosing to implement the new technology, and implementation timing is underway.

Surveys and informal polling of potential users of the enterprise VoIP system helps plan who, when and how fast to move forward with the rollout of the system.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Though it is too early to fully grade all risk elements, in general this project has medium risk due to schedule and organizational acceptance.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The project has leadership support. The Post-COVID report identified it as a possible useful technology.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The scope is not fully defined.</li> </ul>
<i>Schedule</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>A final schedule is being developed.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The budget identified should be sufficient to complete the project.</li> </ul>
<i>Resources</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Resources from both JIS and business operations will be needed to staff and complete this project.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>There may be resistance to change telephones numbers to meet a new dialing plan. There will be new functionality that could mitigate some of the resistance.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: VoIP Enterprise Deployment**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	13,600	650,000	663,600	500,000	2,000,000	1,686,400	1,500,000	650,000	7,000,000
Project Oversight	0	0	0	0	0	0	0	0	0	0
<b>Total ALL Funds</b>	<b>0</b>	<b>13,600</b>	<b>650,000</b>	<b>663,600</b>	<b>500,000</b>	<b>2,000,000</b>	<b>1,686,400</b>	<b>1,500,000</b>	<b>650,000</b>	<b>7,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: VoIP Enterprise Deployment**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	4,125,000	0	487,500	487,500	375,000	1,300,000	1,011,840	900,000	390,000	4,464,340
09. Supplies & Materials	0	13,600	0	13,600	0	0	0	0	0	13,600
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	1,875,000	0	162,500	162,500	125,000	700,000	674,560	600,000	260,000	2,522,060
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>6,000,000</b>	<b>13,600</b>	<b>650,000</b>	<b>663,600</b>	<b>500,000</b>	<b>2,000,000</b>	<b>1,686,400</b>	<b>1,500,000</b>	<b>650,000</b>	<b>7,000,000</b>

## Fiscal Year 2025 IT Project Report

### Data Analytics

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Theresa Nudell, Program Manager, Strategy & Research

#### Section B. PROJECT DESCRIPTION

Data repository capabilities provide the ability to capture and consolidate data from multiple source databases to allow users to access, analyze, and report on specialized data sets to support business decisions. Data analytics will provide and use tools to draw more information from the raw data that is collected. This project also will examine the need for and provision of a mechanism for satisfying judicial records bulk data requests, eliminating the need for individualized data compilations.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY20</b>
<b>Define:</b>	<b>FY20 /Q4 FY24</b>
<b>Design:</b>	<b>FY24</b>
<b>Demonstrate:</b>	<b>FY25 / FY26</b>
<b>Deploy:</b>	<b>FY25 / FY26</b>
<b>Delivered:</b>	<b>FY28 / TBD</b>

### **Section D. PROJECT STATUS**

Discussions and project team meetings are underway to clarify the vision, direction, and plan for this multi-year project. This project is tackling the requirements of a data warehouse, as well as, reviewing and improving the current data fulfillment processes. To improve the current fulfillment process, a standardized questionnaire and tracking process has been implemented for PIA requests. This work serves to clarify the request up front, streamline the parties involved, and provides improved tracking and fulfillment. This effort is helping define what public data marts or data sets could be made available for self-service requests, once a data warehouse is operational.

Consultant services with expertise specifically related to large data warehouses, data marts, extract, translate, and load (ETL) processes, and retrieval processes were engaged through the RFP process to assist with defining the data warehouse requirements. The consultant engagement kicked off January 2023 and is in the process of assessing the current technical environment, understanding the current and future reporting needs, and the processes surrounding these business functions. The project will identify the ELT/ELT data requirements, develop conceptual and logical models for the future data warehouse, identify data reporting, presentation and analytics requirements, access and security considerations, technical infrastructure requirements, and implementation strategies.

At the conclusion of this consulting engagement, the AOC plans to move into a Pilot build phase using existing toolsets available through our Microsoft Azure licensing model.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be available to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The project has executive leadership support.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The projects objectives and the proof of concept must be clearly defined, agreed to, and managed for the project to stay on track and reach success.</li> </ul>
<i>Schedule</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>If adequate resources are assigned, the project should remain on schedule. Internal resource constraints exist with other competing priorities.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The Judiciary has committed the necessary financial support.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The Judiciary is actively building the required resource plan to staff the project however the appropriate resources must be available.</li> </ul>
<i>Organization Acceptance</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>This project is intended to expand the ability for data analysis and reporting. The organization is excited for this project and sees the benefits it will deliver.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Data Analytics**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	23,809	811,375	750,000	1,585,184	1,000,000	1,000,000	1,000,000	2,000,000	2,414,816	9,000,000
Project Oversight	0	0	0	0		0	0	0	0	0
<b>Total ALL Funds</b>	<b>23,809</b>	<b>811,375</b>	<b>750,000</b>	<b>1,585,184</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>2,414,816</b>	<b>9,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Data Analytics**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	5,275,000	835,184	750,000	1,585,184	1,000,000	800,000	800,000	1,600,000	1,931,853	7,717,037
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	2,225,000	0	0	0	0	200,000	200,000	400,000	482,963	1,282,963
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>7,500,000</b>	<b>835,184</b>	<b>750,000</b>	<b>1,585,184</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>2,414,816</b>	<b>9,000,000</b>

## Fiscal Year 2025 IT Project Report

### Digital Evidence

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Jason Thomas, Chief Technology Officer

#### Section B. PROJECT DESCRIPTION

Digital evidence includes information on computers, audio files, video recordings, and digital images. Technologies, including law enforcement body-worn cameras and smartphones, are capturing an increasing volume of evidence. The Judiciary will be evaluating the need to receive, evaluate, and integrate digital evidence into the normal flow of court proceedings. In addition, guidelines, policies, and rules governing the submission of digital evidence and the use of electronic devices in courtrooms will be examined.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	
7. Build partnerships	✓
8. Use resources wisely	

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY22</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY24</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY28</b>

### **Section D. PROJECT STATUS**

The Digital Evidence Work Group outlined the various issues the work group was to address. After examining different types of systems, the workgroup concluded a cloud-based Digital Evidence System is the only viable option. The work group then researched the various vendors and developed a request for information (RFI) which was published by the Administrative Office of the Courts, Procurement, Contract and Grant Administration. Twelve responses to the RFI were reviewed by the work group. After review, the workgroup scheduled four different hour-long demonstrations by the four leading vendors which were completed during the first part of October.

Based on the responses to the RFI, the workgroup will develop with AOC a Request for Proposal and plan to have a contracted system within a year.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be available to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The project has executive leadership support.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The projects objectives and the requirements must be clearly defined, agreed to, and managed for the project to stay on track and reach success. The project will include collaborating with other justice partners, increasing the risk.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, as well as interaction with justice partners. This cross-agency work increases the schedule risk.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The Judiciary has committed the necessary financial support.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Contractual services will be required to augment existing JIS staff and will be required to support the testing, requirements verification, design, and development activities.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The Judiciary must adequately plan and prepare the organization for changes to business processes, procedures, and policies introduced by the submission of digital evidence and the use of electronic devices in courtrooms will be considered.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Digital Evidence**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	900,000	900,000	400,000	1,400,000	1,800,000	1,800,000	0	6,300,000
Project Oversight	0	0	300,000	300,000	0	0	0	0	0	300,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>400,000</b>	<b>1,400,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>0</b>	<b>6,600,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Digital Evidence**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	4,400,000	0	1,200,000	1,200,000	300,000	910,000	1,080,000	1,080,000	0	4,570,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	2,200,000	0	0	0	100,000	490,000	720,000	720,000	0	2,030,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>6,600,000</b>	<b>0</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>400,000</b>	<b>1,400,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>0</b>	<b>6,600,000</b>

# Fiscal Year 2025 IT Project Report

## Network Redesign & Modernization

### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Jason Thomas, Chief Technology Officer

### Section B. PROJECT DESCRIPTION

The network redesign initiative is focused on modernizing the Judiciary’s wide area network (WAN). The initiative has two goals: increase service availability and enhance inbound and outbound network security. The redesign will focus on installing dedicated internet connections at every site which, in conjunction with the Judiciary’s hybrid cloud initiative, will allow sites to continue operations in the event of a network outage at the Judiciary’s datacenter. These dedicated internet connections will also enhance wireless offerings at each of the courthouses, allowing for higher bandwidth limits for those having business before the court. The redesign will also further the Judiciary’s path towards a zero-trust security model. Courthouse network attached devices will be positioned closer to the network security perimeter, and direct connections to services will be secured proxy sessions via connection points hosted outside of the Judiciary’s data centers and cloud hosted services.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY23</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY23/FY24</b>
<b>Demonstrate:</b>	<b>FY24/FY25</b>
<b>Deploy:</b>	<b>FY25/FY26</b>
<b>Delivered:</b>	<b>FY28</b>

### **Section D. PROJECT STATUS**

An implementation of a new public wireless network provides separate internet access and a streamlined registration process for all jurisdictions. This project is large and required implementation in waves. The new public wireless network is scheduled to be completed by November of 2023. A new design of the Judiciary's private data network using software defined networking technology to redefine the wide area network is under investigation.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project has support from appropriate levels, but there are many competing priorities.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Defining and limiting scope is always difficult on projects which affect the entire Judiciary. This project affects every user of the network. Managing scope is important to success.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project is in its infancy and since it has such a wide range of effect on the entire Judiciary, planning and scheduling is paramount. It is too early in the project to be certain of the schedule.</li> </ul>
<i>Budget</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The Judiciary is well positioned to provide necessary support, but total cost figures are still being developed.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Resource requirements are not complete. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The Judiciary is generally very supportive of high visibility and high-risk projects of this nature. There is little room for error, and acceptance of a new network is contingent on lack of issues with new prototypes and models being deployed throughout the industry.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Network Redesign**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	750,000	750,000	1,000,000	1,000,000	2,000,000	2,000,000	0	6,750,000
Project Oversight	0	0	250,000	250,000	0	0	0	0		250,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>7,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Network Redesign**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	4,450,000	0	750,000	750,000	215,700	600,000	1,200,000	1,200,000	0	3,965,700
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	2,550,000	0	250,000	250,000	784,300	400,000	800,000	800,000	0	3,034,300
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>7,000,000</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>7,000,000</b>

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## Fiscal Year 2025 IT Project Report

### Enterprise Content / Records Management

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: TBD

#### Section B. PROJECT DESCRIPTION

Document management systems address how documents are obtained and maintained. Content and records management focuses on near and long-term storage of documents and other types of information. While case records and processes are addressed as part of the MDEC project, there are many supporting processes that still create, use, and manage paper and information. Support functions such as human resources, finance, and administrative operations, as well as non-case processes in the courthouse need to be examined for areas of improvement. The implementation of electronic records management system capabilities will assist in the management of non-case-based processes to improve court operations and to facilitate compliance with court rules, statutes, and retention schedules. This project has many facets that will examine and assess the current records management systems and processes in place across all Judiciary locations, establish a statewide records management strategy and develop relevant policies, and implement key recommendations, including records management software capabilities.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY23</b>
<b>Define:</b>	<b>FY23</b>
<b>Design:</b>	<b>FY23</b>
<b>Demonstrate:</b>	<b>FY24</b>
<b>Deploy:</b>	<b>FY25</b>
<b>Delivered:</b>	<b>FY28</b>

### **Section D. PROJECT STATUS**

The key initiative in this project is the identification and application of redaction software solutions. The functionality of redaction solutions includes the ability to automatically redact designated keywords and patterns in both structured and unstructured documents, as well as images. An additional function of the redaction solution is an artificial intelligence / machine learning capability that identifies suggested candidates for redaction and automates the processes to complete the redaction process from court records.

Uses for redaction solution include the ability to redact existing documents to aid in the compliance with current legislation (e.g., cannabis) and redacting PII data for incoming case documents (e.g., documents received and scanned by clerks or filed electronically). The initial use for artificial intelligence / machine learning functionality is to examine documents filed to present to clerk for review and acceptance.

An additional use of the artificial intelligence capability might be to automate repeatable tasks, for example returned mail processing by the District Court Traffic Processing Center.

A solution which integrates with the MDEC and File and Serve system was selected for document redaction. The first use of the redaction platform will be case records. The clerks will be able to review the data proposed to be redacted and approve or deny the shielding. The product was put through user testing at Dorchester County. Other business areas that may benefit from the redaction capability are Human Resources, JIS, and Legal Affairs.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Clear sponsorship is not identified, yet. As the project scope and schedule become more clear, so will executive sponsorship.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Managing enterprise content will be a multi-faceted, multi-year effort. Defining the total scope is difficult, so defining a logical, effective iterative scope is required.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention.</li> </ul>
<i>Budget</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>The Judiciary has planned for the necessary financial support.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Resource requirements are not complete. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The Judiciary's view of records and content will evolve. Adapting current practices and processes introduces risk for acceptance of new solutions.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Enterprise Content / Records Management**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	382,306	932,246	500,000	1,814,552	2,548,533	1,700,000	1,700,000	1,736,915	0	9,500,000
Project Oversight	0	0	0	0	0	0	0	0	0	0
<b>Total ALL Funds</b>	<b>382,306</b>	<b>932,246</b>	<b>500,000</b>	<b>1,814,552</b>	<b>2,548,533</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,736,915</b>	<b>0</b>	<b>9,500,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Enterprise Content / Records Management**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	5,275,000	1,314,552	500,000	1,814,552	1,698,533	1,700,000	1,700,000	1,736,915	0	8,650,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	2,225,000	0	0	0	850,000	0	0	0	0	850,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>7,500,000</b>	<b>1,314,552</b>	<b>500,000</b>	<b>1,814,552</b>	<b>2,548,533</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,736,915</b>	<b>0</b>	<b>9,500,000</b>

## Fiscal Year 2025 IT Project Report

### Enterprise Finance/HR System

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: Olya Jerschowsky, Sr. Manager, Portfolio & Project Management

#### Section B. PROJECT DESCRIPTION

The current human resources, financial and education systems are almost 10 years old, and the original vendor was purchased by a larger corporation. This initiative will explore replacement systems and assess the capabilities of the current system to ensure that the Judiciary is fully supported and receives the necessary upgrades from the vendor for optimal performance. This initiative will require significant coordination, requirement definition, testing, and training to ensure long term flexibility and support to meet the current and future requirements of the Judiciary.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	
2. Responsive and adaptive to changing community needs	
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY24</b>
<b>Define:</b>	<b>FY25</b>
<b>Design:</b>	<b>FY25</b>
<b>Demonstrate:</b>	<b>FY26</b>
<b>Deploy:</b>	<b>FY27</b>
<b>Delivered:</b>	<b>FY28</b>

### **Section D. PROJECT STATUS**

This project is in early definition stages. Consideration of design models and functional requirements has begun for the HR, Finance and Education systems.

Since HB709 was passed which directs the Comptroller to modernize the state's financial systems. Consideration for the data exchanges between the Judiciary and the state and the timing of such changes will need to be evaluated.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project has support from appropriate levels, but there are many competing priorities.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Defining and limiting scope is always difficult on development projects. Since this project has interests and stakeholders outside the Judiciary, scope management will be even more challenging.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention and the extensive number of processes that will be affected.</li> </ul>
<i>Budget</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The Judiciary has planned for the necessary financial support, but considering, the size and complexity of the project the budget risk must be considered “high”.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Resource requirements are not complete. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk as also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Overall, the Judiciary welcomes the new functionality, but the acceptance of the current system is high, so introducing change increases risk.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Enterprise Financial/HR System**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Budget Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	0	0	250,000	1,500,000	2,000,000	3,500,000	12,500,000	19,750,000
Project Oversight	0	0	0	0	250,000	0	0	0	0	250,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>3,500,000</b>	<b>12,500,000</b>	<b>20,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Enterprise Financial/HR System**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	12,500,000	0	0	0	500,000	975,000	1,200,000	2,100,000	7,500,000	12,275,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	7,500,000	0	0	0	0	525,000	800,000	1,400,000	5,000,000	7,725,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>20,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>3,500,000</b>	<b>12,500,000</b>	<b>20,000,000</b>

## Fiscal Year 2025 IT Project Report

### Information Security Enhancements

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor: Judy Rupp  
Judiciary CIO: Robert Bruchalski  
Project Manager: David DelGaudio, Information Security Officer

#### Section B. PROJECT DESCRIPTION

Information Security remains a top priority because of the multi-level threats to the Judiciary information system resources, both from a cybersecurity perspective, as well as data threats. To continue to improve and enhance information security for the Judiciary, several multi-year initiatives are being undertaken to help protect the Judiciary's information systems resources and data.

##### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	
8. Use resources wisely	✓

### Section C. PROJECT SCHEDULE

<b>Demand:</b>	<b>FY24</b>
<b>Define:</b>	<b>FY25</b>
<b>Design:</b>	<b>FY26</b>
<b>Demonstrate:</b>	<b>FY26-FY27 EST</b>
<b>Deploy:</b>	<b>FY26-FY28 EST</b>
<b>Delivered:</b>	<b>FY28 EST</b>

### Section D. PROJECT STATUS

A multi-faceted effort, this project expands upon the Judiciary's relationship with a managed service provider and leverages the managed security services offered. The services implemented to improve the information security posture include End-Point Detection and Response (EDR); Firewall Log Reviews; Penetration Testing; and Malicious Domain Blocking and Reporting. In addition, Internal and External Vulnerability Scans are ongoing processes.

New initiatives currently in progress or under review include:

- Exploration of software tools for
  - 1) the management of Disaster Preparedness Planning and,
  - 2) risk assessment management.
- A needs assessment to determine the need for an independent verification and validation for the implementation and development of a roadmap for enhancing multifactor authentication techniques to externally facing applications.
- A needs assessment to review the Information Security user access attestation processes for determining where operational efficiencies may be achieved to streamline labor intensive user review processes.
- Privileged account management for vendor remote access.
- Leveraging new platform capabilities to initiate sensitive data scans and encryption.
- A pilot of End-Point Detection and Response for mobile devices. The pilot will evaluate how the platform interacts with the mobile device inventory prior to full implementation.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project objectives must be clearly defined, and appropriate resources must be free to complete the deliverables in the allocated timeframe.</li> </ul>
<i>Sponsorship</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>The project has support from appropriate levels, but there are many competing priorities.</li> </ul>
<i>Scope</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Defining and limiting scope is always difficult on development projects. Since this project has interests and stakeholders outside the Judiciary, scope management will be even more challenging.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The project will require dedicated resources from the Judiciary, both within JIS and the business units. Scheduling risk is high due to many projects competing for attention.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>This project will be funded by current budget appropriations, some of which is offset by current technologies that are being replaced by the Center for Internet Security Managed Services. If funding these managed services becomes a problem, JIS will have to react quickly to procure replacement services to fulfill these security requirements.</li> </ul>
<i>Resources</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Resource requirements are not complete. It is anticipated that contractual services may be needed to augment existing JIS staff. This risk is also connected to scope and schedule.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>This system benefits justice partners, as well as the judiciary. However, acceptance and adoption of the system from those partners ebbs and flows. JIS will need to identify how the systems will be supported before they are delivered.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Information Security**

Fund Type	Cost Prior to FY21	FY22 Cost	FY 23 Projected Cost	Total Estimated Costs through 6/30/23	FY24 Planned Request	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	0	0	750,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
Project Oversight	0	0	0	0	250,000	0	0		0	250,000
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Information Security**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 23 Projected Cost	Total Estimated Costs through 6/30/23	FY24 Budget Request	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	2,050,000	0	0	0	750,000	650,000	600,000	600,000	600,000	3,200,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	950,000	0	0	0	250,000	350,000	400,000	400,000	400,000	1,800,000
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>

## **Section G. IV&V Report Summary – Security**

### **Background and Synopsis**

The Judiciary recognizes the importance of protecting the information stored in judicial systems and takes important safeguards to secure its network and systems against data breaches or cyber related events that may impact services. The Judiciary employs a NIST-based cybersecurity framework comprised of security standards and mechanisms for the identification, protection, detection, response, and recovery used to safeguard its information technology infrastructure and assets. In addition, the Judiciary uses the Center for Internet Security Controls (CIS) framework for supporting mechanisms needed to protect the Judiciary’s assets.

### **Summary of Findings and Recommendations**

In accordance with the requirements established in Senate Bill 812, the Judiciary engaged an independent third-party service provider to evaluate the Judiciary's security controls and certify compliance with the recommended National Institute of Standards and Technology ("NIST") standards. Using the NIST framework, the service provider assessed the Judiciary's controls for protecting the confidentiality, integrity, and availability of information technology systems. The assessment was completed in June 2023.

### **Next Steps**

It is standard practice for the Judiciary to perform regular system assessments and network testing to measure the strength of the security controls in place and address any gaps using advanced and secure technology solutions.

## Fiscal Year 2025 IT Project Report

### Case Management Optimization

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#### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor(s): Chief Judge John Morrissey / Judy Rupp

Judiciary CIO: Robert Bruchalski

Project Managers: Lisa Preston, Sr. Manager, Case Management Systems

#### Section B. PROJECT DESCRIPTION

During the MDEC project implementation, many functional and process requests were suggested which could not be adopted for a variety of reasons. As the implementation of MDEC is completed in Baltimore City, these enhancements will be evaluated and prioritized for development and implementation. The purpose of the project to improve the integration and the functional effectiveness of the case management system.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

**Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY24</b>
<b>Define:</b>	<b>FY25</b>
<b>Design:</b>	<b>FY25 / FY26</b>
<b>Demonstrate:</b>	<b>FY25 / FY26</b>
<b>Deploy:</b>	<b>FY25 / FY26</b>
<b>Delivered:</b>	<b>FY25 / FY26</b>

**Section D. PROJECT STATUS**

Several projects have been identified early while planning this project. Most of the projects involve expanding functionality of case processing modules, enhanced data exchanges with justice partners and expanding integration with other parts of the case management system such as Online Dispute Resolution (ODR), AI tools for redaction and automating workflow processes, and digital evidence. Also in the early investigation stage is the evaluation and planning for a new portal for attorney and party access to case records.

**Section E. PROJECT RISKS**

<b>Area</b>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	<b>High</b>	<ul style="list-style-type: none"> <li>The overall risk for this project is high because key risk areas – Scope, Schedule, Resources - are ‘high’.</li> </ul>
<i>Sponsorship</i>	<b>Low</b>	<ul style="list-style-type: none"> <li>There is widespread support of MDEC the work needed to maintain and improve it.</li> </ul>
<i>Scope</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Too early in the process to fully understand scope.</li> </ul>
<i>Schedule</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Too early in the process to fully understand schedule.</li> </ul>
<i>Budget</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Preliminary budget identified but many variables can affect the budget.</li> </ul>
<i>Resources</i>	<b>High</b>	<ul style="list-style-type: none"> <li>Particularly high risk due to competing projects in all areas.</li> </ul>
<i>Organization Acceptance</i>	<b>Medium</b>	<ul style="list-style-type: none"> <li>Generally well accepted and many changes will be welcomed, but there may still be reluctance to adopt and/or adapt to changes.</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: MDEC Optimization**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	0	0	4,145,000	4,170,000	4,100,000	4,200,000	3,700,000	20,315,000
Project Oversight	0	0	0	0	0	0	0		0	0
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,145,000</b>	<b>4,170,000</b>	<b>4,100,000</b>	<b>4,200,000</b>	<b>3,700,000</b>	<b>20,315,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: MDEC Optimization**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 23 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	20,315,000	0	0	0	4,145,000	4,170,000	4,100,000	4,200,000	3,700,000	20,315,000
09. Supplies & Materials	0	0	0	0	0	0	0	0	0	0
10. Equipment Replacement	0	0	0	0	0	0	0	0	0	0
11. Equipment Additional	0	0	0	0	0	0	0	0	0	0
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>20,315,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,145,000</b>	<b>4,170,000</b>	<b>4,100,000</b>	<b>4,200,000</b>	<b>3,700,000</b>	<b>20,315,000</b>

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# FY2025 IT Project Report

## Infrastructure Modernization

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### Section A. PROJECT OVERSIGHT / MONITORING

Executive Sponsor(s): Judy Rupp

Judiciary CIO: Robert Bruchalski

Project Manager: Jason Thomas, Chief Technology Officer

### Section B. PROJECT DESCRIPTION

Modern information systems must have a current, reliable infrastructure to deliver the necessary capability and performance to support the applications, data, and customers of those information systems. Investment and periodic, recurring re-investment in the infrastructure are necessary to ensure that the performance of end-user applications is adequate, that data is backed up and recoverable, and that modern tools are implemented to manage the enterprise infrastructure. The scheduling of infrastructure improvements is dependent on the component and begins with an analysis to determine any performance gaps. Through this initiative, the various components are analyzed, and a plan devised, along with associated expenditures, either to enhance or replace any identified deficiencies.

Infrastructure has many components to include data centers and the necessary equipment to power and cool them; wide area network circuits; network equipment and cable plant servers and their respective operating systems; data storage, servers and backup mechanisms; and utility software and applications and their related peripherals.

#### Support for Judiciary Strategic Goals:

Strategic Goal	
1. Access to justice	✓
2. Responsive and adaptive to changing community needs	✓
3. Communicates effectively with stakeholders	✓
4. Improve systems and processes	✓
5. Be Accountable	✓
6. Assure the highest levels of service	✓
7. Build partnerships	✓
8. Use resources wisely	✓

### **Section C. PROJECT SCHEDULE**

<b>Demand:</b>	<b>FY24</b>
<b>Define:</b>	<b>FY25 / FY26</b>
<b>Design:</b>	<b>FY26 – FY28</b>
<b>Demonstrate:</b>	<b>FY26 – FY28</b>
<b>Deploy:</b>	<b>FY26 – FY28</b>
<b>Delivered:</b>	<b>FY26 – FY28</b>

### **Section D. PROJECT STATUS**

The Judiciary has put in place a converged, integrated infrastructure that allows for the flexible deployment of virtual servers and resources. Highly scalable and redundant backup and recovery solutions have been put in place, which positions the Judiciary to quickly recover from small outages to large-scale disasters. Modern datacenter network security technology work has made considerable progress and is being leveraged to ensure the security of Judiciary data. In addition, the Judiciary continues its efforts to implement several hybrid cloud solutions for database and image archive workloads.

Efforts are continually underway to identify and implement solutions to enhance the Judiciary's disaster recovery and custom application deployment/delivery environments.

**Section E. PROJECT RISKS**

<i>Area</i>	<b>Risk Assessment</b>	<b>Comment</b>
<i>Overall</i>	Medium	<ul style="list-style-type: none"> <li>The Infrastructure Initiative project’s risks primarily revolve around funding, integration, and ongoing support.</li> </ul>
<i>Sponsorship</i>	Low	<ul style="list-style-type: none"> <li>There is support of organizational leadership.</li> </ul>
<i>Scope</i>	Medium	<ul style="list-style-type: none"> <li>As there is no “one size fits all” solution; products from multiple manufacturers will be included in the Judiciary’s modernized architecture. Integration solutions from each of these vendors is a high risk, as product releases from each of the manufacturers must be carefully evaluated to verify compatibility. This also affects the ongoing maintenance of the solution, as this evaluation must be performed for every upgrade performed in the environment.</li> </ul>
<i>Schedule</i>	High	<ul style="list-style-type: none"> <li>Because of scope questions and interactions with other projects, along with unexpected software compatibility issues, schedule is at medium risk.</li> </ul>
<i>Budget</i>	High	<ul style="list-style-type: none"> <li>Funding is another high risk, due to the nature of hybrid cloud solutions. Specifically, ongoing subscription costs must be paid in a timely manner to retain access to systems. Additionally, consumption-based costs may fluctuate and make budgeting somewhat complex.</li> </ul>
<i>Resources</i>	High	<ul style="list-style-type: none"> <li>Another risk is staff training, which will require staff to learn manufacturer specific technologies. Custom applications may need to be rewritten or rearchitected to support these technologies.</li> </ul>
<i>Organization Acceptance</i>	Low	<ul style="list-style-type: none"> <li>Another risk is staff training, which will require staff to learn manufacturer specific technologies. Custom applications may need to be rewritten or rearchitected to support these technologies</li> </ul>

**Section F. FINANCIAL INFORMATION**

**Table 1: SUMMARY OF PROJECT FUNDING**

**Project Name: Infrastructure Modernization**

Fund Type	Cost Prior to FY22	FY23 Cost	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Total Projected Funding
General	0	0	0	0	0	0	0	0	0	0
Special	0	0	0	0	3,523,000	3,000,000	3,000,000	3,000,000	6,000,000	18,523,000
Project Oversight	0	0	0	0	0	0	0		0	0
<b>Total ALL Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,523,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>6,000,000</b>	<b>18,523,000</b>

**Table 2: SUMMARY OF PROJECT SPENDING BY COMPTROLLER OBJECT**

**Project Name: Infrastructure Modernization**

Comptroller Object Codes	Total Planned Cost	YTD Cost to Project	FY 24 Projected Cost	Total Estimated Costs through 6/30/24	FY25 Planned Request	FY26 Planned Request	FY27 Planned Request	FY28 Planned Request	FY29 and Beyond Planned Request	Estimate at Project Completion
01. Salaries, Wages	0	0	0	0	0	0	0	0	0	0
02. Technical & Fees	0	0	0	0	0	0	0	0	0	0
03. Communications	0	0	0	0	0	0	0	0	0	0
04. Travel	0	0	0	0	0	0	0	0	0	0
06. Fuel & Utilities	0	0	0	0	0	0	0	0	0	0
07. Motor Vehicle Operations & Maintenance	0	0	0	0	0	0	0	0	0	0
08. Contractual Services	10,641,479	0	0	0	1,491,479	1,950,000	1,800,000	1,800,000	3,600,000	10,641,479
09. Supplies & Materials	115,354	0	0	0	115,354	0	0	0	0	115,354
10. Equipment Replacement	7,601,333	0	0	0	1,751,333	1,050,000	1,200,000	1,200,000	2,400,000	7,601,333
11. Equipment Additional	164,834	0	0	0	164,834	0	0	0	0	164,834
12. Grants, Subsidiary & Contributions	0	0	0	0	0	0	0	0	0	0
13. Fixed Charges	0	0	0	0	0	0	0	0	0	0
14. Land & Structures	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ALL OBJECT CODES</b>	<b>18,523,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,523,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>6,000,000</b>	<b>18,523,000</b>