



Judicial Council of California

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REPORT TO THE JUDICIAL COUNCIL

Item No.: 26-103

For business meeting on July 17, 2026

Judicial Branch Technology: Technology Governance and Funding Model

Judicial Council Report Details

Submitted by

Judicial Council Technology Committee

Hon. Maria D. Hernandez, Chair

Mr. David Slayton, Vice-Chair

Date of Report

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Report Type

Information

Executive Summary

The Judicial Council Technology Committee is updating the Judicial Branch *Technology Governance and Funding Model*, which has remained unchanged since its adoption in 2014. This model provides the foundation for the branch's *Strategic Plan for Technology* and *Tactical Plan for Technology* and ensures a comprehensive, cohesive approach to branchwide technology strategy. Because technology has advanced significantly over the past decade and the needs of the courts, court users, and the judicial branch have evolved in parallel, updating the governance and funding model is essential to address these changes and position the branch for continued progress. The purpose of this report is to inform the council that while this work is underway, the existing *Strategic Plan for Technology* and *Tactical Plan for Technology* will remain in effect and will not be revised until an updated governance and funding model is approved by the Judicial Council.

Relevant Previous Reporting or Action

The Judicial Council adopted the initial *Court Technology Governance and Strategic Plan*¹—which included the *Technology Governance and Funding Model*, the *Strategic Plan for Technology*, and the *Tactical Plan for Technology*—in September 2014. An updated *Court Technology Governance and Strategic Plan*² was adopted in November 2014 to reflect the importance of language access in the plan.

In September 2015,³ the council amended rules 10.16 and 10.53 of the California Rules of Court to implement the *Court Technology Governance and Strategic Plan* and revise the roles and responsibilities of the Technology Committee and the Information Technology Advisory Committee (ITAC). The Technology Committee develops, recommends, and oversees the strategic plan and, for the tactical plan, sets priorities and provides oversight approval. ITAC provides input on the strategic plan and, for the tactical plan, develops, recommends, solicits input on, and sponsors initiatives.

The model directs the Judicial Council to adopt a strategic technology plan every four years and a tactical technology plan every two years. The strategic plan was updated and adopted in December 2018⁴ and again in January 2023.⁵ The tactical plan was updated and adopted in March 2017,⁶ May 2019,⁷ March 2021,⁸ July 2023,⁹ and April 2025.¹⁰

¹ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Court Technology Governance and Strategic Plan*](#) (Aug. 7, 2014).

² Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Update to Court Technology Governance and Strategic Plan*](#) (Oct. 2, 2014).

³ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Administration: Implementation of Court Technology Governance and Strategic Plan*](#) (Aug. 11, 2015).

⁴ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Strategic Plan for Technology 2019–2022*](#) (Nov. 9, 2018).

⁵ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Technology: Strategic Plan for Technology 2023–2026*](#) (Dec. 14, 2022).

⁶ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Tactical Plan for Technology 2017–2018*](#) (Mar. 2, 2017).

⁷ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Tactical Plan for Technology 2019–2020*](#) (May 16, 2019).

⁸ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Tactical Plan for Technology 2021–2022*](#) (Feb. 11, 2021).

⁹ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Tactical Plan for Technology 2023–2024*](#) (June 22, 2023).

¹⁰ Judicial Council of Cal., Advisory Com. Rep., [*Judicial Branch Administration: Tactical Plan for Technology 2025–2026*](#) (Apr. 7, 2025).

Analysis/Rationale

The *Technology Governance and Funding Model* adopted in 2014 has provided a strong foundation for guiding branchwide technology decisions. Over the past decade, the technology landscape has evolved significantly. Courts and court users increasingly rely on cloud-based services, advanced cybersecurity, data analytics, and user-focused digital platforms. Funding approaches have also evolved, particularly through the creation of an IT Modernization program and the critical need to address the rising costs of maintaining existing technologies.

Collaboration across the branch and courts has grown more effective and strategic. To ensure the governance structure remains responsive to these changes, the model needs to be updated so that technology investments align with evolving business objectives and strategic priorities guide decision-making, planning, and resource allocation.

To begin this work, the Technology Committee is initiating a comprehensive review and update of the current model, including an assessment of technology trends, best practices, stakeholder needs, and funding considerations. This effort is estimated to take 18 to 24 months and includes time to convene a dedicated workstream, conduct analysis, develop recommendations, and gather input from stakeholders throughout the branch. While this effort is underway, the existing *Strategic Plan for Technology* and *Tactical Plan for Technology* will remain in effect.

The Technology Committee and ITAC chairs reviewed the current strategic and tactical plans for technology and confirmed that both continue to reflect branch priorities and align with current operational needs. To maintain continuity while the governance and funding model is updated, both plans will be extended through 2029 to allow sufficient time for a comprehensive update of the governance and funding model to be completed and presented to the Judicial Council. Work on updating the next strategic and tactical plans will begin thereafter. Table 1 summarizes the current effective periods, the extended time frames needed to maintain continuity, and the estimated timing of the next plan cycles based on the milestones in Table 2.

Table 1. Current and Proposed Governance and Plan Time Frames

Document	Current Time Frame	Extended Time Frame (through governance update completion)	Next Cycle (estimated)
<i>Technology Governance and Funding Model</i>	effective October 2014	effective April 2028	indefinite
<i>Strategic Plan for Technology</i>	2023–2026	2027–2029	2030–2033
<i>Tactical Plan for Technology</i>	2025–2026	2027–2029	2030–2031

In addition to extending the effective periods of the plans, an estimated timeline has been developed to illustrate the dependencies between updating the governance and funding model and initiating subsequent updates to the strategic and tactical plans. This estimated

timeline demonstrates why the extension is required and provides transparency regarding the anticipated flow of work, including stakeholder engagement and preparation for future Judicial Council consideration. Table 2 outlines the time frames and milestones for this work and explains how the timing supports the extended plan periods shown in Table 1.

Table 2. Estimated Timeline of Governance Plan Updates

Estimated Date	Milestone
July 2026	Recommend extension of existing plans to the Judicial Council
September 2026	Commence governance and funding model workstream
April 2028	Present updated governance and funding model to the Judicial Council
May 2028	Commence update to strategic plan workstream
September 2028	Commence update to tactical plan workstream
December 2029	Present updated strategic plan to the Judicial Council
February 2030	Present updated tactical plan to the Judicial Council

Fiscal Impact and Policy Implications

Updating the governance and funding model and maintaining the current strategic and tactical technology plans during this process will not impose any one-time or ongoing costs on the courts or the Judicial Council, other than staff time. An up-to-date governance framework provides the foundation for technology direction, ensuring accountability, transparency, and clarity in decision-making. An update strengthens the branch’s ability to secure new branch funding for both transformative innovation and the rising costs of ongoing maintenance and operations required to keep core systems reliable. Historically, maintaining and adhering to the governance structure has resulted in additional funding for technology initiatives that enhance branch operations and court services to the public.

The updated model will reflect the evolving technology landscape and guide strategic and tactical planning to achieve branchwide goals. This alignment advances the [judicial branch strategic plan](#) by promoting equal access to justice, improving operational efficiency, and fostering innovation in court services. Keeping our governance framework current enables consistent and reliable digital services, enhances transparency, and supports fairness in technology-driven processes—all of which advance the branch’s core values and commitment to public trust.

Attachments and Links

None.