

JUDICIAL COUNCIL MEETING
Minutes of the February 25, 2011, Meeting
Sacramento, California

Chief Justice Tani Cantil-Sakauye, Chair, called the meeting to order at 8:30 a.m. on Friday, February 25, 2011, at the Joe Serna, Jr. California Environmental Protection Agency Headquarters in Sacramento.

Judicial Council members present: Chief Justice Tani Cantil-Sakauye; Justices Marvin R. Baxter, Richard D. Huffman, Harry E. Hull, Jr., and Douglas P. Miller; Judges Stephen H. Baker, James E. Herman, Ira R. Kaufman, Mary Ann O'Malley, Burt Pines, Kenneth K. So, Sharon J. Waters, David S. Wesley, and Erica R. Yew; Ms. Miriam Aroni Krinsky, Ms. Edith R. Matthai, Mr. Joel S. Miliband, Mr. James N. Penrod, and Mr. William C. Vickrey; advisory members: Judges Keith D. Davis, Kevin A. Enright, Terry B. Friedman, Teri L. Jackson, and Robert James Moss; Mr. Frederick K. Ohlrich, Commissioner Sue Alexander; Mr. Alan Carlson, Mr. Michael M. Roddy, and Ms. Kim Turner.

Absent: Senator Noreen Evans; Assembly Member Mike Feuer; Judge Winifred Younge Smith.

Others present included: Justices Terence L. Bruiniers and Arthur G. Scotland (Ret.); Judges David W. Abbott, Laurie M. Earl, Stacy Boulware Eurie, and Glen M. Reiser; Court Executive Officer James B. Perry; California Highway Patrolmen Jeff Borgen, Aron Ching, Jeffrey Davidson, and George Gianada; Mr. Graeme Finley, Mr. Payson Hall, Ms. Beth Jay, Mr. Clark Kelso, Ms. Saskia Kim, Mr. Scott King, Mr. Shawn Landry, Ms. Erika Li, Mr. Ralph M. Ochoa, Mr. Snorri Ogata, and Ms. Lindsey Scott-Florez; **AOO staff:** Mr. Peter Allen, Ms. Katie Asher, Mr. Nick Barsetti, Mr. Paul Bibo, Ms. Dianne Bolotte, Ms. Deborah Brown, Mr. Les Butler, Ms. Sheila Calabro, Ms. Nancy Carlisle, Mr. Philip Carrizosa, Mr. Steven Chang, Ms. Roma Cheadle, Mr. Curtis L. Child, Dr. Diane Cowdrey, Mr. Dexter Craig, Ms. Jacquie DeMartini, Ms. Tina Divita-Larson, Mr. Mark Dusman, Ms. Stephanie Elam, Mr. Edward Ellestad, Mr. Chad Finke, Ms. Donna Hershkowitz, Mr. Paul Hirsch, Mr. Kenneth L. Kann, Ms. Leanne Kozak, Ms. Maria Kwan, Mr. Gavin Lane, Ms. Monica LeBlond, Mr. Robert Lowney, Mr. Mark A. Moore, Mr. John Moynihan, Mr. Stephen Nash, Ms. Diane Nunn, Mr. Ronald G. Overholt, Ms. Jody Patel, Ms. Mary M. Roberts, Mr. Anthony Rochon, Mr. Mark Scardello, Mr. Curt Soderlund, Ms. Nancy E. Spero, Mr. Joe Thims, Mr. Terry Tracy, and Mr. Lee Willoughby; and **media representatives:** Ms. Maria Dinzeo, *Courthouse News Service*; Ms. Emily Green, *San Francisco Daily Journal*; and Ms. Cheryl Miller, *The Recorder*.

Swearing-in of New Council Members

Chief Justice Cantil-Sakauye administered the oath of office to the new Judicial Council members present.

Public Comment

No requests to address the council were received.

Approval of Minutes

The minutes of the December 14, 2010, business meeting were approved.

Judicial Council Committee Presentations

Executive and Planning Committee

Justice Richard D. Huffman, chair of the Executive and Planning Committee (E&P), reported that the committee had met seven times since the December 14, 2010, Judicial Council meeting: by telephone conference call on December 17 and 22, 2010, and February 1, 7, and 15, 2011; by e-mail deliberation on February 10, 2011; and in-person on February 22, 2011.

On December 17 the Administrative Director of the Courts briefed the committee on the developments over the past several months regarding financing for the construction of a new courthouse in Long Beach. The California Department of Finance, in late on December 16, 2010, issued an approval letter for the Long Beach project. The committee, on behalf of the Judicial Council under rule 10.11(a) of the California Rules of Court, approved the course of action proposed by the Administrative Director (and supported by the Assistant Presiding Judge for the Superior Court of Los Angeles) for the financial close of the deal in the next few days, provided that the interest rate would be at or under a certain designated rate. The committee further granted discretion to the Administrative Director to close with an interest rate exceeding this limit if, in his judgment, it were favorable to do so.

The Administrative Director also briefed the committee on a new governance model for oversight for the Court Case Management System (CCMS) program as it transitions from application development to statewide deployment. The committee, on behalf of the Judicial Council under rule 10.11(a) of the Rules of Court, reaffirmed the Administrative Director's authority to proceed with CCMS final testing and deployment to three early adopter courts, as authorized by the Judicial Council and the Legislature and approved the new CCMS governance model, both as to oversight and as to program management. The new CCMS Governance Model is attached.

On December 22 the committee confirmed the conversion of two vacant subordinate judicial officer positions in the Superior Court of Orange County, effective July 1, 2011, or the date of legislative ratification of the authority to convert positions in fiscal year 2011–2012, whichever is later. The conversion of one of these positions was made contingent on the Judicial Council modifying its SJO conversion allocation schedule for fiscal year 2011–2012, which is Item D on today's consent agenda.

The committee confirmed the conversion of a third vacant subordinate judicial officer position at the Orange court on the condition that the Legislature, pursuant to Assembly Bill 2763 (Stats. 2010, ch. 690), enacts additional legislation ratifying additional conversions of vacant positions effective for fiscal year 2011–2012.

The committee also reviewed materials and formulated its recommendations to the Chief Justice regarding an out-of-cycle vacancy for appellate justice on the Judicial Council.

On February 1 the committee reviewed reports and set the agenda for the next Judicial Council business meeting. AOC staff briefed the committee on the agenda for the Judicial Council legislative visits and issues meeting in Sacramento on February 23 and 24, 2011. The committee also reviewed the annual agenda guidelines and AOC staff briefed the committee on the advisory committee and task force annual agenda process, in preparation for the February 22, 2011, E&P meeting with the chairs and principal staff of each of the committees and task forces under E&P's

guidance. Lastly the committee reviewed the staff recommendations on nominations for an out-of-cycle vacancy on the Court Interpreters Advisory Panel and formulated its recommendation for the Chief Justice.

On February 7 the committee reviewed reports and further set the agenda for the next Judicial Council business meeting. By the time of this meeting, the agenda had changed considerably. The agenda reviewed on February 1 had included two Education Division/CJER education items that, during the February 7 meeting, were deferred until the April council meeting to allow more time on the agenda for discussion of CCMS issues.

On February 10 the committee reviewed and approved a revised Judicial Council report for the February 25 business meeting agenda.

On February 15 the committee reviewed reports and further set the agenda for the next Judicial Council business meeting. The committee also reviewed a staff memo regarding an out-of-cycle vacancy on the Appellate Advisory Committee and formulated its recommendation to the Chief Justice. And the committee prepared for upcoming E&P annual agenda review meetings with the chairs and principal staff of each of the committees and task forces under its oversight.

On February 22, the committee reviewed the 2011 advisory committee and task force annual agendas with the chairs, vice-chairs, and principal staff of the eight committees and task forces for which the Chief Justice has assigned E&P oversight.

Policy Coordination and Liaison Committee

Justice Marvin R. Baxter, chair of the Policy Coordination and Liaison Committee (PCLC), reported that the committee had met twice since the December 14, 2010, Judicial Council meeting.

Justice Baxter reported that in January each year a memo from PCLC is sent out to all advisory committees branchwide. In the memo the committees are urged to focus on prospective Judicial Council-sponsored legislation. Justice Baxter also urged council members to consider, based upon their experience, if a proposed legislative change may be appropriate and to communicate their thoughts to the Office of Governmental Affairs (OGA). OGA will then forward the ideas to the appropriate advisory committee for review in advance of the proposed legislation being submitted to PCLC and the council.

At PCLC's January 26 meeting the committee took a support position on one bill relating to the prohibition of electronic communications by jurors. PCLC also recommended for sponsorship a legislative proposal regarding the Judges' Retirement System credit and preretirement death benefits. The proposal is Item C on today's consent agenda.

PCLC heard a budget status update at its February 16 meeting. Justice Baxter reported that the deadline to introduce bills was February 18 and that more than 2,400 bills, constitutional amendments, and resolutions were introduced for the start of the 2011-2012 session. The majority of the bills were introduced on the last day before the deadline. OGA staff is reviewing all of the bills to identify those of particular interest to the judicial branch.

The Bench-Bar Coalition's Day in Sacramento was held on two separate days this year, February 1 and February 15, and will be conducted again on March 1 and 2. This multiday approach proved to be successful last year and has been equally successful in the two meetings already held.

Bench and bar leaders and court executive officers were able to meet with legislators on issues pertinent to the proposed 2011–2012 judicial branch budget, new judgeships, CCMS, and access to justice issues. In addition to that, OGA is in the process of scheduling with our justice partners meetings with the Chief Justice and other representatives of the council during the course of this year. Three or four meetings have already been scheduled.

Rules and Projects Committee

Justice Douglas P. Miller, chair of the Rules and Projects Committee (RUPRO), reported that the committee had met four times since the December 14, 2010, Judicial Council meeting: twice by telephone, once via e-mail, and once in person.

On January 24 RUPRO met by phone to consider a rule amendment proposal from the Traffic Advisory Committee to circulate for public comment on a special cycle. The proposal was approved for circulation. Following public circulation and further review by the Traffic Advisory Committee, this proposal is expected to come before the Judicial Council at its April 29 meeting.

On February 7, RUPRO deliberated via e-mail to approve a circulating order proposing revisions to two Judicial Council fee waiver forms to incorporate the 2011 increases in the federal poverty guidelines. The council approved the revised form by Circulating Order CO-11-01, a copy of which is in today's meeting binders, and special notice has been given to the courts about these revised forms.

On February 14 the committee met by phone for a briefing to prepare for its meeting to review the annual agendas of the advisory committees and task forces that the committee oversees.

On February 22 the committee met in person to review the annual agendas of its 12 advisory committees and task forces and discussed the annual agendas with the chairs and principal staff of each body.

Chief Justice's Report

Chief Justice Tani Cantil-Sakauye proceeded with her report on the highlights of the previous eight weeks, since assuming office on January 3, 2011. She acknowledged Justice Carlos Moreno's January 4th announcement of his impending retirement and expressed her gratitude for his 24 years of service to California as both a federal and state court judge. She hopes he will continue to be involved in the Blue Ribbon Commission on Children in Foster Care.

In her first days of office, Governor Edmund G. Brown, Jr., proposed a budget that included \$200 million in unallocated cuts to the judicial branch. This precipitated a fast-tracked round of hearings in the state Assembly and Senate to meet the Governor's 60-day timeline. The Chief Justice has met with Governor Brown to discuss the budget outlook, the impact of the proposed reductions on the judicial branch, and the anticipated vacancy on the Supreme Court due to Justice Moreno's retirement. She has reinforced with numerous legislators the branch's priority

to keep the courts open and informed them of how the branch is assuming its responsibility to meet its share of the budget reductions. The Legislature has been supportive and the branch continues to work on keeping lines of communication open.

Chief Justice Cantil-Sakauye noted with appreciation the efforts of an ad hoc judicial branch budget working group of justices, trial court judges, and court executive officers that helped craft a budget solution to achieve \$200 million in spending reductions with the least amount of harm to branch operations. She also commended Mr. William C. Vickrey, Administrative Director of the Courts; Mr. Ronald G. Overholt, Chief Deputy Director of the Administrative Office of the Courts (AOC); Mr. Curtis L. Child, Director of the AOC Office of the Governmental Affairs; and Mr. Stephen Nash, Chief Finance Officer and Director of the AOC Finance Division for their efforts on behalf of the branch with legislators and the state Department of Finance.

The Chief Justice highlighted the importance of the two CCMS items on the agenda, as the system nears completion: discussion of the recent cost-benefit analysis of the Court Case Management System (CCMS) and a demonstration of the system. She thanked Justice Terence L. Bruiniers, of the First Appellate District of the Court of Appeal, for attending today to lead that discussion later in the agenda. She takes seriously the Bureau of State Audits' findings and recommendations in its recently released audit of CCMS, and expects the cooperation and progress that results from the audit to benefit the CCMS system, which is an important visionary project for all of California. The Chief Justice also described the newly revised governance structure, which includes more judges (from 30 courts) and is designed to support the Judicial Council's oversight responsibility for CCMS.

She held numerous meetings around the state with bar associations, bar leaders, judges, and courts. She met with branch leaders at each of the regional offices of the AOC—the Bay Area/Northern Coastal, the Southern, and Northern/Central regions—on the status of the branch and major initiatives such as CCMS and the branch budget. She made numerous appearances introducing herself to different bar associations, including participating on a panel presented at Santa Clara University by the William A. Ingram Inn of Court to discuss civility, partisanship, and the bench. The panel included participation by Ninth Circuit U.S. Court of Appeals Chief Judge Alex Kozinski and was moderated by Santa Clara Law School Professor Gerald Uelmen. She gave remarks at a luncheon of the Lawyers' Committee for Civil Rights in San Francisco. She attended the Conference of Chief Justices meeting in Washington, D.C., which brings together the chief justices from every state and territory of the United States to discuss federal law, federal mandates, and legal trends occurring nationally. California's work on administration of justice was well respected in this forum and generated great interest.

She attended the Trailblazers of the Bar awards ceremony in Los Angeles, honoring former Judicial Council colleague and now Presiding Judge Lee Smalley Edmon of the Superior Court of Los Angeles County as the first woman of that court to serve as presiding judge. Assistant Presiding Judge David S. Wesley and other council members also attended. The Chief Justice wished Presiding Judge Edmon well and expressed her support. Chief Justice Cantil-Sakauye also attended the Annual Judges' Night event hosted by the Alameda Contra-Costa Trial Lawyers' Association and met with leaders and volunteers there.

The Chief Justice's investiture celebration on February 10, 2011, was an occasion to reconnect with friends and colleagues and galvanize interest in the volunteer opportunities on Judicial Council advisory committees. She met with the judges of the Superior Court of Marin County and Court Executive Officer Kim Turner at an event hosted by the Marin County Bar Association, speaking to an audience of over 200 on the branch's evolution over the last 15 years. She also met with several school groups and grassroots organizations that conduct outreach to students about the importance of civics education and the judicial branch. With a similar purpose, promoting civics education, she made her ninth annual visit to Sutter Middle School in Sacramento in February. She also addressed the first year law school students of the University of California, Davis about their future with the judicial branch. She is looking forward to a groundbreaking ceremony on Monday, February 28th, for construction of a new courthouse in Hollister, the future location of the Superior Court of San Benito County.

The Chief Justice intends to find novel ways to achieve outreach, which is likely to result in more video appearances in the future, as a way to communicate within the branch. She urged the council to also consider topics for branch dissemination that would be appropriate for video.

She announced the next generation of the branch website, the California Courts website, to be launched this coming Monday. She encouraged all to give it a try.

This concluded the Chief Justice's report.

Administrative Director's Report

Mr. William C. Vickrey distributed a report on the activities of the Administrative Office of the Courts. Referring to the Chief Justice's announcement that the Executive and Planning Committee approved and authorized a new governance structure for the CCMS program, he added that this structure is supported by both Ms. Sheila Calabro, the prior project sponsor and Regional Administrative Director of the AOC's Southern Regional Office, and the previous CCMS oversight committee. The new organization is designed to reinforce the continuity of project leadership in view of the many challenges ahead to deploy the system to the courts.

The newly appointed CCMS Executive Committee and three related advisory committees are composed of justices, judges, court executives, and justice partners. The CCMS Executive Committee's role is to prioritize project activities and provide direction to the new CCMS Program Management Office under the leadership of Mr. Mark A. Moore, the Executive Program Director. The committee will also be responsible for ensuring full compliance with the recommendations issued by the Bureau of State Audits and the former Office of the State Chief Information Officer (now called the California Technology Agency) in their independent reviews of the program.

Mr. Vickrey indicated that the primary focus of recent weeks has been the budget resolution for fiscal year 2011–2012. In January, the Chief Justice assembled an ad hoc judicial branch budget working group consisting of judicial branch leaders representing the council, presiding judges, the administrative presiding justices, the leadership of California Judges Association, the state bar, court executive officers, and others to provide guidance on alternative concepts for addressing the budget reductions in the Governor's budget proposal. After meeting in January

and in February, the committee achieved a conceptual agreement on how to meet the Governor's reduction targets while also satisfying the Chief Justice's objective of ensuring that the trial courts have sufficient funding to remain open next year without further court closures.

Part of the ad hoc budget working group's solution calls for reductions in the funding levels for the Supreme Court, the Court of Appeal, and the Administrative Office of the Courts. Proposals on how to meet these offsets are still pending. Within the Administrative Office of the Courts, the directors are reviewing scenarios for how best to implement the budget reductions that the AOC will face.

This concluded the Administrative Director of the Courts' report.

CONSENT AGENDA (ITEMS A–D)

Item A Access to Visitation Grant Program: Funding Allocation for Fiscal Years 2011–2012 and 2012–2013

Subject to the availability of federal funding, the Family and Juvenile Law Advisory Committee recommended the allocation and distribution of \$766,828 statewide for the Access to Visitation Grant Program for each of the fiscal years 2011–2012 and 2012–2013. The funding would be directed to 12 superior courts representing 20 counties and involving 19 subcontractor agencies (i.e., local community nonprofit service providers) to support and facilitate noncustodial parents' access to and visitation with their children through supervised visitation and exchange services, parent education, and group counseling services. Family Code section 3204(b)(2) requires the Judicial Council to determine the final number and amount of grants to be awarded to the superior courts.

Council action

The Judicial Council, effective April 1, 2011:

1. Approved the funding allocation and distribution among the 12 selected superior courts of approximately \$766,828 per year for fiscal years 2011–2012 and 2012–2013.
2. Delegated authority to the Judicial Council's Executive and Planning Committee to redistribute grant funds to the next highest ranked court if any selected court declines its grant funding allocation.

Item B Collections: Revise Best Practices and Reporting Template

The Administrative Office of the Courts Enhanced Collections Unit recommended that the council adopt the revisions to the Collections Best Practices and Collections Reporting Template. Court and county collections programs are encouraged to use the Best Practices in establishing and enhancing their collections programs. The Collections Reporting Template is used jointly by the courts and counties to report on the status and success of their collaborative collection programs. This proposal reflects current best practices in use by collaborative collections programs and clarifies instructions to court and county collections programs completing the template.

Council action

The Judicial Council, effective February 25, 2011:

1. Adopted the revised Collections Best Practices for use by all collection programs and directed each superior court to collaborate with its county to establish and follow the revised best practices beginning fiscal year 2010–2011; and
2. Approved the Collections Reporting Template as revised and directed each superior court to collaborate with its county to submit the Collections Reporting Template to the AOC Enhanced Collections Unit on or before September 1 of each fiscal year, beginning in FY 2010–2011 and annually thereafter.

Item C **Judicial Council–Sponsored Legislation: Judges’ Retirement System II: Subordinate Judicial Officer Service Credit and Preretirement Death Benefits**

The Policy Liaison and Coordination Committee (PCLC) recommended that the Judicial Council cosponsor legislation with the California Judges Association (CJA) to amend the Judges’ Retirement System II (JRS II) statutes to: (1) allow JRS II members who previously served as subordinate judicial officers (SJOs) to purchase JRS II service credit for a fraction of their SJO years; and (2) allow a spouse of a JRS II member who is entitled to preretirement death benefits to opt for benefits that have a lower dollar value and/or to waive his or her share of the benefits and allow them to pass to another designated beneficiary.

Council action

The Judicial Council voted to cosponsor legislation with the California Judges Association to amend Judges’ Retirement System II (JRS II) in the following manner:

1. Amend Government Code section 75506.5 to allow a judge who is a member of JRS II to purchase any part of his or her years of service as a subordinate judicial officer at the actuarially equivalent cost of that benefit increase;
2. Amend Government Code section 75591 to allow a surviving spouse or other beneficiary of a judge who is a member of JRS II and dies before becoming eligible to retire to receive either the balance of the judge’s monetary credits or three times the judge’s annual salary paid in monthly installments over three years; and
3. Amend Government Code section 75591 to allow a surviving spouse of a judge who is a member of JRS II and dies before becoming eligible to retire to waive his or her share of the death benefit.

Item D **Subordinate Judicial Officers: Allocation of Conversions for Fiscal Year 2011–2012 and Conversions of Family and Juvenile Law SJO Vacancies**

The Administrative Office of the Courts recommended that the Judicial Council approve a modification to the allocation schedule for Subordinate Judicial Officer conversions authorized under Government Code section 69615(c)(1)(A). The modification will allow the Superior Court of Orange County to convert a second vacant SJO position to a judgeship in fiscal year 2011–2012 and facilitate the timely implementation of SJO conversion policy. The AOC further recommends guidelines for the conversion of additional SJO vacancies authorized under Government Code section 69615(c)(1)(C) and the delegation of authority and responsibility for

confirming conversions under this code section to the Executive & Planning Committee. These guidelines and the delegation of authority will clarify and expedite the process by which courts may convert additional SJO vacancies.

Council action

The Judicial Council, effective January 1, 2012, approved the following:

1. A modification to the allocation schedule for fiscal year 2011–2012 to increase the allocation of conversions of vacant SJO positions in the Superior Court of Orange County from one to two positions.
2. Guidelines for the conversion of additional SJO vacancies under Government Code section 69615(c)(1)(C) that include the following features:
 - A. SJO vacancies that are eligible for conversion under Government Code section 69615(c)(1)(C) will be reported to the AOC in the same manner established for reporting SJO vacancies previously for the conversion of SJO positions under Government Code section 69615(c)(1)(A).
 - B. Courts seeking to have positions converted under the new authority for conversions contained in Government Code section 69615(c)(1)(C) will confirm in writing that the conversion will result in a judge being assigned to a family law or juvenile law assignment that was previously presided over by an SJO.
 - C. Conversions under Government Code section 69615(c)(1)(C) will be an “opt-in” process, with no court required to convert a position under the new authority for conversions.
 - D. Reporting on the implementation of SJO conversions to the Legislature as required under Government Code section 69614(b)(3) will be accomplished through aggregate reports on judicial officer assignment rather than on a position-by-position basis.
 - E. Calendars to which a judge is assigned under Government Code section 69615(c)(1)(C) will continue to be presided over by a judge and will not revert to commissioner assignments.
 - F. Judgeships are considered to be interchangeable across case types, and the assignment of new judges to family and juvenile law dockets will not interfere with the normal rotation of judges on the bench or management of the court’s total workload.
3. The delegation of the authority and responsibility for confirming SJO conversions under Government Code section 69615(c)(1)(C) to the Executive & Planning Committee.

DISCUSSION AGENDA (ITEMS E, F, J, and I)

(Items G & H have been deferred to a future meeting.)

Item E Judicial Council Resolution: Commendation of Leadership and Achievements of Mr. John G. Davies

Hon. Richard D. Huffman, Chair, Executive and Planning Committee, presented this item.

The Administrative Office of the Courts recommended that the Judicial Council commend the leadership and achievements of Mr. John G. Davies and extend to him the appreciation of the judicial branch of government for his 48 years of dedicated service to the judiciary and the people of the State of California.

Council action

The Judicial Council, effective February 25, 2011, approved a resolution commending the leadership and achievements of Mr. John G. Davies and expressed the appreciation of the judicial branch of government for his leadership and contributions to California's legal system over the past 48 years, including his service as judicial appointments secretary to Governor Pete Wilson from 1995 to 1999 and Governor Arnold Schwarzenegger from 2004 to 2007.

Item F Court Facilities: Naming the New Courthouse in Long Beach

Hon. Richard D. Huffman, Chair, Executive and Planning Committee; Hon. Arthur G. Scotland (Ret.), Associate Justice of the Court of Appeal, Third Appellate District; and Mr. Lee Willoughby, Office of Court Construction and Management, presented this item.

The Executive and Planning Committee recommended naming the proposed new trial courthouse to be constructed in the City of Long Beach in honor of former Governor George Deukmejian.

Council action

The Judicial Council, effective February 25, 2011, voted to name the proposed new courthouse in Long Beach as follows:

Governor George Deukmejian Courthouse

Superior Court of California, County of Los Angeles

Item J California Court Case Management System: CCMS Cost-Benefit Analysis Report From Grant Thornton LLP

Mr. Ronald G. Overholt, AOC Chief Deputy Director; Mr. Stephen Nash, Director, AOC Finance Division; and Mr. Graeme Finley, Director, Grant Thornton LLP, presented this item.

A presentation of the results of the cost-benefit analysis of the California Court Case Management System performed by Grant Thornton LLP.

Council action

The Judicial Council voted to forward the CCMS Cost-Benefit Analysis report from Grant Thornton LLP to the CCMS Executive Committee for further review.

Item I California Court Case Management System: Status Update and Demonstration

Hon. Terence L. Bruiniers, Chair, CCMS Executive Committee; Hon. Glen M. Reiser, Chair, CCMS Operational Advisory Committee; Hon. Robert James Moss, Member, Judicial Council of California; Mr. Ronald G. Overholt, AOC Chief Deputy Director; Mr. Mark A. Moore, Executive Program Director, CCMS Program Management Office; and Mr. Anthony Rochon, CCMS Program Management Office, presented this item.

This status and summary report was accompanied by a demonstration of California's Court Case Management System at the meeting. Interim versions of CCMS are in use at seven courts and process more than 25 percent of the state's civil cases. CCMS will support courts of all sizes and be maintained at a statewide level through the California Courts Technology Center. In December 2010, CCMS governance was augmented to provide broader participation from the judicial branch, bar, and justice system partners. The Judicial Council has directed the AOC to develop a single case management system to be deployed in all 58 superior courts and is the executive sponsor of CCMS. CCMS is managed by the CCMS Program Management Office.

Council action

The Judicial Council took no action on this item.

Formation of New CCMS Internal Committee

At the conclusion of the presentation the Chief Justice announced that she will appoint a new Judicial Council CCMS internal standing committee that will report directly to the council at each meeting. CCMS funding will be among the factors considered in addressing budget reductions to the courts. Judicial Council Member Judge Mary Ann O'Malley, Superior Court of Contra Costa County, requested that the reports from the new standing committee include any changes to schedules, budget plans, and expenditures and also actions taken to comply with audit recommendations and additional steps over and above the audit recommendations that can be taken to be more accountable to the public and others.

INFORMATION ONLY ITEMS (NO ACTION REQUIRED)

Government Code Section 68106: Implementation and Notice by Trial Courts of Closing Courtrooms or Clerks' Offices or Reducing Clerks' Office Hours (Report #2)

In the 2010 Judiciary Budget Trailer Bill (Sen. Bill 857), the Legislature provided fee increases and fund transfers for the courts and also added a new section 68106 to the Government Code. The latter directs (1) trial courts to notify the public and the Judicial Council before closing courtrooms or clerks' offices or reducing clerks' office hours on days that are not judicial holidays, and (2) the council to post on its website and relay to the Legislature all such court notices. This is the second report providing information about the implementation of these notice requirements. Since the first report, one more court, Mendocino, has given such notice, which it issued on January 21, 2011.

Circulating Orders Since the Last Business Meeting

CO-10-01, Approval of the October 29, 2010, Judicial Council Meeting Minutes

CO-11-01, Fee Waiver: Poverty Guidelines on *Request to Waive Court Fees* and *Information Sheet on Waiver of Appellate Court Fees* (Forms FW-001 and APP-015/FW-015-INFO)

Appointment Orders Since the Last Business Meeting

In Memoriam

Chief Justice Cantil-Sakauye closed the meeting with a moment of silence to remember judicial colleagues who are recently deceased and to honor them for their service to their courts and to the cause of justice. They are:

- Associate Justice Hugh A. Evans (Ret.), Court of Appeal, Third Appellate District
- Judge David J. Aisenson (Ret.), Superior Court of California, County of Los Angeles
- Judge Mason L. Fenton (Ret.), Superior Court of California, County of Orange
- Judge Rothwell B. Mason (Ret.), Superior Court of California, County of Sacramento
- Judge E. Warren McGuire (Ret.), Superior Court of California, County of Marin
- Judge Franklin B. Orfield (Ret.), Superior Court of California, County of San Diego
- Judge Donald Thorne (Ret.), Municipal Court of California, County of San Bernardino
- Judge Juaneita M. Veron (Ret.), Municipal Court of California, County of Los Angeles

There being no further public business, the meeting was adjourned at 1:05 p.m.

Respectfully submitted,



William C. Vickrey
Administrative Director of the Courts and Secretary
of the Judicial Council

CCMS Governance Model



November 2010

Authors

Sheila Calabro

Regional Administrative Director, Southern Regional Office,
Administrative Office of the Courts

Mark Moore

Executive Program Director, California Court Case Management System,
Administrative Office of the Courts



JUDICIAL COUNCIL
OF CALIFORNIA

ADMINISTRATIVE OFFICE
OF THE COURTS

CCMS Governance Model

Overview

The judicial branch is currently developing the California Court Case Management System (CCMS), a single case management system that will be implemented in all 58 superior courts throughout California. This system will support all case types, replacing a myriad disparate commercial and custom-built applications in use throughout the state that are in various states disrepair.

CCMS consists of the following modules:

- **Core Case Management Application.** This application supports case processing for all case types, including case initiation, workflows, bail schedules, 121 statewide/local justice partner data exchanges, reports, e-filing, forms, and notices.
- **Statewide Data Warehouse.** This single database contains case management data and statistical information for all California superior courts.
- **Justice Partner/Public Portal.** This website is available to justice partners and the public, allowing them to access case information and interact with the superior courts. Data access is controlled using state-of-the-art security and user profiles, ensuring that individuals and entities using the portal access only the information they are entitled to see based on their user profile.

CCMS has been constructed using requirements and functional design specifications provided by trial court subject-matter experts, executives, judges, and commissioners, ensuring that CCMS will meet the needs of the courts. Superior court judges, commissioners, executives, and subject-matter experts reviewed and approved the CCMS functional design.

Deloitte Consulting, the contracted application developer of CCMS, has substantially completed the system's development. Deloitte is now engaged in several stages of application testing. Once the testing is complete, the Administrative Office of the Courts (AOC) and trial court subject-matter experts will execute its testing scenarios, resulting in acceptance of the application once the test exit criteria have been met. The core application is scheduled to be completed (accepted) in April 2011. The remaining external components are scheduled for completion by July 2011.

The Superior Courts of Ventura, San Diego, and San Luis Obispo Counties have been selected as the first courts for deployment of CCMS (early adopters). Deloitte Consulting has been contracted to complete a readiness assessment for each early adopter court. It is anticipated that the three early adopter courts will be using CCMS for all case types by the end of calendar year 2012.

As CCMS transitions from application development to statewide deployment, the Administrative Director of the Courts has determined that it will augment the governance and management

CCMS Governance Model

structures for the CCMS program in order to provide overarching direction and guidance to the program, ensuring its successful implementation across the state.

The new CCMS governance structure will consist of the following:

- **CCMS Executive Sponsor.** The Judicial Council of California has directed the AOC to develop a single case management system to be deployed in all 58 superior courts. As such, the council will assume the role of Executive Sponsor and has designated the California Administrative Director of the Courts as the lead executive over the CCMS project. The Administrative Director shall appoint all members of the CCMS Executive Committee and its three advisory committees.
- **CCMS Executive Committee.** The executive committee is the overarching authority responsible for oversight of the CCMS program, which includes all aspects of the program including, but not limited to, the program budget, application functionality, implementation priorities, court deployment schedules, and e-business initiatives that leverage the capabilities of CCMS.
- **CCMS General Administrative Advisory Committee.** The administrative committee will assist the executive committee in performing its program oversight responsibilities regarding program scope, budget, scheduling, and program portfolio management.
- **CCMS Operational Advisory Committee.** The operational committee will assist the executive committee in evaluating opportunities and formulating recommendations in the areas of best practices in trial court operations, business process reengineering, and other technical aspects of CCMS.
- **CCMS Justice Partner Advisory Committee.** The justice partner committee shall advise and make recommendations to the executive committee to ensure that the implementation of CCMS and its data exchanges proceed smoothly and communicates anticipated benefits and cost savings to justice partners.
- **CCMS Program Management Office (PMO).** This new office is responsible for all aspects of the day-to-day management of the CCMS program, including application development, testing, trial court deployments, budget forecasts, project management reporting, ongoing CCMS maintenance, support, hosting, and e-business portfolio management. The PMO will serve as staff to the executive committee and three advisory committees. The PMO is led by an executive program director who reports to the AOC Chief Deputy Director.

CCMS Governance Model

CCMS EXECUTIVE COMMITTEE

Summary Charter

The CCMS Executive Committee is the overarching authority responsible for oversight of the CCMS program, which includes all aspects of the program, including, but not limited to, the program budget, application functionality, implementation priorities, court deployment schedules, and the e-business initiatives that leverage the capabilities of CCMS. The CCMS Executive Committee will be assisted in discharging its responsibilities by three advisory committees focused on general administration, trial court operations, and justice partner coordination aspects of the CCMS program. These advisory committees will make recommendations to the executive committee on CCMS program areas consistent with their respective charters. The executive committee is solely responsible for acting on any recommendations made by the advisory committees. The executive committee shall be responsible for all interactions and recommendations made to the Administrative Director and the Judicial Council regarding the CCMS program portfolio.

Composition, Term of Service, and Voting

The CCMS Executive Committee will consist of a chair, a vice-chair, and 11 additional appointed members. All appointments to the executive committee shall be made by the Administrative Director. See Exhibit A for a committee organization chart.

All appointed committee members will serve a full term that continues throughout the life of the CCMS program, until CCMS has been deployed in all 58 superior courts or the member vacates his or her current position. The term of service will ensure that there is continuity and consistency in the leadership and strategic direction of the CCMS program.

Each committee member shall have one vote. All actions requiring approval of the committee shall be subject to a vote of the members. Actions and motions shall be deemed passed with a simple majority of the membership present at the time the motion or action is brought to the committee for a vote.

The executive committee shall refer all matters that it cannot resolve to the Administrative Director for resolution, action, or referral to the Judicial Council.

Standing Meeting Schedule

The executive committee shall meet at least once a calendar quarter or more frequently if needed. The following persons may request an off-calendar-cycle meeting:

- Administrative Director of the Courts
- Chair or vice-chair of the CCMS Executive Committee

CCMS Governance Model

- CCMS Executive Program Director, through the chair or vice-chair of the executive committee

Duty Summary

- The executive committee shall publish an annual work plan that establishes and communicates the strategic objectives for the CCMS program in the coming year. The committee's annual plan will incorporate the high-level objectives of the three advisory committees, ensuring that all four annual committee work plans are well coordinated and aligned with the objectives of the Judicial Council, which is the CCMS program's Executive Sponsor. The committee will prioritize activities, including any program enhancements, against the available budget. The annual work plan shall be submitted to the Administrative Director for final approval. The committee shall publish a progress report to the Administrative Director twice a year that details the committee's progress and challenges in carrying out the annual plan.
- The executive committee shall review and approve the annual work plans of the three CCMS advisory committees.
- The executive committee shall review and approve the annual CCMS program budgets. The budgets shall be prepared by the CCMS PMO. The approved budget shall be submitted to the AOC Project Review Board for subsequent action.
- The executive committee shall review the quarterly program management report package submitted by the CCMS General Administrative Advisory Committee. The program management report package will summarize the health of the program from a scope, schedule, budgetary, and resource perspective along with any specific recommendations from the administrative committee that the executive committee should consider. Recommendations could include changes in scope, schedule, resources, budget, or other actions to achieve program efficiencies or mitigate identified program risks. Changes to the program budget that would increase the total cost of the program through completion will require approval of the AOC Project Review Board and the Judicial Council.
- The executive committee shall review and approve the CCMS deployment strategy and schedule, ensuring that CCMS can be implemented within budgetary and scheduling constraints as determined by the Administrative Director. The CCMS PMO shall be responsible for developing deployment strategies for the committee's consideration.
- The executive committee shall review and act on recommendations from the CCMS PMO and the CCMS Operations Advisory Committee that foster the adoption of standard trial court business processes, standard configurations, and reengineering efforts that will fully leverage the capabilities of CCMS.

CCMS Governance Model

- The executive committee shall review and act on recommendations from the CCMS PMO and the CCMS General Administrative Advisory Committee relating to changes to legislation and rules of court that may be required to implement a specific CCMS program or e-business feature.
- The executive committee shall work with the CCMS PMO and the three CCMS advisory committees to evaluate, prioritize, and implement a CCMS program portfolio strategy, creating a master blueprint for the implementation of e-business services that build on the capabilities of the CCMS application. These e-business services include, but are not limited to, e-filing portal, electronic (“smart”) forms, enterprise document management, e-filing service provider certification program, e-citations, and the California Courts Protective Order Registry (CCPOR).

CCMS GENERAL ADMINISTRATIVE ADVISORY COMMITTEE

Summary Charter

The CCMS General Administrative Advisory Committee will assist the executive committee in performing its program oversight responsibilities regarding program scope, budget, scheduling, and program portfolio management. At the direction of the executive committee, the administrative committee will review CCMS program management reports, budget information, change management requests, and monthly Independent Validation & Verification (IV&V) reports, providing analysis and recommendations to the executive committee for its consideration and subsequent action.

Composition, Term of Service, and Voting

The CCMS General Administrative Advisory Committee will consist of a chair, a vice-chair, and 14 additional appointed members. All appointments to the administrative committee shall be made by the Administrative Director. See Exhibit B for a committee organization chart.

All appointed committee members will serve a full term that continues throughout the life of the CCMS program, until CCMS has been deployed in all 58 superior courts or the member vacates his or her current position. The term of service will ensure that there is continuity and consistency in the leadership and strategic direction of the CCMS program.

Each committee member shall have one vote. All actions requiring approval of the committee shall be subject to a vote of the members. Actions and motions shall be deemed passed with a simple majority of the membership present at the time the motion or action is brought to the committee for a vote.

CCMS Governance Model

The administrative committee shall refer all matters that it cannot resolve to the executive committee for resolution, action, or referral to the Administrative Director or the Judicial Council.

Standing Meeting Schedule

The administrative committee shall meet at least every other month or more frequently, if needed. The following persons may request an off-calendar-cycle meeting:

- Chair or vice-chair of the CCMS Executive Committee
- Chair or vice-chair of the CCMS General Administrative Advisory Committee
- CCMS Executive Program Director, through the chair or vice-chair of the administrative committee

Duty Summary

- The administrative committee shall publish an annual work plan that establishes and communicates the committee's objectives as directed by the executive committee or issues that the administrative committee believes are consistent with its charter. The annual work plan shall be submitted to the executive committee for approval. The committee shall publish a progress report to the executive committee twice a year that details the committee's progress and challenges in carrying out the annual plan.
- The administrative committee shall work with the CCMS PMO to develop recommendations to the executive committee regarding the CCMS program portfolio, including project strategies, priorities, and schedules.
- The administrative committee shall review the monthly IV&V reports and produce a quarterly report to the executive committee on the effectiveness, performance, challenges, and risks to the CCMS program as detailed in these reports.
- The administrative committee shall review the monthly management reports produced by the CCMS PMO and publish a quarterly report for the executive committee on the overall health of the CCMS program, including the budget, resources, schedule, and scope of the project. The report may contain specific recommendations for the executive committee's consideration and subsequent actions that address risks or opportunities to improve the CCMS program.
- The administrative committee shall review and forward an annual CCMS program budget to the executive committee along with specific recommendations for improving the budget to accommodate program needs or identified financial constraints.

CCMS Governance Model

- The administrative committee shall review any specific recommendations from the CCMS PMO regarding changes to the scope, budget, schedule, or resources required to support the CCMS program portfolio. The administrative committee shall forward the change requests to the executive committee for action along with any comments or recommendations.

CCMS OPERATIONAL ADVISORY COMMITTEE

Summary Charter

The CCMS Operational Advisory Committee will assist the executive committee in evaluating opportunities and formulating recommendations in the areas of standard (best practice) trial court operations, business process reengineering, CCMS common application configurations, venue transparency, application support and hosting service levels, standard reports, forms and notices, CCMS user acceptance criteria, annual CCMS release plan (enhancement releases), and the development and approval of CCMS functional designs (enhancements after deployment).

Composition, Term of Service, and Voting

The CCMS Operational Advisory Committee will consist of a chair, a vice-chair, and 11 additional appointed members. All appointments to the operational committee shall be made by the Administrative Director. See Exhibit C for a committee organization chart.

All appointed committee members will serve a full term that continues throughout the life of the CCMS program, until CCMS has been deployed in all 58 superior courts or the member vacates his or her current position. The term of service will ensure that there is continuity and consistency in the leadership and strategic direction of the CCMS program.

Each committee member shall have one vote. All actions requiring approval of the committee shall be subject to a vote of the members. Actions and motions shall be deemed passed with a simple majority of the membership present at the time the motion or action is brought to the committee for a vote.

The operational committee shall refer all matters that it cannot resolve to the executive committee for resolution, action, or referral to the Administrative Director or the Judicial Council.

Standing Meeting Schedule

The operational committee shall meet at least every other month or more frequently if needed. The following persons may request an off-calendar-cycle meeting:

- Chair or vice-chair of the CCMS Executive Committee

CCMS Governance Model

- Chair or vice-chair of the CCMS Operational Advisory Committee
- CCMS Executive Program Director, through the chair or vice-chair of the operational committee

Duty Summary

- The operational committee shall publish an annual work plan that establishes and communicates the committee's objectives as directed by the executive committee or issues that the operational committee believes are consistent with its charter. The annual work plan shall be submitted to the executive committee for approval. The committee shall publish a progress report to the executive committee twice a year that details the committee's progress and challenges in carrying out the annual plan.
- The operational committee shall work with the CCMS PMO to develop strategies for developing and implementing a set of standards in the area of trial court operations. These practices may result from business process reengineering efforts initiated to fully leverage the capabilities of CCMS.
- The operational committee shall work with the CCMS PMO to develop and implement a strategy governing a set of common CCMS configurations and encourage adoption of these configurations through the branch.
- The operational committee shall work with the CCMS PMO to identify a set of services that could be provided centrally using a subscription-based shared services model. These services would be offered to all trial courts on an as-needed basis to be determined by local trial court leadership.
- The operational committee shall work with the executive committee and the CCMS PMO to identify strategies for implementing venue transparency. These strategies may require the combined efforts of the CCMS committees and the PMO, but the operational committee shall take the lead in developing the strategies to be presented to the executive committee for approval.
- The operational committee shall work with the CCMS PMO and the AOC Information Services Division to establish service level agreements (SLAs) for CCMS application and data center hosting performance. These SLAs shall be presented to the executive committee for final approval.
- The operational committee shall review the CCMS PMO's process and criteria for user testing and acceptance of CCMS application enhancements. The operational committee shall submit the criteria to the executive committee along with its recommendations for subsequent approval.

CCMS Governance Model

- The operational committee shall collaborate with the CCMS PMO to establish an annual plan for enhancements to the CCMS application within budgetary constraints and adhering to the strategy forth by the executive committee. The annual CCMS development plan shall be submitted by the operational committee to the executive committee for approval.
- The operational committee shall work with the CCMS PMO and the trial court to provide subject-matter experts as may be required to develop requirements for CCMS enhancements included in the annual CCMS development plan. The operational committee shall also review and approve the final functional designs for any enhancements before passing them on to the executive committee for final approval.

CCMS JUSTICE PARTNER ADVISORY COMMITTEE

Summary Charter

The CCMS Justice Partner Advisory Committee shall advise and make recommendations to the executive committee to ensure that the implementation of CCMS and its data exchanges proceed in a manner that maximizes state and local justice partner participation; minimizes disruptions to existing automated processes between the trial courts and their justice partners; provides a mechanism for justice partners to influence the future evolution of CCMS and related e-business initiatives; and, wherever possible, provide specific information regarding the anticipated benefits and cost savings to justice partners as CCMS and related e-business initiatives are deployed.

Composition, Term of Service, and Voting

The CCMS Justice Partner Advisory Committee will consist of a chair, a vice-chair, and 15 additional appointed members. All appointments to the justice partner committee shall be made by the Administrative Director. See Exhibit D for a committee organization chart.

All appointed committee members will serve a full term that continues throughout the life of the CCMS program, until CCMS has been deployed in all 58 superior courts or the member vacates his or her current position. The term of service will ensure that there is continuity and consistency in the leadership and strategic direction of the CCMS program.

Each committee member shall have one vote. All actions requiring approval of the committee shall be subject to a vote of the members. Actions and motions shall be deemed passed with a simple majority of the membership present at the time the motion or action is brought to the committee for a vote.

CCMS Governance Model

The justice partner committee shall refer all matters it cannot resolve to the executive committee for resolution, action, or referral to the Administrative Director or the Judicial Council.

Standing Meeting Schedule

The justice partner committee shall meet at least every six months or more frequently if needed. The following persons may request an off-calendar-cycle meeting:

- Chair or vice-chair of the CCMS Executive Committee
- Chair or vice-chair of the CCMS Justice Partner Advisory Committee
- CCMS Executive Program Director, through the chair or vice-chair of the justice partner committee

Duty Summary

- The justice partner committee shall publish an annual work plan that establishes and communicates the committee's objectives as directed by the executive committee or issues that the justice partner committee believes are consistent with its charter. The annual work plan shall be submitted to the executive committee for approval. The committee shall publish an annual progress report to the executive committee that details the committee's progress and challenges in carrying out the annual plan.
- The justice partner committee shall review the CCMS deployment schedule and high-level data integration plans for each court as they are developed to provide feedback and recommendations to the CCMS PMO to reduce risk, increase adoption of the available data exchanges, and improve the overall efficiency of data sharing between the trial courts and their justice partners.
- The justice partner committee shall review strategic plans for the future development and implementation of CCMS enhancements (the annual development plan summary) and e-business initiatives that will encourage the exchange of data between the judicial branch, its justice partners, and the public. The justice partner committee shall submit its feedback and recommendations to the executive committee for consideration and subsequent action.
- To the extent possible, the justice partner committee shall facilitate the quantification of administrative and financial benefits accruing as a result of CCMS deployment or application enhancement. This data shall be used by the CCMS PMO to perform cost-benefit analysis and project prioritization.

CCMS Governance Model

CCMS PROGRAM MANAGEMENT OFFICE

Summary Description

The new CCMS Program Management Office (PMO) is responsible for all aspects of the day-to-day management of the CCMS program, including application development, testing, trial court deployments, budget forecasts, project management reporting, ongoing CCMS maintenance, support, hosting, and e-business portfolio management. The PMO will serve as staff to the executive committee and three advisory committees.

The PMO shall be led by an Executive Program Director reporting to the AOC Chief Deputy Director.

Organizational Structure

The PMO shall consist of the following four departments:

CCMS Product Development and Management. This department includes the following three units:

- ***CCMS Product Development.*** Includes CCMS business requirements development, user group support, e-services branding strategy, legislation and rules of court, and product strategy.
- ***CCMS Trial Court Services.*** Includes CCMS central helpdesk, business process reengineering, training support, configuration management and maintenance, liaison to statewide justice partners and associations, trial court relationship management, and service level agreement management.
- ***CCMS Product Assurance.*** Includes CCMS product acceptance testing and user acceptance testing services.

CCMS Project Management and Reporting. Includes participation in the AOC Community of Practice (COP), a program for establishing and maintaining project management best practices; project management responsibilities; CCMS project portfolio management; project reporting; liaison to the State Office of the Chief Information Officer (OCIO) for CCMS; liaison to the AOC Project Review Board for CCMS; liaison to IV&V staff; responsibility for ongoing IV&V process; staffing the CCMS governance committees; financial management and reporting for the CCMS program portfolio; oversight for deployment; and CCMS program communications.

CCMS Deployment. This includes AOC managed trial court deployment; deployment vendor (Deloitte) oversight; development and maintenance of consolidated deployment plans using PMO tools; monitoring, reporting and mitigating project risks; serving as the primary point of

CCMS Governance Model

contact for trial court management and staff; and coordination of AOC Information Services Division (ISD) services to support deployment.

Case Management Systems Development and Maintenance. This includes the following four units:

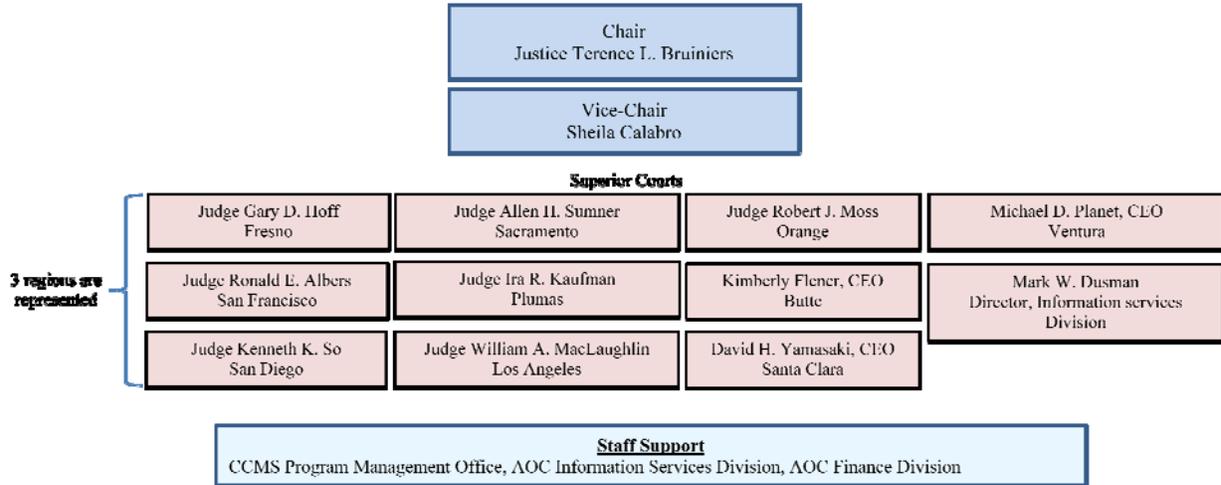
- *Data Integration Services.* Includes vendor (Tibco) common services, National Information Exchange Model (NIEM) standards and CCMS exchanges, justice partner support, and vendor (Deloitte) oversight for external component development.
- *Application Services.* Includes vendor (Deloitte) oversight for core CCMS development, vendor oversight for interim civil case management system support, transition services from Deloitte to the AOC ISD for V3 and CCMS, application architecture standards and development, database administration services, CCMS development planning, systems analysis and technical design, application development, quality assurance, and release management.
- *Infrastructure Services.* Includes infrastructure readiness, trial court bandwidth, LAN/WAN and California Courts Technology Center (CCTC) connectivity, network monitoring, security standards, network security monitoring and response, and firewall administration.
- *California Courts Technology Center.* Includes traffic and criminal interim system (V2) environments, civil interim system (V3) environments, CCMS production and staging environments, and development environments.

CCMS Governance Model

EXHIBITS

Exhibit A. CCMS Executive Committee

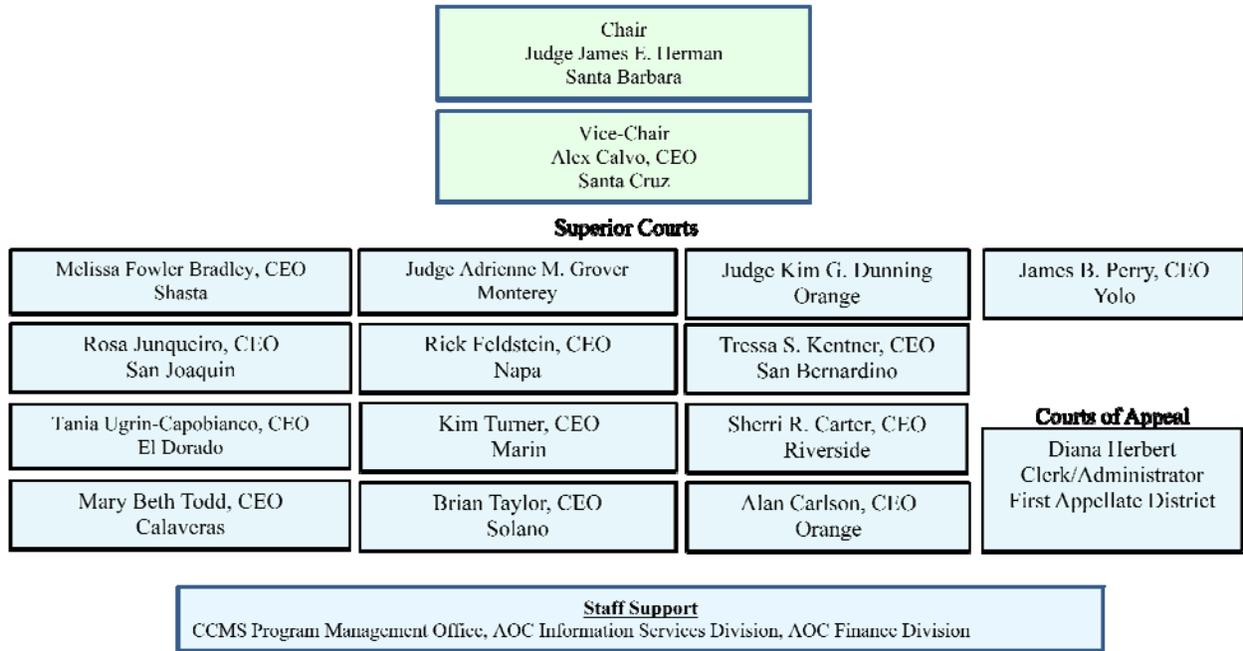
CCMS Executive Committee Composition (13)



CCMS Governance Model

Exhibit B. CCMS General Administrative Advisory Committee

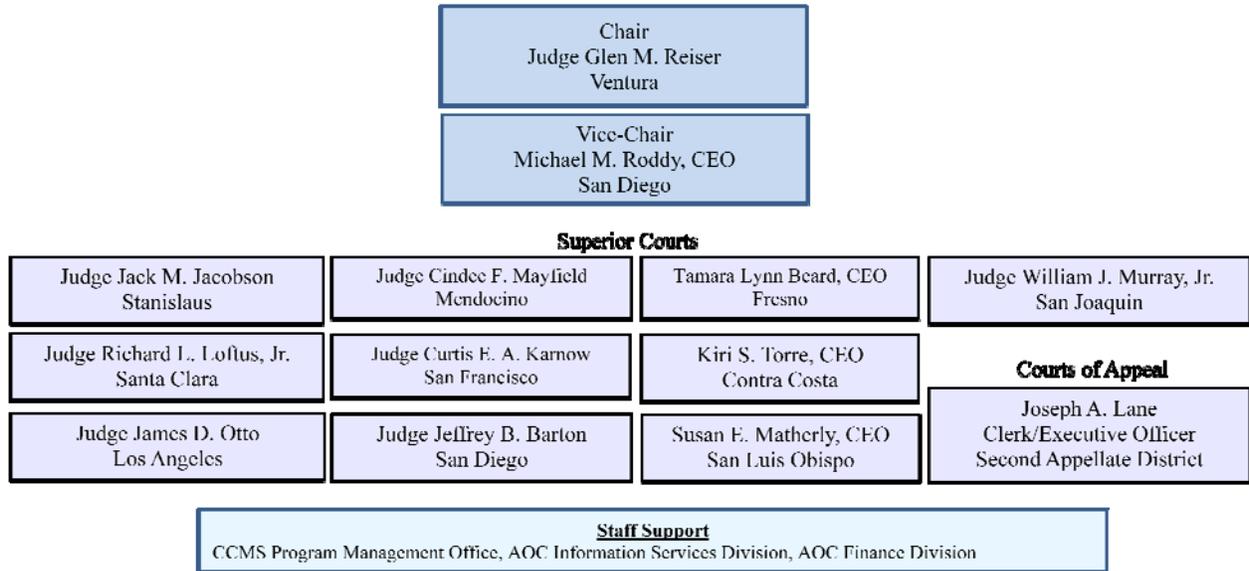
CCMS General Administrative Advisory Committee Composition (16)



CCMS Governance Model

Exhibit C. CCMS Operational Advisory Committee

CCMS Operational Advisory Committee Composition (13)



CCMS Governance Model

Exhibit D. CCMS Justice Partner Advisory Committee

CCMS Justice Partner Advisory Committee Composition (17)

