



NEBRASKA SUPREME COURT IT STRATEGIC PLAN

FY 2025-2027

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Mission Statement

The mission of the Information Technology Division within the Nebraska Judicial Branch is to empower and enable the delivery of fair, efficient, and accessible justice through the strategic and responsible use of innovative technology solutions. We are committed to enhancing the effectiveness and integrity of the judicial process by leveraging technology to streamline operations, improve decision-making, and expand access to Nebraska legal services.

Vision Statement

To be a nationally recognized leader in leveraging technology to enhance access to justice, improve efficiency, and uphold the integrity of the judicial process for all of Nebraska.

Information Technology Committee

- **Charge** – The Information Technology Committee (“Committee”) was created by the Nebraska Supreme Court in January 2006, to guide the implementation of information technology in the Nebraska Judicial Branch (“Judicial Branch”). The Committee is chaired by a Supreme Court Justice and is advisory to the Division of Information Technology Services, the Supreme Court, and the State Court Administrator. The Committee is authorized to review and make recommendations for the creation and modification of the Judicial Branch’s IT digital strategy, project prioritization, policies, and procedures as it pertains to the use of Information Technology. The Committee’s purpose is to ensure policies, concepts, projects, and IT strategic direction are established and maintained with a statewide perspective. Committee recommendations will be presented to the Supreme Court, State Court Administrator, and the Chief Information Officer for consideration.
- **Membership** – Committee membership has been specifically designed to be representative of various interest groups and Judicial Branch divisions. Voting members include judges, clerks, probation, and administrators from various judicial districts of the Nebraska Judicial Branch, as well as other administrative offices, attorneys, and educators in the legal community.

Judicial Branch Structure

- **Supreme Court** – The Nebraska Supreme Court is the state’s court of last resort. Its decisions are binding on all trial courts, as well as the Court of Appeals. The Supreme Court is composed of a Chief Justice and six Associate Justices representing the six Judicial Districts of the State. The Chief Justice represents the State at large and serves as the executive head of the Nebraska Judicial Branch.
- **Court Of Appeals** – The Nebraska Court of Appeals is the state’s intermediate appellate court. There are currently six judges, who sit in rotating panels of three judges. The Court of Appeals hears appeals of judgments and orders in criminal, juvenile, civil, domestic relations, and probate matters. In addition, the Court of Appeals has appellate jurisdiction over decisions originating in a few states’ administrative boards and agencies. Its determination of an appeal is final unless the Nebraska Supreme Court agrees to hear the matter.

- **District Court** – The District Court is the state’s general jurisdiction trial court. In addition, the district court serves as an intermediate appellate court for many appeals from the county courts’ criminal and civil dockets, and from administrative tribunals inferior to the district court, including some state administrative boards and agencies. Twelve district court judicial districts serve the state’s 93 counties and 58 district court judges serve within these judicial districts. Judges are required to preside at trials before the court and sit as the judge and fact finder in bench trials. Judges must hear and rule on pre-trial discovery motions, pre-trial and trial evidentiary matters, pretrial and trial matters relating to rules on pleadings, practice, and procedure before the courts. In matters tried before a jury, a judge must supervise and make rulings on jury selection issues, prepare, and deliver proper jury instructions and decide matters that arise during jury deliberations. The district court’s intermediate appellate functions vary depending upon the statute governing a type of appeal.
- **Separate Juvenile Court** – There are currently 12 separate juvenile court judges sitting in Nebraska’s three largest counties: Douglas, Lancaster, and Sarpy. In the remaining counties, juvenile matters are heard in the county courts. Separate Juvenile Courts have the same jurisdiction and employ the same procedures as the county courts acting as juvenile courts, and handle matters involving neglected, dependent, and delinquent children. The Separate Juvenile Courts also have jurisdiction in certain domestic relations cases where the care, support, or custody of minor children is an issue.
- **Workers’ Compensation Court** – The Nebraska Workers’ Compensation Court is the state’s court with exclusive authority to administer and enforce all provisions of the Nebraska Workers’ Compensation Act. The Court is composed of six judges who travel to any county in the state where an accident occurred to hear a disputed case. Appeals from the Nebraska Workers’ Compensation Court are directly to the Nebraska Court of Appeals, in accordance with the procedures regulating appeals from the state district courts.
- **County Court** – The County Courts are the state’s limited jurisdiction trial courts. There are 59 county judges in 12 county court judicial districts. Jurisdiction of these courts is established by state law, which provides that county courts have exclusive original jurisdiction in estate cases, probate matters, guardianship and conservatorship cases, actions based on a violation of a city or village ordinance, juvenile court matters in counties without a separate juvenile court, adoptions, and eminent domain proceedings. County courts also have concurrent jurisdiction with district courts in certain civil and criminal cases.
- **Problem Solving Court** – There are 32 specialized courts in Nebraska operating in all 12 judicial districts including 20 Adult Drug Courts, 3 Veterans Treatment Courts, 2 DUI courts, 2 Reentry Courts, 1 Young Adult Court, 1 Mental Health Court, 1 Juvenile Drug Court, and 2 Family Treatment Courts. The goals of problem-solving courts in Nebraska are to redirect participants out of the court system, while still holding them accountable, helping them to reduce the incidence of the problems that brought them into the court system and ultimately reduce re-entry into the court system.
- **Probation Service** – The probation system is composed of 14 probation districts within the 12 district court judicial districts. There are 10 probation districts serving both adult and juvenile clients, and 4 probation districts serving adults and juveniles separately. Each probation district has a principal office, and there are 32 satellite offices that augment the principal offices. Probation personnel consist of probation officers, specialized probation officers, drug technicians, intake officers, support staff,

supervisors, coordinators, chief deputies, and a chief probation officer who is responsible for the overall district management.

- **Administrative Office of the Courts and Probation (AOCB)** – The Nebraska Constitution gives general administrative authority over all courts to the Supreme Court and to the Chief Justice as executive head of the Judicial Branch. The AOCB provides most services to the court and probation systems including developing plans for improvement of the judicial system, serving as a central source of information, and developing coordination within the Branch and with other state agencies. The AOCB also helps support and oversee various specialized divisions within the Branch.

Information Technology Plan Executive Summary

The Nebraska Judicial Branch's IT Strategic Plan for 2023-2025 is designed to align with the overarching goals outlined in the Nebraska Supreme Court Strategic Agenda:

<https://supremecourt.nebraska.gov/supreme-court-strategic-agenda-2023-2025>

This plan, which concentrates on the five critical areas of technology—application, infrastructure, service, security, and staffing—prioritizes innovation, efficiency, and enhancing the user experience. By adopting cloud solutions, strengthening cybersecurity, and updating legacy systems, the Judicial Branch aims to equip courts and staff with the advanced tools and resources necessary to adapt to the growing needs of the justice system, all while upholding security, transparency, and public confidence.

Infrastructure Development and Implementation

Project 1 – One Domain Migration

Overview: The One Domain Migration project is about bringing all our separate county domains together into one unified domain over multiple phases. This project will involve planning the migration strategy, executing the domain consolidation, and providing ongoing support and training for users. This means that all the different online addresses used by various counties will be combined into a single domain. This will help us manage our technology better, improve communication between different counties, and ensure consistent security measures. A single domain will make it easier for everyone to work together and access the information they need. This is a multi-year project that will take up to 4 years pending the use of internal staff verses hiring a 3rd party to complete.

Goals:

- **Planning the Migration and User Communication/Notification Strategy:**
 - Create a detailed project plan with timelines and responsibilities.
 - Communicate the migration plan to all stakeholders.
- **Executing the Domain Consolidation Plans:**
 - Successfully migrate all user accounts to the new unified domain county by county.
 - Migrate Email Accounts and personal data accounts
 - Migrate County File Share data
 - Ensure that all county-specific applications are accessible from the new domain.

- **Providing Ongoing Support and Training for Users:**
 - Conduct training sessions for users on the new domain.
 - Monitor user support requests and address any issues within 24 hours after each migration window.

Project 2 – Identity and Access Management (IAM)

Overview: This initiative aims to centralize and strengthen Branch user authentication/login experience over multiple phases. This project will include assessment, implementation of new technologies, and ongoing evaluation to ensure that only authorized individuals have access to sensitive resources by implementing more robust IAM solutions, including multi-factor authentication (MFA) and role-based access control (RBAC) to all internal applications. This will improve security, reduce the risk of unauthorized access, and streamline the user experience and will also support regulatory compliance and enhance our overall cybersecurity posture.

Goals:

- **Assessment of Current Identity and Access Management (IAM) Processes:**
 - Identify and document existing user roles and permissions.
 - Determine gaps in current IAM practices in accordance with CIS and CSF Controls
- **Implementation of New IAM Technologies:**
 - Deploy multi-factor authentication (MFA) for all user accounts in M365 and deploy MFA for all logins used across the Branch by implementing Single Sign-On integration with external products, internal websites, and external websites
 - Establish role-based access control (RBAC) for sensitive systems.
- **Ongoing Evaluation and Adjustment of IAM Solutions:**
 - Monitor user access logs to identify unauthorized attempts.
 - Add any new applications or processes as needed
 - Gather user feedback on the IAM system's usability and security.

Project 3 – Google Migration to Microsoft 365

Overview: The Google Migration to Microsoft 365 project aims to transition the Branch's productivity, collaboration, and email services from Google Workspace to Microsoft 365 over multiple phases. This project will consist of planning the migration steps, executing the transition, and providing training for staff on the new tools. This migration will standardize our technology platforms, improve integration with other Microsoft services, and enhance collaboration through tools like Microsoft Teams, SharePoint, and OneDrive. By moving to Microsoft's ecosystem, the Branch will increase productivity, improve data security, and provide a more cohesive and integrated environment for users to collaborate and access their files across devices. This is a multi-year project that starts with AOCB and will then expand to the trial courts and probation. This will reduce the cost of Google platform service and will allow the Branch to fully use existing Microsoft licensing.

Goals:

- **Planning the Migration Steps:**
 - Develop a timeline for the migration process.
 - Identify key stakeholders for input and support.

- **Executing the Transition to Microsoft 365:**
 - Migrate all emails, documents, and data from Google Workspace to Microsoft 365 without data loss.
 - Ensure all users have access to their new Microsoft 365 accounts within a specific timeframe.
- **Providing Training and Ongoing Support for Staff:**
 - Conduct at least three training sessions on Microsoft 365 tools.
 - Address user inquiries and support requests within 24 hours of submission.

Note: Data Migration and Storage project include migrating the Audio recordings, log notes, exhibits, dictionaries, and other retained data in Google Drive to the Microsoft 365 SharePoint environment. Access to Microsoft 365 NJEES storage location will be granted to appropriate users.

Project 4 – Cloud Modernization

Overview: This initiative focuses on modernizing and optimizing our current cloud infrastructure across AWS, Microsoft, and IBM platforms. The primary goal is to assess our existing cloud services, evaluate their performance, and implement changes to improve scalability, flexibility, and security. Through cloud modernization, we aim to reduce reliance on outdated on-premises infrastructure, lower operational costs, and enhance disaster recovery capabilities. This initiative will support the Nebraska Judicial Branch’s growth by enabling faster deployment of services, on-demand scaling, and integration of the latest cloud technologies. This is a multi-year plan that allows us to build and stabilize our cloud infrastructure in alignment with business needs.

Phases:

- **Phase 1: Application Modernization Assessment:**
 - Complete assessment of all applications and workloads.
 - Identify and classify modernization needs for each application.
- **Phase 2: Planning for Application Modernization:**
 - Develop detailed modernization plans for critical applications.
 - Prioritize applications for migration based on business impact and resource availability.
- **Phase 3: Executing Application Migration:**
 - Migrate critical applications without major disruptions to ongoing operations.
 - Ensure that migrated applications perform effectively, validated through testing and user feedback.
- **Phase 4: Evaluating Cloud Performance and Ongoing Optimization:**
 - Collect and act on user feedback to address any issues or inefficiencies.
 - Complete post-migration performance evaluations, ensuring systems run efficiently.
 - Implement ongoing cloud resource optimizations to reduce unnecessary expenses and improve performance.

Goals:

- **Application Evaluation:**
 - Determine the changes, implementations, improvements, or services needed to optimize all applications used by the Judicial Branch

- **Increased Security:**
 - Determine and implement security practices to improve resilience and secure data
- **Continuous Optimizations:**
 - Monitor all applications to determine further efficiencies and address issues and feedback from users

Project 5 – One Network

Overview: The One Network initiative aims to consolidate the Nebraska Judicial Branch's fragmented network infrastructure into a single, unified, and secure architecture. This transformation will streamline network operations, enhance security, and ensure consistent, reliable connectivity across all locations. By reducing complexity and leveraging modern networking technologies such as SD-WAN, the initiative will improve network performance, simplify management, and provide greater control over data flow and access.

With One Network, the Branch can enable seamless collaboration across all departments and locations, provide better support for remote work, and future-proof the infrastructure to accommodate growth. This approach will also enhance network visibility and allow for quicker response times to network issues, ultimately improving service delivery and operational efficiency.

Phases:

- **Phase 1: Network Discovery and Planning:**
 - Conduct a thorough discovery and audit of the current network infrastructure across all locations.
 - Develop a comprehensive plan for the consolidation of multiple networks into a unified structure.
- **Phase 2: ISP Services and Billing Consolidation:**
 - Separate ISP services and billing from the Executive Branch's IT (OCIO) to ensure independence and control over network management.
 - Unify all ISP services under the new One Network structure, providing streamlined billing and vendor management, while centralizing control of the network owned by the Nebraska Judicial Branch.
- **Phase 3: SD-WAN Infrastructure Deployment:**
 - Deploy hardware and software necessary to enable SD-WAN (Software-Defined Wide Area Network) technology to improve network flexibility and performance.
- **Phase 4: County-by-County Migration:**
 - Gradually migrate each county's network to the new One Network architecture, ensuring minimal disruption during the transition.
 - Test and validate network performance at each stage of the migration.

Goals:

- **Improve Network Performance:**
 - Achieve enhanced network speeds, reliability, and lower latency across all Judicial Branch locations after SD-WAN implementation.

- **Unified Management:**
 - Implement a centralized network management system that reduces the time spent on troubleshooting and improves visibility into network operations across all sites.
- **Increased Security:**
 - Strengthen the overall network security posture through standardized security protocols and improved traffic monitoring under the unified network structure.
- **Seamless User Experience:**
 - Ensure users across all departments experience consistent and reliable network access, regardless of their location or device.
- **Autonomy from Executive Branch IT (OCIO):**
 - Gain full control over network services and ISP contracts by separating from the Executive Branch IT (OCIO), allowing for greater visibility, Control and streamlined vendor management.

Project 6 – Unified Communications as a Service (UCAAS)

Overview: Unified Communications as a Service (UCAAS) is a strategic initiative to modernize and streamline our communication and collaboration infrastructure by migrating to a cloud-based solution in multiple phases. This is a multi-year project that will start with implementing Teams phones for the IT Call Center and will expand to other areas of the business. This will also include an assessment of current communication tools, and ongoing evaluation to ensure effectiveness. UCAAS will integrate various communication tools such as voice, video conferencing, messaging, and collaboration platforms such as Teams, SharePoint, OneDrive into a single, scalable solution. This will improve communication efficiency across the organization, reduce costs by using licensing available to the Branch via our Microsoft 365 platform and decreasing an associated cost with traditional telephone system used for the call center and possibly other areas that offers greater flexibility for remote and mobile workers. By adopting UCAAS, the Branch aims to enhance collaboration, streamline operations, and support the Branch’s digital transformation efforts.

Goals:

- **Assessment of Current Communication Tool with IT Service Desk Call Center:**
 - Inventory all current communication tools in use.
 - Survey staff to identify communication needs and challenges.
- **Implementation of Teams Call Services and Building Service Desk Call Queue:**
 - Deploy UCAAS solutions within IT Service Desk Call Center.
 - Complete user acceptance testing (UAT) to confirm functionality.
- **Ongoing Evaluation of UCAAS Effectiveness:**
 - Monitor usage metrics to evaluate engagement with UCAAS tools.
 - Collect user feedback to identify areas for improvement.

Service Development and Implementation

Project 1 – Hardware Lifecycle Management

Overview: This project aims to implement a process for hardware lifecycle management to ensure employees have access to modern and secure laptops by replacing outdated devices. The focus will be on laptops that

support enhanced performance, longer battery life, and compatibility with current software (including Windows 11 migration). This modernization will improve security and remote work capabilities, aiming to increase productivity and reduce technical issues for a seamless user experience in various areas of the organization based on 4 years refresh Cycle.

Phases:

- **Phase 1: Inventory Setup and Maintenance:**
 - Establish a baseline inventory of all Judicial Branch devices to coordinate and maintain adherence to hardware refresh cycles, Windows 10 deprecation deadlines, and ongoing maintenance of employee devices.
- **Phase 2: Laptop Replacement/Refresh and Windows 11 Migration:**
 - Establish a refresh cycle for administration, court personnel, and probation departments to ensure that hardware and software remain up-to-date and effective. Regularly assess and replace outdated technology to support ongoing operational needs and improve user experience.

Goals:

- **Comprehensive Inventory:**
 - Complete the inventory setup within the defined timeline, ensuring all devices are accounted for.
- **Adherence Monitoring:**
 - Track compliance with hardware refresh cycles to ensure timely updates and replacement.
- **Timely Replacements:**
 - Monitor the number of laptops replaced within the refresh cycle and assess user satisfaction with the new devices.
- **Software Compatibility:**
 - Evaluate the success of Windows 11 migration across departments to ensure compatibility with existing applications.

Project 2 – Implementing Tiered Support Service Model

Overview: This project aims to transform IT service delivery by establishing a tiered support service model that improves responsiveness, efficiency, and overall user experience within the Nebraska Judicial Branch. By systematically categorizing support levels, the Branch will streamline issue resolution processes and enhance security measures across the organization. This initiative includes cross-training staff to ensure broader coverage and flexibility, allowing for timely assistance during peak demand or staff absences. Ultimately, the project seeks to foster a more efficient IT environment, enabling court personnel and the public to access vital information and support with greater ease and reliability.

Phases:

- **Phase 1: Enhancing IT Service Desk Operations:**
 - **Tiered Support Model:** Implement a multi-level support structure to ensure timely resolution of both basic and complex issues, including IT support for JUSTICE and NPAC within the same tier of support.

- **Cross-Training:** Provide cross-training to staff across IT and application systems, such as JUSTICE and NPACS, to ensure broader coverage and flexibility during peak times or
- **Phase 2: Enhanced IT Support Framework:**
 - **Additional Staffing:** Recruit and onboard additional service desk personnel to enhance support capacity, adhering to a ratio of 75-100 users per support staff.
 - **Service Desk Documentation:** Create and maintain detailed documentation of common issues and resolutions to streamline support processes and enable faster troubleshooting.
 - **Feedback Tools:** Implement mechanisms to track user feedback and improve service quality based on user experiences.
- **Phase 3: IT Service Desk Improvement Initiatives:**
 - **Workshops and Webinars:** Organize virtual and in-person workshops and webinars to educate staff about court services and processes.
 - **Online Resources:** Develop and maintain a robust library of digital resources, such as FAQs, instructional videos, and interactive guides to assist users in navigating court systems more easily.
 - **Multilingual Support:** Ensure resources are available in multiple languages to enhance access for diverse communities, including those with limited English proficiency.
 - **Community Partnerships:** Collaborate with community organizations and legal aid services to promote educational programs and resources, ensuring broader outreach.
 - **Feedback and Improvement:** Collect feedback from participants to continuously improve and adapt outreach programs to meet evolving needs.

Goals:

- **Improved Response Times:**
 - Reduce the average time taken to resolve support requests, demonstrating increased efficiency in the IT service desk.
- **Enhanced Staff Flexibility:**
 - Measure the effectiveness of cross-trained staff during peak times or absences through user satisfaction ratings.
- **Increased User Satisfaction:**
 - Gather user feedback on the effectiveness of the service desk, aiming for higher satisfaction ratings.
- **Streamlined Processes:**
 - Evaluate the time taken to resolve issues before and after implementing documentation improvements.
- **Participant Engagement:**
 - Track attendance and engagement levels during workshops and webinars to assess community interest and reach.
- **Resource Utilization:**
 - Measure how frequently online resources are accessed and their impact on user understanding of court processes.

Security Development and Implementation

Project 1 – Implementing Security CIS and CSF Security Controls

Overview: This initiative will focus on establishing a new cybersecurity program/framework following the Neb. Ct. R. § 1-1201. The Center for Internet Security (CIS) will continue to serve as guidance for foundational security improvements along with Cybersecurity Framework (CSF) to create a more strategic and risk-based approach to cybersecurity. These frameworks will help track the organization’s security posture over time.

Phases:

- **Phase 1: Asset Management**
 - Establish and maintain a detailed asset inventory of hardware, software, and data assets. *In alignment with Service Development and Implementation, Project 1.*
- **Phase 2: Risk Assessment**
 - Continuously identify vulnerabilities and remediate them to decrease the risk of attack
- **Phase 3: Data Management**
 - Operate processes and tooling to control, handle, retain, and dispose of the Branch’s data
- **Phase 4: Device Management**
 - Establish and maintain secure configurations of enterprise assets, including end-user devices and servers
- **Phase 5: Security Analysis**
 - Collect and analyze audit logs to detect and recover from cyber events

Goals:

- **Develop Logistical Controls:**
 - Maintain an up-to-date asset inventory and promptly remediate identified vulnerabilities, ensuring that all hardware and software are accounted for and secured
- **Establish Policies and Protocols:**
 - Create a Vulnerability Management process, organizational processes, policies, and security controls based on the CIS and CSF
- **Create Cybersecurity Controls:**
 - Create a Governance, Compliance and Access Review Program

Project 2 – Cybersecurity Awareness Training

Overview: This project focuses on providing the workforce with the knowledge and skills needed to securely use Microsoft 365 services and recognize common cyber threats such as phishing, social engineering, and ransomware. The goal is to foster a security-first mindset, enabling staff to identify, avoid, and report threats proactively. The program will include interactive training modules, simulated phishing attacks, and knowledge assessments to measure staff readiness and improve the organization’s overall security posture.

Phases:

- **Phase 1: Develop Comprehensive Training Modules:**
 - Build engaging, scenario-based training tailored to Microsoft 365 security practices and common cyber threats.
- **Phase 2: Collaborate with JBE to Deliver Training:**
 - Ensure accessibility by partnering with the Judicial Branch Entities (JBE) to deliver content across all staff levels via the appropriate platforms.
- **Phase 3: Conduct Ongoing Knowledge Assessments:**
 - Implement periodic assessments and phishing simulations to track employee progress and reinforce learned behaviors.

Goals:

- **100% Employee Completion:**
 - Ensure all employees complete the initial cybersecurity training within 90 days of launch.
- **Improved Phishing Awareness:**
 - Reduce phishing simulation click-through rates to <5% within 6 months through targeted education.
- **Continuous Improvement through Assessments:**
 - Conduct quarterly assessments to gauge training effectiveness and refine content based on employee performance.

Project 3 – Contracting Managed Security Service Provider MSSP

Overview: This project focuses on onboarding a Managed Security Service Provider (MSSP) to establish 24/7/365 cybersecurity monitoring of the Judicial Branch’s infrastructure and systems. By leveraging an MSSP’s specialized expertise, the Judicial Branch aims to enhance its security posture, reduce risks, and ensure continuous protection against emerging cyber threats. The MSSP will provide a range of services to identify, manage, and respond to security events in real-time, ensuring that the Judicial Branch can maintain compliance, data privacy, and operational continuity. The partnership will help the Judicial Branch implement proactive and responsive measures for cybersecurity, minimizing downtime and disruptions while building resilience against both internal and external threats. This initiative allows the technology division to manage the security requirement of the Branch with limited staffing.

Phases:

- **Phase 1: Continuous Security Management:**
 - Implement ongoing management and monitoring of security technologies to ensure optimal performance and protection.
- **Phase 2: Threat Identification and Incident Response:**
 - Establish protocols for identifying cybersecurity threats and effectively responding to security incidents in real-time.
- **Phase 3: User Account Management:**
 - Develop processes for creating, modifying, and removing user accounts in response to personnel changes to prevent unauthorized access.

- **Phase 4: Access Control Management:**

- Enforce strict controls over access to critical administrative functions and sensitive data to enhance security

Goals:

- **Establish Comprehensive Security Protocols:**

- Create and implement a robust incident response process and user account management protocol, ensuring rapid response to security alerts and secure access controls across the Judicial Branch.

- **Enhance Threat Detection Capabilities:**

- Deploy advanced threat detection tools and techniques to improve the ability to identify and mitigate potential cybersecurity threats proactively.

- **Conduct Regular Security Training:**

- Implement ongoing cybersecurity awareness training for all employees to foster a security-conscious culture and reduce the risk of human error leading to security breaches.

Project 4 – Implementing Security Scorecard

Overview: This initiative focuses on assessing the security practices of third-party vendors to ensure the products and services utilized by the Judicial Branch are secure and compliant with established standards. By proactively evaluating vendor security and tracking vulnerabilities, the project aims to minimize risks and prevent the introduction of potential vulnerabilities into the Judicial Branch’s environment. This process will establish a comprehensive vendor management system, contributing to enhanced security governance.

Phases:

- **Phase 1: Assess Vendor Security Practices:**

- Review and evaluate vendors against established security standards to ensure compliance.

- **Phase 2: Develop a Tracking System:**

- Implement a tracking system to log and monitor identified vulnerabilities in third-party products.

- **Phase 3: Conduct Regular Vendor Audits:**

- Perform periodic audits of vendor products to ensure ongoing compliance and security performance.

Goals:

- **Establish a Vendor Assessment Process:**

- Ensure all vendors meet security compliance standards through formal assessments within 6 months of onboarding.

- **Track and Mitigate Vulnerabilities:**

- Maintain 100% visibility of identified vulnerabilities with remediation plans initiated within 30 days.

- **Continuous Security Governance:**

- Conduct biannual audits of key vendors to ensure ongoing alignment with security policies and standards.

Staffing Development and Implementation

Project 1 – Optimized and Adequately Staffed IT Division Team

Overview: The successful execution of the Branch's IT Strategic Plan relies on a balanced mix of skilled personnel dedicated to both day-to-day operations and key initiatives. As the Branch embarks on ambitious projects from cloud modernization to legacy system migration and enhanced cybersecurity the IT division must ensure adequate staffing levels, expertise, and cross-functional collaboration are in place. This section emphasizes aligning staffing resources with the operational needs of technology and the demands of critical projects while fostering a culture of continuous learning and adaptation to meet the evolving requirements of the judicial system.

Phases:

- **Phase 1: Comprehensive Staffing Strategy:**
 - Identify and allocate the right mix of skilled personnel across all projects to meet operational and project-specific needs.
- **Phase 2: Skill Development and Training:**
 - Implement ongoing training programs to equip staff with the necessary skills for current and emerging technologies.
- **Phase 3: Support for Daily Operations:**
 - Ensure sufficient staffing for routine IT operations, including helpdesk support and system maintenance, to facilitate smooth judicial functions.
- **Phase 4: Cross-Functional Collaboration:**
 - Promote collaboration among teams to foster knowledge sharing and a unified approach to technology challenges.
- **Phase 5: Focus on Employee Well-Being:**
 - Establish support programs and a positive work environment to enhance job satisfaction and overall staff performance.

Goals:

- **Training Assessment:**
 - Enhance staff capabilities through targeted training initiatives, ensuring proficiency in relevant technologies and processes.
- **Continues Improvement:**
 - Align staffing resources with the demands of key projects while fostering a culture of continuous learning and adaptation.
- **Resource Assignment:**
 - Maintain optimal staffing levels to deliver high-quality, uninterrupted support for day-to-day technology operations.
- **Cross training:**
 - Encourage teamwork and information exchange across departments to enhance problem-solving and project outcomes.

- **Cultural Diversity:**
 - Foster a supportive workplace culture that prioritizes employee well-being and retention.

Application Development and Implementation

Project 1 – Court and Probation Case Management Application Integration

Overview: The goal of this project is to enhance operational efficiency and improve data accuracy by integrating the Court (JUSTICE) and Probation (NPACS) Case Management systems. This integration will facilitate seamless, bi-directional data exchange between the two systems, eliminating redundancies and streamlining workflows. By allowing both courts and probation departments to access and share vital information in real time, the Branch can create a more collaborative environment that enhances overall functionality and service delivery.

Goals:

- **Successful Data Transfer:**
 - Establish successful bi-directional data transfers for at least 90% of identified transaction types.
- **Reduction in Duplicate Data Entry:**
 - Aim for a 50% reduction in duplicate data entry reported by users across both systems.
- **Stakeholder Satisfaction:**
 - Achieve a satisfaction rate of 80% or higher among stakeholders regarding the functionality of the new integration.

Project 2 – Self-Represented Litigant (SRL) eFiling

Overview: Increase individuals (without attorneys) access to courts. Self-Represented Litigants can represent a large portion of court users in certain case types (e.g., small claims, domestic relations, protection orders). The responsibility of the Branch is to assist these users in navigating court processes.

Goals:

- **Increased Access:**
 - Measure the increase in the number of Self-Represented Litigants successfully filing electronically through the SRL eFiling Portal.
- **Reduction in Filing Errors:**
 - Track a decrease in the number of errors reported in SRL filings, indicating improved guidance through the process.
- **User Satisfaction:**
 - Gather feedback from SRLs on their experience with the portal, aiming for a positive satisfaction rate of 80% or higher.

Project 3 – eFiling Portal Login Modernization

Overview: Transform the current eFiling environment to provide users with easier navigation, simplified access to information, and increased ease of access to eFiling. This includes centralizing access to various court applications into a single login platform and integrating all existing eFiling applications and Tyler-Nebraska applications for streamlined access.

Goals:

- **Lower Support Requests:**
 - Achieve fewer login-related support tickets, demonstrating that users are having an easier time accessing the system.
- **Increased User Adoption:**
 - Attain a high level of user engagement with the new centralized login platform, indicating acceptance and effective use.
- **Positive User Feedback:**
 - Collect user feedback showing improved satisfaction with the eFiling process, indicating that users find the new system easier to navigate.

Project 4 – Probation Case Management System Modernization

Overview: Enhance the NPACS system by adding new functionality for improved navigation, helping officers and field staff complete their work more efficiently and improving the overall business process flow of the application.

Goals:

- **Improved User Navigation:**
 - Aim for a 25% reduction in time spent navigating the NPACS system as reported by users.
- **Increased Efficiency:**
 - Monitor the completion rates of officer tasks to achieve at least a 20% improvement in task completion times.
- **User Engagement:**
 - Track an increase in user engagement metrics, with at least 75% of users reporting positive changes in system usability.

Project 5 – Nebraska Judicial Electronic Exhibits System (NJEES) Enhancement

Overview: Broaden usage and functionality of the Nebraska Judicial Electronic Exhibits System, expanding to version 2 to support a statewide application available in all Trial Courts and establish a single statewide standard for Exhibit management.

Goals:

- **Increased Adoption Rate:**
 - Achieve a 50% increase in the number of cases utilizing the NJEES system compared to the previous year.
- **Enhanced User Feedback:**
 - Aim for at least 85% of users to report satisfaction with the NJEES enhancements.
- **Functional Expansion:**
 - Successfully implement 3 new features based on user feedback during the pilot phase.

Note: Data migration and storage to be completed with the Google Drive Migration project. Reference *Infrastructure Development and Implementation, Project 3*.

Project 6 – Trial and Appellate Court Case Management System Modernization (NCHIP Grant)

Overview: For the replacement of both JUSTICE and SCCALES with a more modern and sustainable system for the future. This project includes engaging a third-party consultant, Mission Critical Partners, to document requirements for both systems and provide recommendations for their replacement.

Goals:

- **Successful Completion of Documentation:**
 - Ensure the documentation and requirements gathering process with Mission Critical Partners is completed on schedule, providing a clear understanding of the current JUSTICE and SCCALES systems.
- **Recommendations for Replacement:**
 - Obtain actionable recommendations for system replacement from Mission Critical Partners, enabling informed decisions on future technology adoption.
- **Enhanced User Experience:**
 - Identify user needs that improve satisfaction, indicating that the new system will better support the business practices of the courts.

Project 7 – Modernization of the Court Case Management System JUSTICE

Overview: The Nebraska Judicial Branch’s current court case management system is built on a decades-old COBOL-based AS/400 platform. This system, while reliable, faces significant challenges in terms of scalability, flexibility, and compatibility with modern technologies. To ensure future readiness and improve operational efficiency, the Judicial Branch aims to modernize the system by exploring various options for a new, more robust platform. This project will involve an in-depth evaluation of potential solutions, focusing on improving user experience, enhancing data integration, and futureproofing the system for evolving judicial needs.

The modernization effort will also address current limitations such as difficulties in maintaining COBOL code, lack of integration with other digital platforms, and constraints related to scalability. By shifting towards a more contemporary system, the Branch aims to create a more flexible, cost-effective, and future-ready court case management solution.

Phases:

- **Phase 1: System Assessment and Requirements Gathering:**
 - Conduct a thorough evaluation of the current system’s capabilities, limitations, and dependencies. *Reference Application Development and Implementation, Project 6.*
 - Engage with stakeholders (judges, court staff, IT) to gather detailed requirements for the new system.
- **Phase 2: Exploration of Modernization Options:**
 - Research potential replacement options, including Commercial-Off-The-Shelf (COTS) solutions, custom-built systems, and cloud-based platforms.
 - Perform a feasibility study to compare options based on factors like scalability, security, cost, and ease of implementation.

- **Phase 3: Proof of Concept and Pilot Testing:**
 - Implement a pilot or proof-of-concept (PoC) for the selected solution to test its functionality in a controlled environment.
 - Gather feedback from end users and assess system performance, integration, and usability.
- **Phase 4: Full-Scale Implementation Plan:**
 - Develop a comprehensive plan for migrating from the AS/400 system to the selected solution, ensuring minimal disruption to court operations.
 - Define a phased roll-out strategy for full implementation across all courts.

Goals:

- **System Analysis:**
 - Complete an in-depth analysis of the current system and document all modernization requirements within the next 6 months.
- **Modernization Evaluation:**
 - Identify and evaluate at least three viable modernization solutions, with a preferred option selected by the end of the first year.
- **Proof-of-Concept:**
 - Successfully implement and test a proof-of-concept for the selected solution, ensuring that it meets at least 90% of the functional and security requirements identified in Phase 1.
- **Building Migration Roadmap:**
 - Develop a clear migration roadmap, including detailed timelines, resource allocation, and risk mitigation strategies, with the goal of initiating migration within two years.