



## **Next Generation Case Management System Initiative Governance Committees Charge and Designation (Amended)**

Revised April 3, 2018

### **Introduction**

The Vermont Judiciary has a vision that the people of Vermont will have trust and confidence in the Vermont state courts because the courts are fair, impartial, accessible, responsive, consistent, free of discrimination, independent, and well-managed. Recognizing that its legacy Case Management System is no longer able to support these current and future organizational objectives and imperatives, the Judiciary is moving forward with an initiative to implement a Next Generation Case Management System (NG-CMS). A solid governance process and planning structure is essential for the successful execution of this initiative. The committees described in this charge and designation, based on guidance from the National Center for State Courts, Vermont Enterprise Project Management Office (EPMO) and industry best practices, will establish a governance structure for the Judiciary that results in the clear accountability, reporting, and communication needed for successful execution of an initiative of this size and scope.

### **Project Leadership Roles**

#### **Project Sponsor**

The State Court Administrator, as the project sponsor, is the senior administrative executive in the Judiciary who is responsible for the success of the project and is ultimately accountable for securing spending authority and resources for the project. The Project Sponsor acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and provides direction to the Chief Information Officer (CIO) and Project Management Team. She will act as final approver of all project deliverables, with the direct support of the Judiciary CIO, the NG-CMS Configuration Architecture Task Force, and the Project Steering Board, which she will chair. The approval authority of the State Court Administrator with respect to decisions regarding the NG-CMS project is notwithstanding, and supersedes, the authority of any committee or board created by Administrative Order, Administrative Directive, Charge and Designation, or resolution of the Supreme Court.

## Judiciary CIO

The Judiciary CIO will support the Project Sponsor and the NG-CMS Initiative as follows:

- Consistent, demonstrable interest in the outcome of the Initiative
- Responsibility for obtaining technical resources for the Initiative
- Primary responsibility for the relationship between the Judiciary and the selected NG-CMS vendor
- Keeps abreast of the project
- Provides management of and support for the External and Judiciary project managers, assisting with major issues, policy conflicts, removing obstacles, and bringing matters to final resolution or recommendation to the Project Sponsor.
- Responsibility for managing all contracts associated with the Initiative, with the support of the External and Judiciary Project Managers in ensuring compliance with review and acceptance of Vendor deliverables.

## Project Management Office (PMO)

The Project Execution stage of the NG-CMS Initiative ( the “project”) will be jointly managed by a PMO comprised of the Judiciary Project Manager, the selected vendor’s Project Manager, and the External Project Manager. The Judiciary Project Manager and the External Project Manager report to the CIO. The PMO will be responsible to keep the project on schedule and to manage the risks and issues of the project to successful resolution. The PMO will endeavor to follow project management best practices, integrating different elements of project management and supporting the day-to-day management of the rest of the project, including supervision of the Project Team, as more particularly described below. The PMO members will communicate frequently with each other and will meet periodically to coordinate project activities. The Judiciary Project Manager will be responsible for managing the project work of the Judiciary internal resources; the selected vendor’s Project Manager will be responsible for managing the selected vendor’s resources to ensure the appropriate resources are available to work on the project at the right time, and the External Project Manager will provide project management oversight.

- **Judiciary Project Manager**
  - The Judiciary Project Manager will guide and lead the Project Team on a dedicated full-time basis, and will display:
    - Consistent, demonstrable interest in the outcome of the project, including active presence and participation in day-to-day project activities
    - Direct leadership and coordination of Project Team Functional Managers regarding all project management activities, including scheduling and management of risks and issues and deliverables

- **External Project Manager**

- The External Project Manager is responsible for ensuring that the project is executed and completed in accordance with project management best practices. The External Project Manager develops the Project Plan with the Project Team and others, as appropriate, and tracks the Project Team’s performance of project tasks. It is also the responsibility of the External Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and stakeholders. The External Project Manager is responsible for coordinating communication, including status reporting, risk management, escalation of issues that cannot otherwise be resolved in the ordinary course of project work, and, in general, making sure the project is delivered within budget, on schedule, and within scope. The External Project Manager provides administrative support and coordination for the Project Steering Board, the Working Board, and the PMO.
- This role will be filled by a contract Project Manager.

## **NG-CMS Configuration Architecture Task Force**

### **Charge**

The NG-CMS Configuration Architecture Task Force (CATF) is specially charged to advise, consult, and liaise on matters of interest between the NG-CMS Initiative and various external (non NG-CMS) entities, and the boards and committees established by the Supreme Court, whether that establishment be by Administrative Order, Administrative Directive, Charge and Designation, or resolution of the Supreme Court. The CATF shall make recommendations to the State Court Administrator regarding decisions required by the NG-CMS Initiative that may - but for the overriding authority of the State Court Administrator in matters related to the NG-CMS Initiative - be within the scope of another Committee’s or Board’s jurisdiction.

The goals are to develop and standardize business processes throughout the Judiciary and to ensure that decisions required to be made as a part of the implementation of the NG-CMS Initiative will be made in a manner consistent with agreed-upon NG-CMS Initiative deliverables in a timely fashion, ensuring that such decision-making process does not change the scope, budget, or timeline of the NG-CMS Initiative, except as the Working Board may recommend to the Steering Board, the Steering Board may recommend to the Project Sponsor, and the Project Sponsor may approve in the normal course of governance of the NG-CMS project. The chair of the CATF shall be the chair of the Project Working Board.

## **Membership**

The NG-CMS Configuration Architecture Task Force shall consist of the following three members, appointed for the life of the initiative:

- Hon. Kate Hayes, Superior Judge, Chair
- Tari Scott, Chief of Trial Court Operations
- Gregg Mousley, Chief of Finance and Administration

The CATF may, at the discretion of the Chair, invite consultation with and/or participation by other members of the Judiciary from time to time to consult on discrete issues that would benefit from a broader discussion or broader participation.

The Chief Superior Judge shall afford Judge Hayes at least two days' relief per week from her judicial assignment in order to enable Judge Hayes (i) to spend one day per week on-site working with the Project Team and others and to participate as Chair of the Working Board, and (ii) one day per week to consult and liaise with external entities and with fellow members of the CATF and invited participants on particular issues.

## **Project Steering Board**

### **Charge**

The Board is specifically charged to:

- Provide strategic direction, guidance, decision-making recommendations, and advocacy for the NG-CMS Initiative. The Project Sponsor, in consultation with the Board, will approve changes in scope, budget, or schedules and help resolve issues and policy decisions.
- Approve the appointment of replacement members of Project Governance Committees as required when positions become vacant through various means of attrition.
- Report to the Supreme Court monthly via the Project Sponsor.
- Meet monthly, with ad-hoc meetings required for urgent decisions.

The Project Sponsor, in consultation with the Board, acts as the ultimate decision maker in handling political, legal, organizational, technical, cost, management, schedule, scope, cultural, and personnel issues.

The External Project Manager will provide the Board with necessary administrative assistance.

### **Membership**

The Project Steering Board shall consist of the following seven members, appointed for the life of the initiative:

- Patricia Gabel Esq., State Court Administrator and Project Sponsor
- Jeff Loewer, Chief Information Officer

- Gregg Mousley, Chief of Finance and Administration
- Tari Scott, Chief of Trial Court Operations
- Hon. Brian Grearson, Chief Superior Judge
- Hon. Kate Hayes, Superior Judge
- Hon. Beth Robinson, Supreme Court Associate Justice

### **Expenses**

Judicial Branch members of the Board will be reimbursed for normal state employee expenses that will be tracked against specific initiative account codes.

## **Project Working Board**

### **Charge**

The Board is specifically charged to:

- In consultation with the NG-CMS Configuration Architecture Task Force, review business process and functionality as requested by the CATF and/or the Project Team during the implementation of the project and provide feedback and guidance regarding the adoption of standardized best practices for operating procedures.
- Elevate decisions to the Project Steering Board as needed for changes in project deliverables, schedule, policy, budget, or scope.
- Actively champion and support the change driven by the implementation of the NG-CMS across the Judiciary.
- Establish project and/or Technical Committees to address specific functional or technical requirements, including any Committees requested to be formed by CATF. These committees act as vehicles for providing assignments and managing progress.
- Have active involvement in project activities, including participation in periodic presentations and workshops, and be available for individual and/or team consultations from to time as the project requires
- Report to the Project Steering Board monthly via the Chair.
- Meet regularly as directed by the Chair.

The Chair of the NG-CMS Configuration Architecture Task Force will chair the Working Board. The Judiciary Project Manager will report to the Board regarding the work of the Project Team, and the External Project Manager will provide necessary administrative assistance.

### **Membership**

The Project Working Board shall consist of the below members, appointed for the life of the initiative:

- Hon. Kate Hayes, Superior Judge, Chair
- Camilla Schmitt, Judiciary Project Manager

- Hon. Thomas Durkin, Superior Judge
- Hon. Thomas Carlson, Superior Judge
- Hon. David Fenster, Superior Judge
- Joanne Charbonneau, Statewide Court Clerk
- Christine Brock, Superior Court Clerk
- Chasity Stoots-Fonberg, Project Functional Manager
- Andrew Stone, Project Functional Manager
- Andy Campbell, Digital Content Manager
- Kelly Carbo, Finance Manager
- Dawn Sanborn, Program Manager
- TBD (Position Open), RIS Operations Manager

### **Expenses**

Judicial Branch members of the Board will be reimbursed for normal state employee expenses that will be tracked against specific initiative account codes.

### **Project Team**

#### **Charge**

The Project Team shall be composed of subject matter experts from various areas of the Judiciary who are dedicated full-time to the project and, working with the selected vendor, will accomplish much of the day to day project work. The work of the Project Team includes, but is not limited to, the following project activities, which shall be performed in consultation with the CATF and under the project management responsibility of the Judiciary Project Manager:

- Business Process Documentation
- Gap & Fit Analysis
- Forms Conversion
- Data Conversion
- Data Exchange Development
- System Configuration
- Requirements Validation
- User Acceptance Testing

The Project Team will communicate on a regular basis with the Chair of the CATF and will support the CATF in its work to develop and standardize improved business processes throughout the Judiciary. The Project Team will consult with the Project Working Board and its members as needed for additional subject matter expertise and organizational perspective. The Project Team will, via the Judiciary Project Manager, bring to the attention of the CATF and the Working Board any Project Team activities or decisions that could have an impact on the schedule, scope, or budget of the NG-CMS Initiative.

The Judiciary Project Manager provides leadership and coordination of all project activities of the Project Team through direction of the Project Team Functional Managers; the Project Team Functional Managers will provide management of the Project Team Docket Specialists. Line, or HR, management of the Project Team will remain with the Division of Trial Court Operations or other originating Division of the Judiciary, as applicable.

### **Membership**

The Project Team shall consist of the following six members:

- Andrew Stone, Project Team Functional Manager
- Chasity Stoots-Fonberg, Project Team Functional Manager
- L'Aurore Beyor, Docket Specialist
- Suzanne Bushee, Docket Specialist
- Courtney Sanford, Docket Specialist
- Holly Wilson, Docket Specialist

### **Project Technical Committees (PTCs)**

#### **Charge**

The PTCs are specifically charged to:

- Address specific functional or technical requirements.
- Support the Project Working Board and/or CATF, as relevant, through assignments for which they will report progress.
- Provide recommendations to the CATF or Working Board, as appropriate.

The appointed coordinator for each PTC will provide necessary administrative assistance.

#### **Membership**

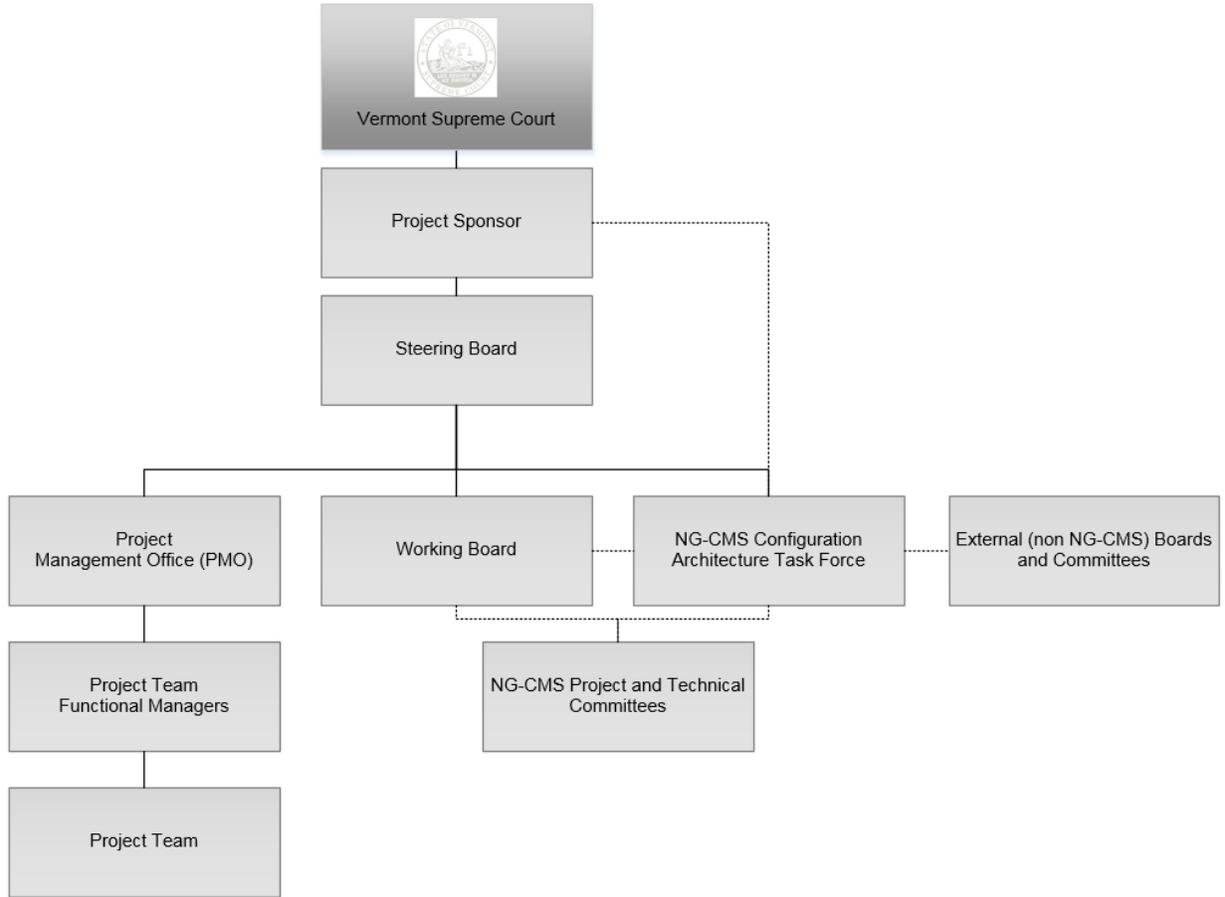
The Project Working Board and/or CATF shall form PTCs on an ad-hoc, as-needed basis, and appoint memberships. The Project Working Board or CATF, as relevant, shall also set the frequency of meetings, reports, term of membership, and duration of each PTC. The membership will include Judiciary subject matter experts and other subject matter experts as appropriate.

There will be a standing PTC for stakeholders from the Justice Partner community as appropriate with a focus on information exchange.

#### **Expenses**

Judicial Branch members of the PTCs will be reimbursed for normal state employee expenses that will be tracked against specific initiative account codes.

**Figure 1: Vermont Judiciary NG-CMS Project Governance Structure**



**Table 1: Charge and Designation Document Version History**

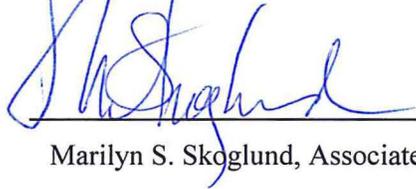
Version	Date	Description
1	January 2016	Original, approved version
2	03/30/2018	Updated to remove references to past activities, elaborate on the roles of the boards and committees, update the Governance Structure chart, describe the Project Team, update Board membership, and define a new NG-CMS Configuration Architecture Task Force.

This Charge and Designation shall be effective immediately and shall through December 31, 2021 unless further extended by the Court.

Signed in Chambers at Montpelier, Vermont this 3<sup>rd</sup> day of April, 2018.



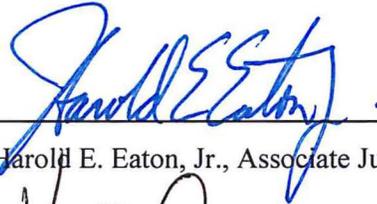
Paul L. Reiber, Chief Justice



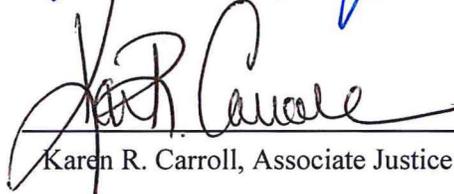
Marilyn S. Skoglund, Associate Justice



Beth Robinson, Associate Justice



Harold E. Eaton, Jr., Associate Justice



Karen R. Carroll, Associate Justice