

CCMS Governance Model



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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

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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.

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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

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- 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.

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- 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.

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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.

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- 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

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- 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.

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- 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.

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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.

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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

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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:

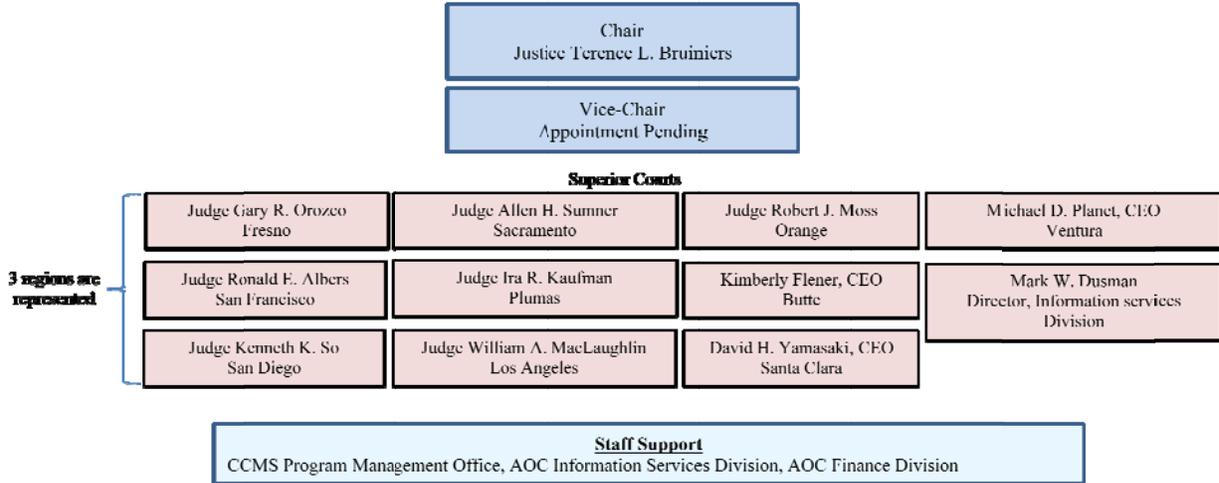
- *Data Integration Services.* Includes vendor (Tibco) common services, National Information Exchange Model (NIEM) standards and CCMS exchanges, justice partner support, and vendor (Deloitte) oversight for external component development.
- *Application Services.* Includes vendor (Deloitte) oversight 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.

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EXHIBITS

Exhibit A. CCMS Executive Committee

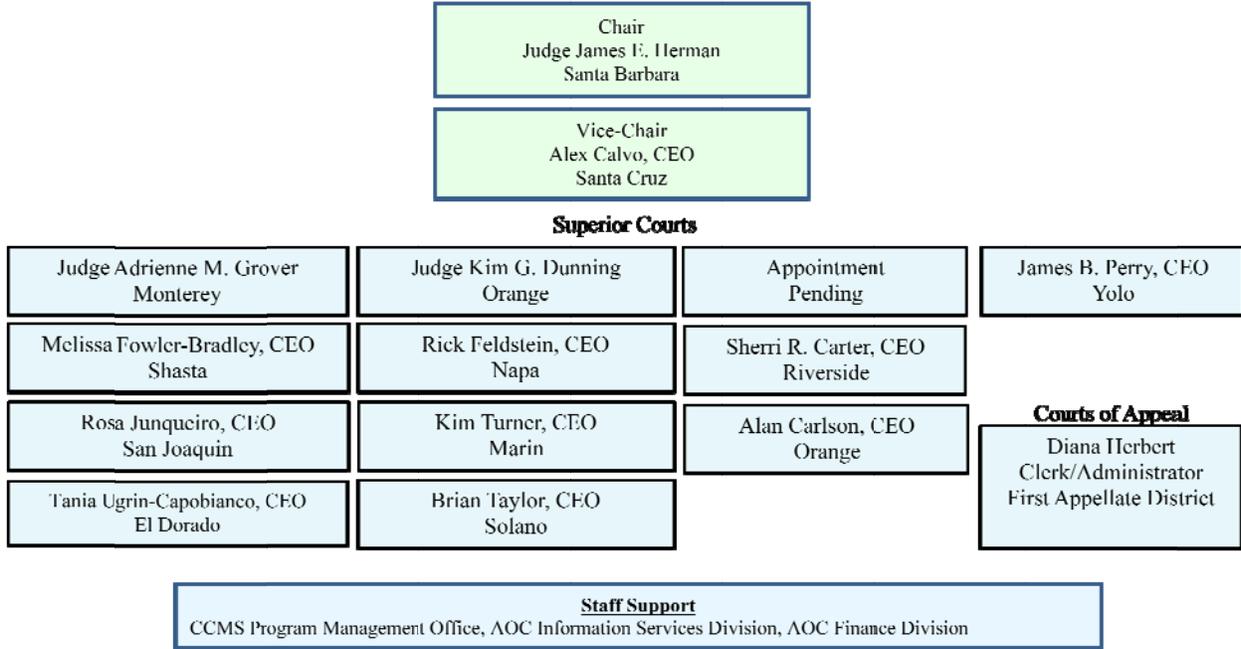
CCMS Executive Committee Composition (13)



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Exhibit B. CCMS General Administrative Advisory Committee

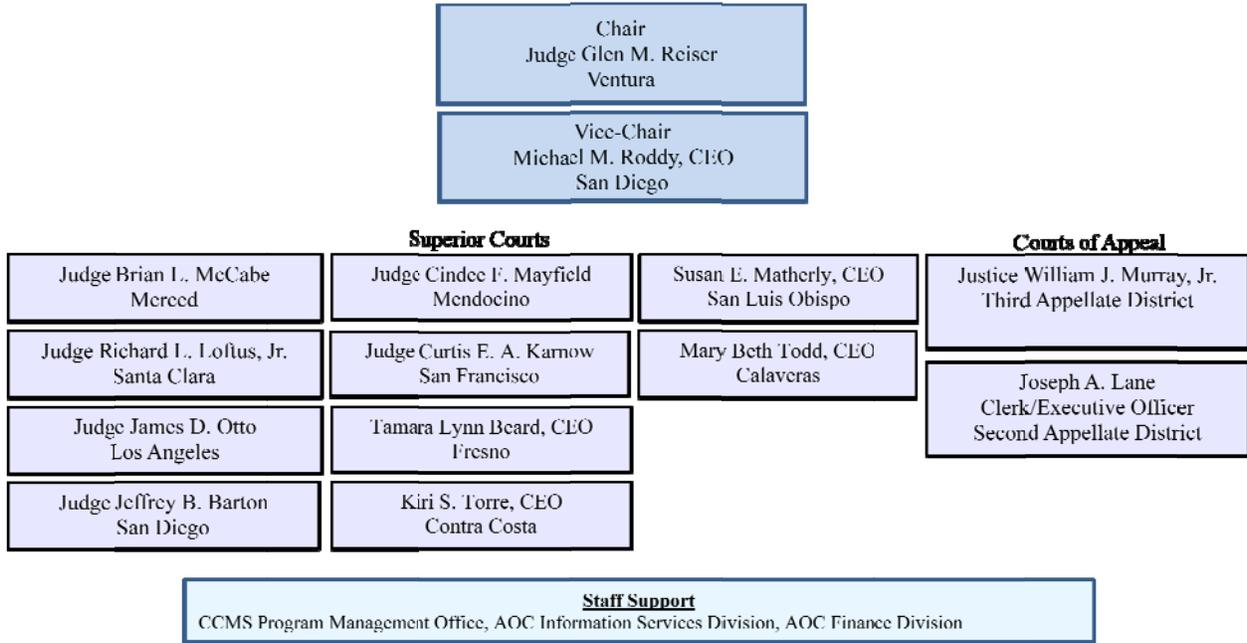
CCMS General Administrative Advisory Committee Composition (15)



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Exhibit C. CCMS Operational Advisory Committee

CCMS Operational Advisory Committee Composition (14)



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Exhibit D. CCMS Justice Partner Advisory Committee

CCMS Justice Partner Advisory Committee Composition (17)

