



# National Association for Court Management

## *Strengthening Court Professionals*

---

BOARD CONFERENCE CALL  
Tuesday, December 10, 2019 – 2:00 PM ET

### MINUTES

PRESENT: Will Simmons, TJ BeMent, Kathy Griffin, Jeffrey Tsunekawa, Paul DeLosh, Charleston Carter, Jeff Chapple, Michelle Dunivan, Frank Hardester, Dorothy Howell, Kelly Hutton, Tina Mattison, Rick Pierce, Angie VanSchoick, Jennifer Haire, Janet Reid, Callie Dietz

#### 1. **Welcome**

Will Simmons

Will welcomed everyone to the meeting. He thanked everyone for the work they are doing and stated that he felt things are going well.

- *Approval of October 19 Meeting Minutes.* Will asked for any corrections to the meeting minutes. There being none, the minutes were approved.

#### 2. **Governance Committee**

Rick Pierce

- *National Agenda* – Rick discussed the progress the Governance Committee has made on the national agenda, which has been the focus of Governance since they last met. The committee met yesterday, and the agenda will move forward. Conference themes will revolve around the National Agenda. ~~Committee~~The committee will have an aggressive agenda; looking to have a draft by January 2021. They will send out a survey. Plan to work with the State Associations to push the National Agenda out. Will create a strategy to disseminate to AOC's. Opportunity as a national organization that is not available in people's courts or states.

#### 3. **Membership Services**

Michelle Dunivan

- *Membership 2020 Plan* – Michelle gave a brief overview of what the committee is looking to do.
  - The focus of Membership 2020 is to provide membership scholarships and/or membership activities.
  - Would like to encourage non-members to "buy" a membership at the conference for \$20 – nonmembers pay \$20 and get a "trial membership"
  - Michelle reviewed the process to give away scholarships-nominations for anyone at midyear; the criteria is loose. Membership Scholarships may only be received one time. Recipients cannot be current NACM members. The nomination form should have contact information which will be used to contact nominees about NACM initiatives. Forms should be available at plenaries and at the registration desk during check-in. A live raffle for membership will take place at the conference. Michelle thinks that several scholarships should be able to be awarded at the exhibit hall.
  - A separate restricted account for membership funds will be set up. Conference

scholarships will be a separate fundraising effort.

- TJ suggested that a change be made to the Ops Manual to describe the various restricted funds.
- Paul reviewed bylaws article 12 section 6, which states that the board can devise where the gifts go.
- Michelle made a motion to accept the proposal for 2020 that the ~~membership-  
Membership committee-Committee~~ solicit donations through the website and Pp paypal. The donations will be used primarily toward membership scholarships that will be provided at Midyear Conference. She further motioned to have nonmembers upgrade to NACM membership at a cost of \$20 at the conference. Rick seconded the motion. 12 in favor, one opposed. No abstentions or questions.
- *Renewal Letters and Exit Survey Updates* – Michelle presented the letters proposed for first (email), second (mail) and third notices (email). Survey would be sent to members before committee meetings. Purged membership will be looked at once a year. Michelle asked if there were any concerns with proceeding, ~~there~~ There being none, this will move forward.  
(<https://www.surveymonkey.com/r/NACMrenewal>)
- *LinkedIn Campaign Results* – Michelle ~~showed~~ reviewed graphics related to the LinkedIn campaign. While disappointed in the end result, there was a lot of interaction on the websites. Needed to bring in 15 memberships to cover cost, which did not occur. However, the campaign did reach a number of people. Membership numbers decreased in Virginia but increased in a few states. Paul mentioned the dropped members from Virginia were court interpreters who didn't feel their membership was worthwhile. Jeffrey feels the exposure from LinkedIn was very positive, and suggests finding more cost-effective efforts to do the same thing.
- *Dual Membership List Use* – Michelle requested permission to request dual membership lists for membership purposes. There being no concerns, Michelle will utilize the list one time and the other list will be used for conference promotion.

#### 4. Communications Committee

Charleston Carter

- Charleston mentioned he had been in contact with AOC director McKinley Wooten who said he would try to see if he could get people to attend Midyear. Has been in contact with the state association to solicit interest for the conference.
- Charleston has spoken to several colleges and universities regarding benefits for students. Students and professors have expressed interest in participating in NACM.
- January 21 – a webinar is scheduled on Enhancing Case-~~F~~low Management.
- Charleston is working with an American University Group with presiding judges which may result in a webinar.



## 5. NCSC Report

Jennifer Haire

- The National Judicial Opioid Task Force released its final report during fall events. Greg Lambard was the NACM Rep. The final report is on the NCSC Website.
- NCSC hosted the International ODR Forum in Williamsburg.
- Jennifer mentioned that NCSC is looking for input on what priority topics are the focus of court administrators. Jennifer asked folks to forward the survey link they receive to other colleagues.
- The 2019 Public Opinion Research Poll released at the end of this year.
- CTC 2019 Videos-videos are Onlineonline. eCourts will be December 7-9, 2020, at the MGM Resort. Registration will open in January. First 1-250 registered will receive the lowest rate, the next group 251-500 will be at a higher rate and so on. No association rate will be available.

## Immediate Past President Paul DeLosh

- Strategic Priorities – Paul reviewed the Strategic Priorities document included in the materials. This was created based on the meeting at the fall board meeting. At the fall board meeting the group did not assign tasks to specific committees; Paul did so with chairs. The document gives goals for the coming year. Hearing no comments or suggested changes, Paul made a motion to approve the annual priorities as presented and include as part of strategic plan on website. Rick seconded. All in favor, none opposed. The motion carried. TJ asked if it could get on the website and put a blurb in Court Express.
- National Open Data Standards (NODS) Project – a presentation was made at the JTC Committee at COSCA Meeting last week. A number of NACM members were part of the committee. The standards are voluntary recommendations to make data elements available to the public. JTC Approved it, the Court Statistics Committee approved it, and the full COSCA board then approved it. Jeffrey vouched for the amount of work done on this project and recommended that NACM adopting this. Will stated he felt comfortable with the work put in and feels it is worth approving. Callie mentioned there has been a lot of thought put into it, and a lot of work, but worth remembering that the standards are voluntary (although she hopes all courts will adopt). Callie has reached out to Nicole Waters, who has agreed to do a workshop on the NODS project at the Midyear Conference.

Paul made a motion that NACM approve the National Open Data Standards as approved by JTC and COSCA. Kathy seconded the motion. 13 in favor, none opposed, one abstained. The motion carried.

- i. [Website](#)
- ii. [Standards](#)

## 6. Secretary/Treasurer

Jeffrey Tsunekawa

- *Proposed 2020 Budget* – Jeffrey reviewed the budget memo sent in the board materials, which indicated changes to the 2020 budget since last presented and reviewed the proposed 2020 budget. Kathy asked about the scholarships – 2 for midyear and 3-4 for

annual ~~was~~were confirmed. Jeffrey made a motion to approve the 2020 budget as presented. Jeff Chapple seconded. There being no further questions a vote was taken. All in favor, none opposed, and no abstentions. The budget was approved.

- *SJI Grant 2020* – Jeffrey indicated the grant was submitted and included in the board materials.
- *2023 Proposed Midyear Conference Location* – Jeffrey compared the two properties presented: the Hyatt Regency Minneapolis and the Hyatt Regency Savannah.
- *2023 Proposed Annual Conference Location* – Jeffrey compared the two ~~properties~~locations presented: The JW Marriott and Marriott Water Street Tampa and the Hilton Columbus, Ohio.
- After much discussion, Jeff Chapple made a motion to accept the Hyatt Regency Minneapolis and the JW Marriott and Marriott Water Street Tampa for 2023 properties, Rick seconded. All in favor, none opposed, and no abstentions. The ~~Locations~~locations for 2023 were approved.

#### 7. Vice President

Kathy Griffin

- Kathy said that the Education Committee has been working on the NACM Document Repository. Does the board feel all Court Manager issues should be in the repository? TJ mentioned only going back 5 years and then having people go back and collect the articles that stand the test of time. After agreement, it was decided this is the direction the committee will go.
- Jeffrey mentioned that the inaugural micro Core Course group is meeting tomorrow.

#### 8. President-Elect

T.J. BeMent

- *Conference Development*: Agenda for Midyear is largely completed. Currently reviewing Annual Proposals and will have a call next week for review. Midyear attendance seems on track for last year.
- Justice Clearinghouse – TJ mentioned the materials are in the board information and asked the Board to look at the proposals and talk through at Midyear.
- TJ will also give an update on NCSC Board.

#### 9. President

Will Simmons

- *COSCA Board Meeting/Rehnquist Dinner* – Will attended the COSCA Board Meeting and Rehnquist Dinner, where he was able to introduce self to the COSCA board. Pete Kiefer has asked for COSCA's input on Ethics. COSCA approved sending out the ethics survey to the COSCA listserv. TJ and Will attended Rehnquist Dinner. It was a nice opportunity to meet other partner organization presidents.

- *JTC/COSCA Midyear Meeting* – Will attended this meeting last week. Paul and Jeffrey also were present at the JTC meeting. The COSCA Midyear meeting had excellent sessions and Will was able to contribute as to where NACM would fit in on some of the ~~initiatives~~initiatives.

10. **Other/New Business** – There was no other or new business.

11. **Adjourn.** There being no further business the meeting was adjourned.

**FALL OFFICERS MEETING**  
**Friday, October 18, 2019**  
**Hilton New Orleans Riverside**  
**Leeward/Winward – Riverside Complex**  
**2:00 PM ET**

Attendees:

Jeffrey, Paul, Kathy, Will, T.J.

2:00 PM

1. Call to Order
2. Review of Minutes of September 4, 2019 Minutes
  - a. 2020 Budget/Grants – the officers discussed the potential additions and cuts for the 2020 Budget, as a result of the planning process that Jeffrey and Kathy went through in Williamsburg.
  - b. 2020-23 Strategic Planning Process – Paul is ready to lead a productive day of strategic planning.
  - c. Midyear Conference
  - d. AV Conference Contract
  - e. Micro Course Proposal – a GoTo Meeting session will be held during the Board meeting to receive a live demo of the proposal.
  - f. Partner Updates
    - i. NASJE
    - ii. CCPIO/Media Guide
    - iii. NCJFCJ
    - iv. COSCA
    - v. IACA

**Noon      Lunch**

3. **NCSC MOU/Contract** – we will need to engage in discussions soon as the current contract as a near expiration date.
4. **Old/New Business**
  - a. NLADA Survey
5. **Adjourn**

## **FALL BOARD MEETING MINUTES**

**Saturday, October 19, 2019**

**8:30 am – 5:00 pm**

**New Orleans, LA**

Hilton New Orleans, Leeward/Windward Room – Riverside Complex

### **Attendees:**

**Jeffrey Tsunekawa, Paul DeLosh, Kelly Hutton, Angie, Rick Pierce, Kathy Griffin, Michelle Dunivan, Charleston Carter, Jeff Chapple, Tina Mattison, Dorothy Howell, Will Simmons, T.J. BeMent**

### **1) President's Report – Will Simmons**

- a) For the Core micro course presentation, the Board will utilize GoTo Meeting. There will be a tour of the facility at some point to preview the venue for the annual meeting.
- b) September 12, 2019 Minutes – *deemed approved***
- c) Review of Friday's Officers meeting – Officers had a very productive meeting, focusing mainly on the proposed budget. Sunday's meeting will be completely focused on strategic planning, facilitated by Paul DeLosh.
- d) President Travels – Will went to Orlando for the juvenile court conference directly after annual meeting; topics focused around inclusion. T.J. attended COSCA in North Carolina. Will plans to attend the COSCA Board meeting on the 20<sup>th</sup>, which includes the Rehnquist dinner. T.J. is currently representing NACM on the NCSC Board of Directors.
- e) #WeToo Grant – Provisionally approved by Jonathan Mattiello at SJI but still waiting for official funding confirmation, as they operate on the federal budget cycles. NACM is primarily just the recipient of funds and acts as a pass-through to other organizations to carry out the work of the grant. NCJFCJ and NAWJ are the co-recipients. Michelle offered up some possible resources in AZ to help with the curriculum development. NCSC has committed to absorbing the cost of administering the labor. Kudos to Paul for his work with NCJFCJ and helping to make this a reality.

### **2) President-Elect's Report – T.J. BeMent**

Kudos was given to Charleston for his work advertising the Midyear Conference in North Carolina.

- a) Conference Development Committee Update – The Call for Proposals for both conferences is currently live. The deadline for midyear proposals has now closed. Annual is open until November 15<sup>th</sup>. The Chief Justice and the State Court Administrator for North Carolina are tentatively scheduled to make opening remarks. midyear SIGs will be scattered throughout the conference. Looking at a sponsored session on Sunday afternoon. Working on a social/networking activity that will follow lunch at the midyear conference. Right now, that event is only scheduled to occur at midyear, and not at



annual due to size.

- b) 2020 Annual Conference Registration Rates – There is a suggestion to drop the rate of annual conference to \$595.00, resulting in about \$10k in lost revenue. Michele doesn't think the midyear price is too high. North Carolina AOC will pay for registrations but not for memberships. Members discussed to maybe only reduce the early bird rates and leave the other rates the same. Midyear conference is often used as a regional approach to outreach. Need to consider pros and cons of offering state rates. This hasn't always been a successful approach. Need to look at the spread between the registration of a rate.

**Rick Pierce made a motion to set registrations as: \$450 for early members and \$615 for Midyear Conference, and \$595 for early members and \$760 for regular for non-members. T.J. made a friendly amendment to hold off on confirming annual rates. All approved.**

**3) Vice President's Report – Kathy Griffin**

- a) Education Committee Update – the Core Subcommittee is still getting off the ground with multiple pending projects that will have an impact on the work of the subcommittee. The Education committee is helping with conference tracks and leadership assessments.

*SPECIAL PRESENTATION: NACM Core Micro Course Proposal*

*Present: Hope Kentnor (eDevLaw), Norman Meyer, Janet Cornell, Phil Knox, Peter Kiefer*

*The online preview of eDevLaw was previously distributed to Board members. The Core is out there for anyone to use. Will these types of courses be beneficial to individuals? We would need to work on branding, imagery and content. The Core Subcommittee would likely need to be the clearinghouse. There needs to be some quality control. There is a need out there. Paul commented that in Virginia, every new employee is required to take the purposes and responsibilities of courts online program that they purchased from Michigan State University. The Core Champion would align well with the concept. American University is working on something similar.*

It was decided that Jeffrey would convene a subcommittee to work on details to support a formal proposal. From the Board, Dorothy, Kelly, T.J., Jeffrey and Jeff will join the subcommittee. Jeffrey will seek additional volunteers on the next Core Subcommittee call. An update will be provided at next Board call.

**4) Secretary/Treasurer's Report – Jeffrey Tsunekawa**

- a) 2020 Budget – Jeffrey explained the budget numbers as of August 31, 2019. Move unrealized gains/losses and move it to the checking account. Need to look back and determine if we already approved to remove it? Lead retrieval was discussed. Scholarships was discussed. It was decided to remove lead retrieval from expenses and

sponsorship revenue due to significant expenses. Holding budget approval until December. A question was asked as to whether we are we using hotel points that we have in our account.

- b) 2023 Site selection – Jeffrey reviewed the Midyear and Annual sites receiving RFPs. Consideration is being given to places with previous good turn out and weather.
- c) SJI Grant – 2020 grant is finished and in draft form. It is due to SJI by November 1<sup>st</sup>.

5) **Immediate Past President's Report – Paul DeLosh**

Only had one call so far. Might be using the group to help go through the National Agenda. The group is small projects, such as the bylaws review.

The Nominations Committee will be formed at the beginning of 2020. Committees should help engage committee members for interest in joining the Board in the future.

LUNCH (12:00 PM)

6) **Governance Committee – Rick Pierce**

- a) Resolutions – Closing out the comment period. No feedback received so far.
  - i) Plain Language Resolution – **motion to approve; passed unanimously**
  - ii) CCJ/COSCA Resolution 1 Support of Funding for Court Improvement Programs – **motion to approve; passed unanimously**
  - iii) CCJ/COSCA Resolution 2 Recommendations of National Judicial Opioid Task Force – **motion to approve; passed unanimously**
- b) Rick reviewed the Voice of the Profession Survey Results. The feedback didn't differ to much from the last time the survey was distributed.
- c) National Agenda – we need to recruit members and make sure people know the difference between the national agenda and the strategic plan. The plan is to make significant progress by January 1, 2021.

HOTEL TOUR (1:00 PM)

7) **Membership Services – Michelle Dunivan**

ECP is taking a strong look at mentorship. All but one individual has been paired. The application process needs evaluation.

ECP is taking on a lot of responsibilities. Do we need to have any scholarships fundraiser at Midyear? We need to look at why members are leaving.

- a) Exit Survey – timing would be after the third renewal notice. Is NCSC following up on bounced? We need a new membership system.
- b) Marketing Calendar – the letters are used to keep constant communication going. Michelle would like comments on all the letters. Michelle reviewed the entire calendar. Rick asked to add Pennsylvania to the calendar. We don't have a strong Membership Committee right now. *Fire Sale – 30-40% off*. T.J. thinks the proposal calendar is incredibly aggressive and might be over committing. Kathy just doesn't want to offend current members. Jeff wonders if we can use other vendors for swag that is not just t-shirts. MAACM has a gear day. If we do that, we should work with local restaurants to get discounts if you wear it. Dorothy expressed concern about the aggressiveness. This hasn't been vetted to other committees.
- c) LinkedIn Campaign – There has been a few stumbling blocks this year. Michelle doesn't remember that there were four different topics, as reflected in the 7/20/19 minutes. The plan is to target states other than Louisiana and North Carolina. We have the potential of having 3,000 members!
- d) 2020 Membership Scholarship – Michele has been in talks with Jeffrey and Janet about feasibility of doing a lot of creative work. Is our scholarship account too restricted we can only use it on conference registration or can it also be used for membership? We need to work on wording. We should be careful about saying memberships aren't that expensive because to some it might be. We need to fix Michigan on the Membership Map. Michele will bring a proposal to the December Board call.

8) **Communications Committee** – *Charleston Carter*

Podcasts are continuing to move forward. Dorothy is helping to write teasers for social media.

- a) Court Manager Ad Rates – **moved and approved to Keep the same.**
- b) Court Express Ad Rates – **moved and approved to Keep the same.**
- c) Website Review – new images; calendar enhancements; send Jeffrey suggestions for changes and enhancements.

**Sunday, October 20, 2019**

8:30 AM – 12:00 PM Leeward/Windward Room-Riverside Complex

**Strategic Planning**

Attendees:

Jeffrey, Paul, Kelly, Angie, Rick, Kathy, Michelle, Jeff, Tina, Dorothy, T.J.

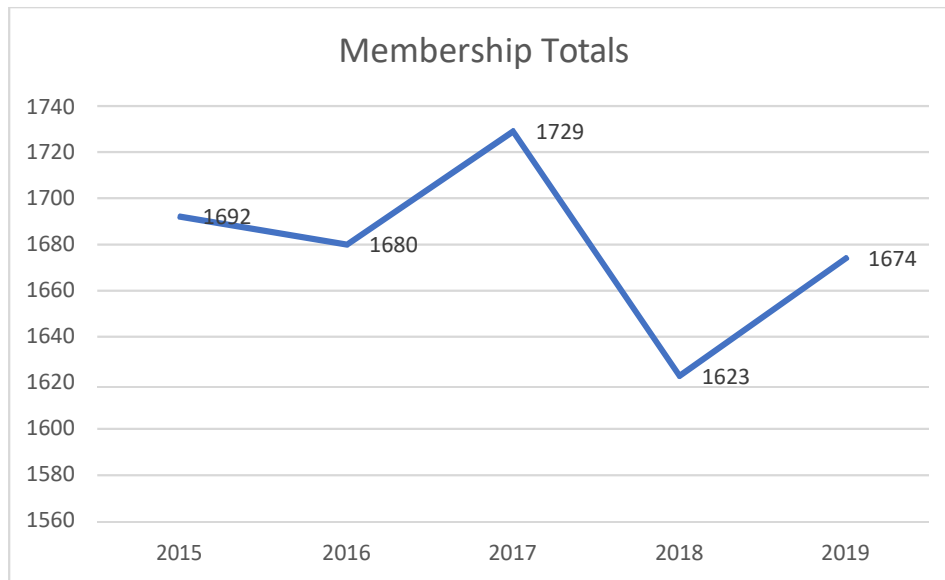
Absent:

Will, Charleston

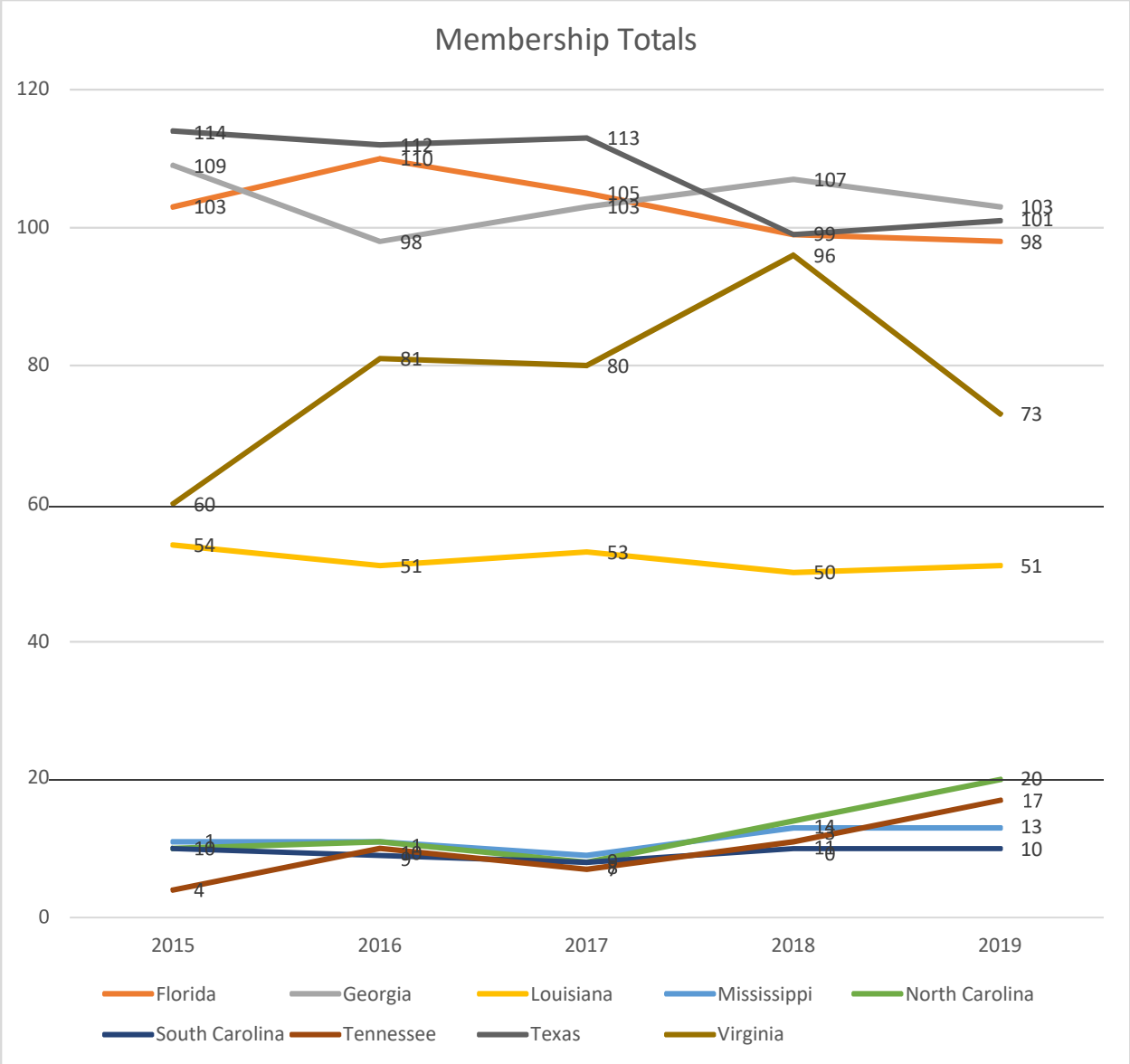
T.J. went over the general travel policies and expectations. Board members may choose to proceed with booking their North Carolina trip, but keep in mind that the Midyear Conference agenda is still being finalized. Reimbursement may not occur until 2020, depending on current NACM financials.

Rick reviewed the summary of the 2019 Strategic Planning Priorities and our accomplishments. It was suggested to create an executive summary similar to what was presented. It would be nice to showcase it to the membership, but in a format that doesn't clutter an already busy conference (annual).

The meeting concluded with Paul deLosh facilitating a strategic planning discussion.



Month	Year	New Members Total	Complimentary New Members Total
Nov	2019	12	3
Nov	2018	12	0
Nov	2017	18	0
Nov	2016	21	0
Nov	2015	10	0



## Goal URLs

**All Users**  
100.00% Goal Completions

Nov 1, 2019 - Dec 1, 2019

Goal Option:

All Goals

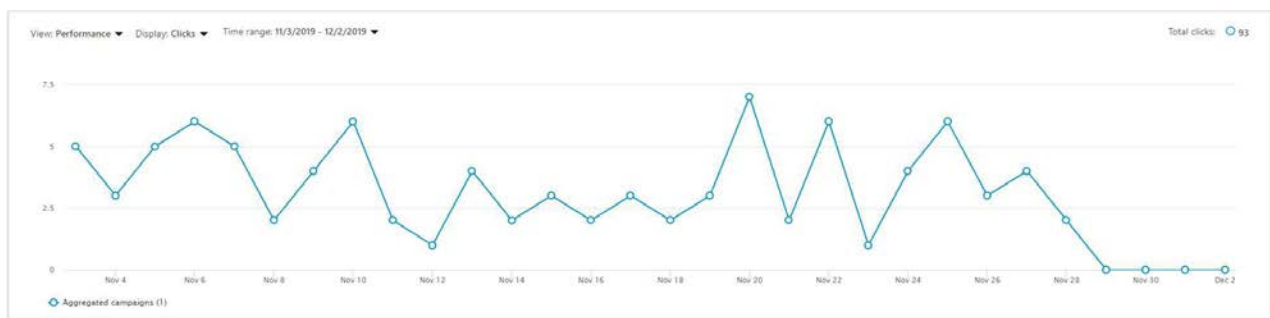
Explorer

### Goal Completions



Goal Completion Location	Goal Completions	Goal Value
	200 % of Total: 100.00% (200)	\$0.00 % of Total: 0.00% (\$0.00)
1. <a href="#">/join-us/</a>	180 (90.00%)	\$0.00 (0.00%)
2. <a href="#">/register/</a>	20 (10.00%)	\$0.00 (0.00%)

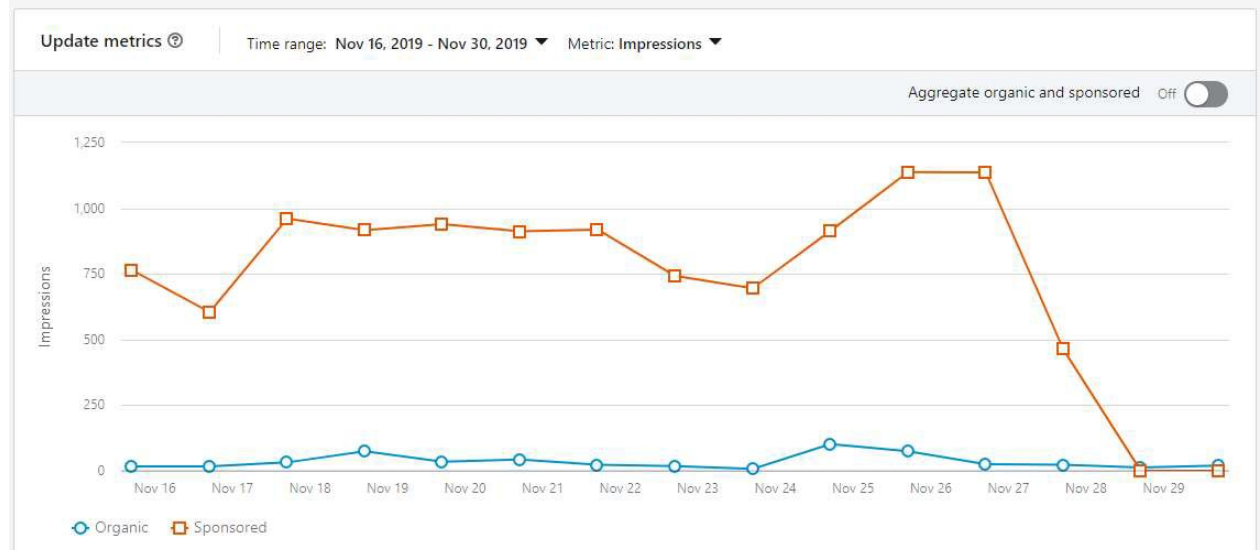
Rows 1 - 2 of 2



Ad Name	Status	Spent	Key Results	Cost Per Result	Impressions	Clicks	Average CTR
---------	--------	-------	-------------	-----------------	-------------	--------	-------------

<input type="checkbox"/>	<p><b>"Any administrator across the United States would serve their purpose to become a member of NACM" says retired court administrator and NACM Member Ronald Truss.</b></p> <p>Creative name: Ronald Truss - Jefferson County, AL Campaign: Website visits - Oct 31, 2019 Creative ID: 75564676 - Sponsored Content - Video</p>	Active	\$239.22	9 Website Visits	\$26.58	3,149	9	0.29%
<input type="checkbox"/>	<p><b>"NACM is the only organization that is on the vanguard of developing standards for the profession," says NACM Member Randall Soderquist. #IamNACM</b></p> <p>Creative name: Randall Soderquist - Elko County, NV Campaign: Website visits - Oct 31, 2019 Creative ID: 75564686 - Sponsored Content - Video</p>	Active	\$203.47	7 Website Visits	\$29.07	2,336	7	0.3%
<input type="checkbox"/>	<p><b>NACM members return year after year for the unparalleled opportunities to learn from jurisdictions around the country, and collaborate with colleagues to implement</b></p> <p>Creative name: Amanda Leazer - Gifford County, NC Campaign: Website visits - Oct 31, 2019 Creative ID: 75564696 - Sponsored Content - Video</p>	Active	\$793.35	41 Website Visits	\$19.35	10,345	41	0.4%
<input type="checkbox"/>	<p><b>"One of the best things that people can do is to continue their professional development and education, and there is no better place to do that than at the NCAM conferences"</b></p> <p>Creative name: Bob Wessels - Harris County, TX Campaign: Website visits - Oct 31, 2019 Creative ID: 75564706 - Sponsored Content - Video</p>	Active	\$686.63	36 Website Visits	\$19.07	8,814	36	0.41%

<b>Update highlights</b> ⓘ Data for the last 30 days 11/1/2019 - 12/1/2019		
<b>44</b> ▲91% Reactions	<b>1</b> ▼66% Comments	<b>3</b> = 0% Shares



Organic posting on company page:

Randall Soderquist, posted 11/4/2019

97 views

Ronald Truss, posted 11/12/2019

82 views

Amanda Leazer, posted 11/18/2019

61 views

Bob Wessels, posted 11/25/2019

82 views



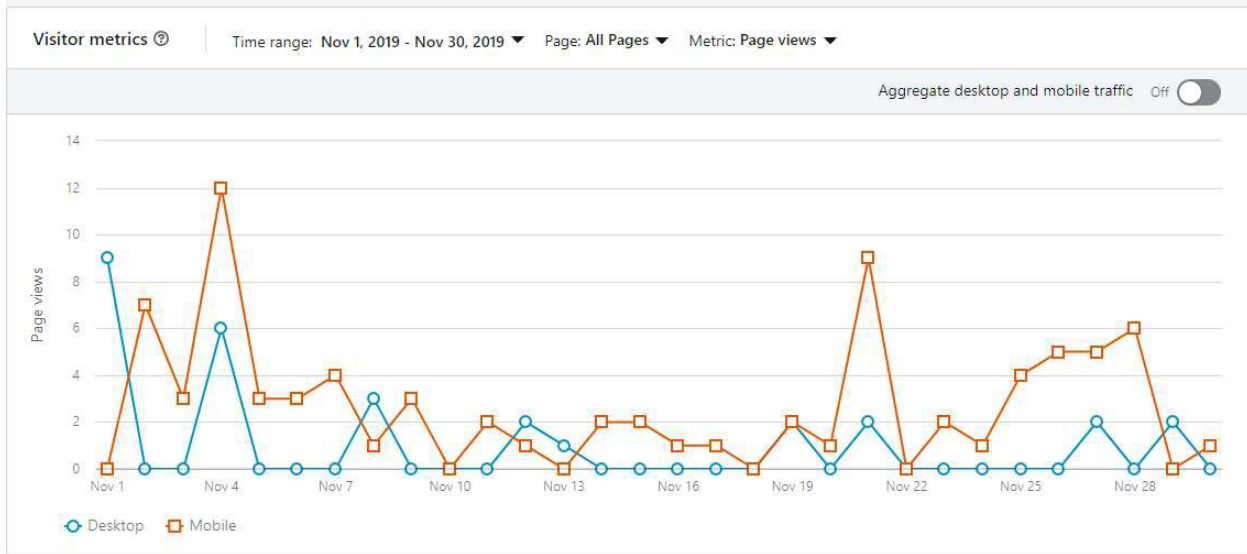
**Visitor highlights** ⓘ  
 Data for the last 30 days 11/1/2019 - 12/1/2019

are not de-duplicated over multiple days.  
 Change shown is from previous 30 days 11/1/2019 - 12/1/2019

**110** ▲ 92%  
 Page views

**60** ▲ 106%  
 Unique visitors

**6** ▼ 68%  
 Custom button clicks



**Analytics**  
 Last 30 day activity

**60** ▲ 106%  
 Unique visitors

**28** ▼ 26%  
 New followers

**26.5K** ▲ 2,103%  
 Post impressions

**6** ▼ 68%  
 Custom button clicks

### Follower highlights

243

Total followers

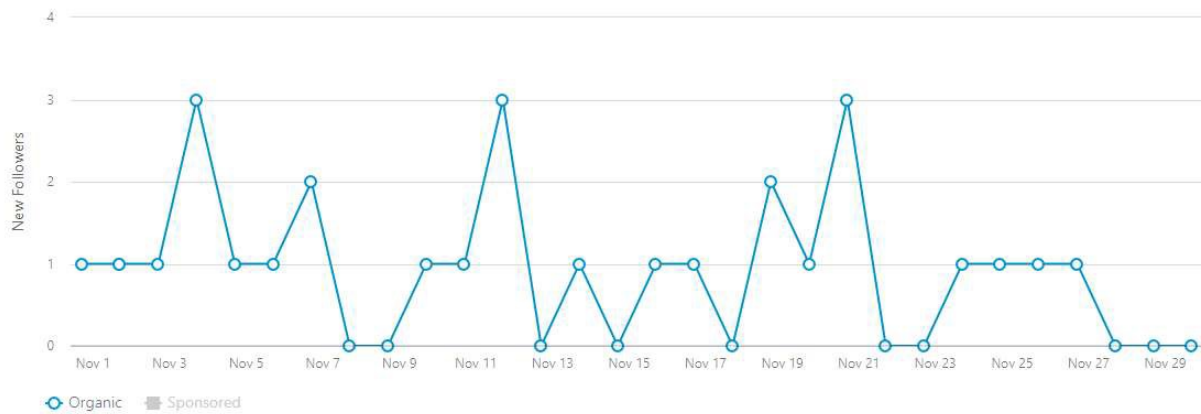
28 ▼ 26%

New followers in the last 30 days 11/1/2019 - 12/1/2019

### Follower metrics

Time range: Nov 1, 2019 - Nov 30, 2019 ▼

Aggregate organic and sponsored Off



### Membership numbers:

- 12 additional paid memberships in the month of November
- Up 51 memberships from this time last year.
- Increases in LA (1), NC (6), TN (6), TX (2)
- Decrease of 23 memberships in Virginia

1. Solicit donations to support NACM membership, primarily scholarships
  - A. Donation button is ready on the website, and through the PayPal app
2. Upgrade membership at the conference for \$20
3. Nominations for scholarship recipients will be available beginning at the Midyear conference.
  - A. Non-members can nominate themselves or another non-member to receive a one-time membership scholarship. Recipients cannot be current members, and cannot receive more than one membership scholarship in a lifetime.
  - B. Nomination form will include why the nominee would benefit from a NACM membership, nominee's contact information (email and phone number), and indication that NACM may retain the scholarship nomination submission for future Membership opportunities.
  - C. Nomination forms will be available at registration, and placed on tables before plenaries.
  - D. At least one scholarship raffle will be live at the welcome event; as many will be drawn as there are funds to cover at that time. More nominations will be selected at gatherings throughout the conference, as funds and nominations permit. Other gatherings may include business lunch, social event, before or after a plenary, or during the vendor exhibit.

**\*\*CURRENT LETTER\*\***

Your NACM membership is due for renewal. As the largest organization of court management professionals, NACM continues to strive to add value to your existing membership benefits. In addition to top rate educational programs, publications and resources, additional member benefits this past year included scholarships, distance learning opportunities, mentoring services and member discounts to name a few. Please visit the NACM website to learn of more [Membership Opportunities](#).

The National Association for Court Management (NACM) is proud to serve you as a member and we look forward to your continued membership. Through our commitment to excellence, we will continue to offer court management professionals outstanding educational and skill-building opportunities through our conferences, webinars, publications, and networking opportunities to improve the administration of justice.

\*Members can renew online at [www.nacmnet.org](http://www.nacmnet.org)

While renewing your membership, we encourage you to update your online profile. If you need to print an invoice to mail a check or require a receipt, go to Invoice History

**Note:** Check with your state or local association to learn if they have a dual membership discount agreement with NACM as additional membership discounts may apply. Learn more about [Dual Membership](#) discounts on the NACM website.

**\*\*PROPOSED FIRST NOTICE - email\*\***

It's time to renew!

The National Association for Court Management (NACM) is proud to serve you and we look forward to your continued membership. Through our commitment to excellence, we will continue to offer court management professionals outstanding educational and skill-building opportunities through conferences, webinars, publications, and networking opportunities to improve the administration of justice. As the largest organization of court management professionals, NACM continued to add value to your existing membership benefits this past year through scholarships, distance learning opportunities, mentoring services and member discounts [and more](#).

You can renew your membership online or print an invoice to mail a check on our website at [nacmnet.org/member-portal/](http://nacmnet.org/member-portal/). You may be eligible for a membership discount if you are a member with one of our Dual Membership Partners. [Click here](#) to find out.

Thank you for the opportunity to serve you and your needs as a Court professional.

Sincerely,

Michelle Dunivan  
Membership Committee Chair

**\*\*PROPOSED SECOND NOTICE – mailed letter—include membership benefits infographic\*\***

Dear\_\_\_\_,

As a Court professional, the work you do is important and valuable, and the National Association for Court Management (NACM) wants to make sure you have the tools you need to be your very best. Your membership gives you access to unparalleled access to resources to benefit your career in court administration. Your membership also supports our efforts to advocate on behalf of courts, develop relevant curriculum to support the profession, and create career growth opportunities for you.

Please renew today simply by going to [NACMnet.org/member-portal/](https://nacmnet.org/member-portal/) to keep your membership current.

If you have any questions or concerns, please feel free to reach out to me directly. I'm happy to help, or find the answers you are looking for.

Michelle Dunivan  
Membership Committee Chair

**\*\*PROPOSED FINAL NOTICE - email\*\***

Dear\_\_\_\_,

It looks like your membership is about to lapse, and I don't want you to miss out on all that NACM has to offer. If you'd like to continue receiving the benefits of NACM, please go to [NACMnet.org/member-portal/](https://nacmnet.org/member-portal/) to renew your membership.

For your convenience, we have attached a justification letter for your employer stating the professional benefits of NACM membership— worth much more than the meager \$135 price tag.

If you have decided not to renew your membership at this time, I would very much like to know why, and what we could do to improve. Please take a few minutes to answer a quick 8-item survey at this link: <https://www.surveymonkey.com/r/NACMrenewal>

Michelle Dunivan  
Membership Committee Chair

**\*\*PROPOSED Purged member letter - emailed\*\***

Dear\_\_\_\_,

We miss you and want you back!

As a Court professional, the work you do is important and valuable, and the National Association for Court Management (NACM) wants to make sure you have the tools you need to be your very best. A NACM membership gives you access to unparalleled access to resources to benefit your career in court administration. Your membership also supports our efforts to [advocate](#) on behalf of courts, develop [relevant curriculum](#) to support the profession, and create [career growth](#) opportunities for you.

Please renew today simply by going to [NACMnet.org/join-us/](https://nacmnet.org/join-us/)

If you have any questions or concerns, please feel free to reach out to me directly. I'm happy to help, or find the answers you are looking for.

Michelle Dunivan  
Membership Committee Chair



## 2020 Annual Strategic Priorities

### Strategic Focus Area #1:

### Membership

**Goal 1: Actively recruit and strive for a diverse and representative membership**

**Goal 2: Increase opportunities for members to be active and renew their membership**

2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
<b>1. Develop 'Value of Membership' campaign</b>	<ul style="list-style-type: none"> <li>- Development of infographics and other marketing materials</li> <li>- Update of renewal notifications</li> <li>- Development of schedule and identification of targeted population (untapped market, AOC's, States w/o State Associations, students, retiring and purged members)</li> </ul>	- <b>Membership Committee</b>
<b>2. Advance member engagement strategies</b>	<ul style="list-style-type: none"> <li>- Greater Brand identification (#IamNACM, merchandise, LinkedIn campaign)</li> <li>- Continued development of specific members only resources/information</li> <li>- Increased members in</li> </ul>	- <b>Membership Committee</b>

	<b>Mentor Program</b>	
<b>3. 2020 in 2020 Campaign</b>	- <b>Increased membership</b>	- <b>Membership Committee</b>





## 2020 Annual Strategic Priorities

### Strategic Focus Area #2:

### Education and Resources

**Goal 1: Increase involvement and participation in educational programming and resources.**

**Goal 2: Create educational opportunities and resources that reflect the needs of membership and the profession.**

2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Develop additional learning opportunities	<ul style="list-style-type: none"> <li>- Complete Request for Proposal for e-learning</li> <li>- Identify Subject Matter Experts (SMEs) for e-learning</li> <li>- Develop learning “tracks” at conferences</li> <li>- Complete Core® Champion program details</li> </ul>	<ul style="list-style-type: none"> <li>- Education Committee</li> <li>- Core® Subcommittee</li> <li>- Conference Development Subcommittee</li> </ul>
2. Review of Core® Curriculum	<ul style="list-style-type: none"> <li>- Curriculum kept relevant through regular schedule of updates</li> </ul>	<ul style="list-style-type: none"> <li>- Core® Subcommittee</li> </ul>
3. Continue evolution of conference content	<ul style="list-style-type: none"> <li>- Target new and diverse speakers</li> </ul>	<ul style="list-style-type: none"> <li>- Conference Development Subcommittee</li> </ul>

	<ul style="list-style-type: none"> <li>- Target host state marketing CLE offerings</li> </ul>	
<b>4. Initiate marketing campaign to highlight member resources (webinars, publications, website content, etc.)</b>	<ul style="list-style-type: none"> <li>- Highlight member benefits</li> <li>- Improved direct access</li> </ul>	<ul style="list-style-type: none"> <li>- Membership Committee</li> <li>- Education Committee</li> <li>- Communications Committee</li> </ul>



## 2020 Annual Strategic Priorities

### Strategic Focus Area #3:

### Advocacy for the Profession

**Goal 1: NACM will be an influential and respected voice on the behalf of courts and the court management profession.**

2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Create landing pages for academicians, students and funding authorities	<ul style="list-style-type: none"> <li>- Educate and enhance relationships and communication</li> </ul>	<ul style="list-style-type: none"> <li>- Communications Committee</li> <li>- Board</li> </ul>
2. Develop NACM Annual Report	<ul style="list-style-type: none"> <li>- Production of report listing goals, accomplishments, SOP executive summary.</li> </ul>	<ul style="list-style-type: none"> <li>- Officers</li> <li>- Governance Committee</li> </ul>
3. Develop topic-related 'Voice of the Profession' (VOP) survey for presentations	<ul style="list-style-type: none"> <li>- Target new and diverse speakers</li> <li>- Target host state marketing CLE offerings</li> </ul>	<ul style="list-style-type: none"> <li>- Governance Committee</li> </ul>
4. National Agenda 2021-2025	<ul style="list-style-type: none"> <li>- Creation of program priorities in the court management profession.</li> <li>- Resolutions and development of best practices as deliverables to</li> </ul>	<ul style="list-style-type: none"> <li>- Governance Committee</li> </ul>

	<b>local/state associations and jurisdictions</b>	
--	---	--



## 2020 Annual Strategic Priorities

### Strategic Focus Area#4:

### Association Governance

**Goal 1:** NACM's governance is representative, responsive and effective.

2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Develop Board recruitment strategies	<ul style="list-style-type: none"> <li>- Improve process for recruiting diverse and skilled board members</li> <li>- Creation of tips, talking points, testimonials</li> <li>- Inclusion in NACM Board Resource Guide and Committee chair responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>- Board</li> </ul>
2. Develop State Association partnership strategies	<ul style="list-style-type: none"> <li>- Identification of partner projects</li> <li>- Dual membership agreements</li> <li>- Leadership seminar development</li> </ul>	<ul style="list-style-type: none"> <li>- State Association subcommittee)</li> </ul>
3. Review of Rules re: member/non-member activity on committees	<ul style="list-style-type: none"> <li>- Identification and development of rules regarding non-member engagement</li> </ul>	<ul style="list-style-type: none"> <li>- All Committee Chairs</li> </ul>
4. Refinement of New Board Member onboarding process	<ul style="list-style-type: none"> <li>- Creation of schedule and targeted discussions (Board</li> </ul>	<ul style="list-style-type: none"> <li>- Officers</li> </ul>

	<b>Resource Guide, NACM Budget, Active engagement, etc.)</b>	
--	--	--



**Na - ona Ope Court**

**Data Sta da ds**

[www.ncsc.org/nods](http://www.ncsc.org/nods)

# NATIONAL OPEN COURT DATA STANDARDS

## What are Standards?

The rules by which data are described and recorded.

## Purpose

- To make case-level data available to courts, researchers, policy makers, and media
- To make data available for public and court system use in a consistent manner that reduces possibilities of error and misinterpretation
- Reduce burden on court system staff in responding to data requests.

## Scope

Maintained by courts for business purposes.

Voluntary

Aspirational

Separable

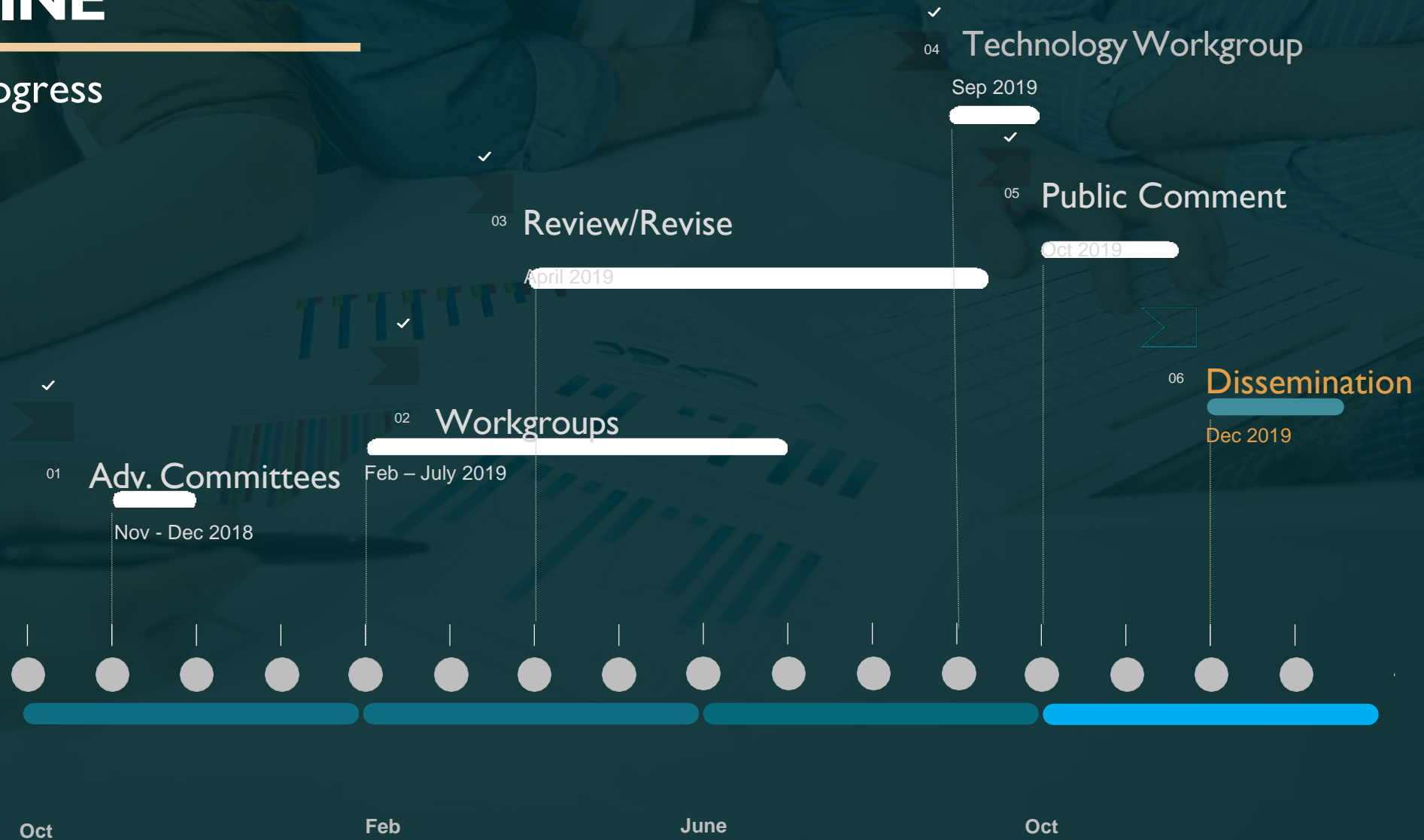






# TIMELINE

## Project Progress



# PROBATE

Common language

## Initial Pleading

Complaint

Petition

Application

Motion

Variations in practice

Who and Why?

Adjournment = Continuance = Postponement

# CRIMINAL

## Data Relationships and Date Stamps

### Plea Hearing (event)

Judicial Officer

Plea Type

Event Outcome

Continuance Reason

### Plea Type

Guilty, Not Guilty, Alford, etc.

### Event Outcome

Held, Continued, Cancelled, Rescheduled, FTA

### Continuance Reason

Transportation, Evaluation, Illness, Lack of notice, Incomplete discovery/Crime lab delay...

# CIVIL

## Level of Detail

### Case Disposition Category

- Trial
- Non-Trial Adjudication
- Settlement
- Stipulated Judgment
- Procedural Disposition

### Case Manner of Disposition

- Jury Trial Verdict
- Bench Trial Judgement
- Settled During Jury Trial Period
- Summary Judgment
- Default Judgment
- Arbitration Award
- Settlement
- Stipulated Judgement
- Dismissal: Stipulated/Voluntary
- Dismissal: Without Prejudice
- Dismissal: No Service
- Dismissal: Other, Transfer/Removal

# DEPENDENCY

## Complexity with “Parties”

Linked Dependency Case  
Associated Child  
Children Present  
Parties (with legal standing) Present  
Advocate/Visitor/Attorney Present

### Advocate/Visitor/Attorney Type

Guardian Ad Litem  
Court Appointed Special Advocate  
Private Attorney  
Public Defender  
Legal Aid/Legal Services Attorney  
Protection and Advocacy Attorney  
Appointed Counsel  
Self-represented (pro se, pro per)  
Other

# Data Governance Policy Guide



organizational  
structure

data quality  
life cycle

## Life Cycle

Considering courts' data needs, from creation to deletion

## Quality

Ensuring that data are fit for intended purposes

## Organizational Structure

Institutionalizing responsibility for data governance



# NATIONAL OPEN COURT DATA STANDARDS

## Dissemination Plan



### Leadership Guide

Establish support for implementation by addressing needs in response to:

- Increased requests for data.
- Minimize misinterpretation.
- Disincentivize data acquisition without knowledge or consent.



### Users' Guide

- Provide guidance to data consumers and data producers.
- Define data elements to overcome definitional differences across jurisdictions.
- Discuss important contextual guidance to accompany release of data (e.g., review local ordinances and when they are enacted for interpreting traffic data).



### Technical Report

- Provide a reference vocabulary for consistent reusable exchanges.
- Outline data structure, properties, and format.
- Direct technologists through one-time effort to map local data to national standards.







December 4, 2019

TO: NACM Board of Directors

FM: Jeffrey Tsunekawa, Secretary/Treasurer

**RE: 2020 NACM Budget Adjustments**

The following Proposed NACM 2020 Budget is submitted for your consideration. After the discussions that occurred at the Fall Board Meeting in New Orleans, Louisiana, further input from the NACM Officers, and additional consideration based on 2019 expenses and revenues, the following actions are reflected in the proposed budget for your consideration and action on our December 10, 2019 Board Call.

- Reduction in Conference Revenue – greater Early Bird Rate vs. Regular Rate
- Reduced President's Discretionary Fund by \$500
- ☐ Adjusted AV and Honoria to match SJI Grant Application
- ☐ Reduced expenses related to Lead Retrieval
- ☐ Reduced sponsorship revenue for Lead Retrieval
- ☐ Restored Per Diem for Board
- ☐ Restored Association Manager Travel to Fall Board Meeting, cost \$1,500

JT:

National Association for Court Management  
Budget vs Actual

								NOTES	
		2017 Actual	2018 Annual Budget	2018 Actual			2019 Annual Budget	2019 Actual YTD (10.31.2019)	2020 Proposed Budget
Revenue					Revenue				
4000 · Membership Dues/Regular	\$	152,480.00	\$ 184,375.00	\$ 144,835.00	4000 · Membership Dues/Regular	\$	180,000.00	\$ 150,515.00	\$ 180,000 1333 members (increase by 75)
4005 · Membership Dues/Associate	\$	13,785.00	7,625.00	7,920.00	4005 · Membership Dues/Associate	\$	15,800.00	15,800.00	\$ 14,000 103 members
4010 · Membership Dues/Sustaining	\$	4,550.00	3,500.00	4,855.00	4010 · Membership Dues/Sustaining	\$	4,500.00	3,950.00	\$ 4,500 9 members
4015 · Membership Dues/Retired	\$	1,650.00	1,600.00	1,600.00	4015 · Membership Dues/Retired	\$	1,600.00	1190.00	\$ 1,600 16 members
4025 · Membership Dues/Student	\$	210.00	245.00	140.00	4025 · Membership Dues/Student	\$	245.00	175.00	\$ 245 7 members
4030 · Membership Dues/DUAL			-	1,800.00	4030 · Membership Dues/DUAL	\$	14,000.00	7,360.00	\$ 14,000 127 members
4035 · Membership Dues/eLimited			-	1,640.00	4035 · Membership Dues/eLimited	\$	900.00	315.00	\$ 245 7 members
4050 · Scholarship Fund	\$	1,500.00	6,500.00	3,498.56	4050 · Scholarship Fund	\$	3,000.00	2103.53	\$ 3,000 Gallas \$1500 + \$1500 fundraising
4065 · Donations/Other	\$	90,000.00	90,000.00	90,000.00	4065 · Donations/Other	\$	90,000.00	75,000.00	\$ 90,000 NCSC Contribution
4070 · Interest Income/Regular	\$	27,326.00	-	33,976.66	4070 · Interest Income/Regular		-	5,736.63	
4080 · Unrealized Gain/Loss	\$	67,404.00	-	(66,923.42)	4080 · Unrealized Gain/Loss		3,500.00	74,946.89	
4090 · Fees and Registrations	\$	574,671.32	343,490.00	430,174.90	4090 · Fees and Registrations	\$	508,000.00	507,500.69	\$ 437,000 based on: annual: 70% @ early bird rate, using 2019 #'s max reg: annual 726 and midyear 250 (2019 MY 117, 2019 AC 602)
4095 · In-Kind Registration			-	23,430.00	4095 · In-Kind Registration			44,092.00	
4100 · Social/Other Income	\$	14,040.00	8,300.00	11,060.00	4100 · Social/Other Income	\$	10,000.00	8,680.00	\$ 10,000
4110 · Vendor Income	\$	237,625.00	225,000.00	267,315.00	4110 · Vendor Income	\$	226,875.00	235,490.00	\$ 235,000 No change.
4120 · Sponsorship Income	\$	78,533.00	80,000.00	101,000.00	4120 · Sponsorship Income	\$	101,000.00	108,750.00	\$ 108,750 No change.
4130 · Grant Income	\$	133,568.00	137,050.00	137,050.00	4130 · Grant Income	\$	156,350.00	63,528.21	\$ 156,350 SJI
					#WETOO Grant	\$			\$ 113,346 #WeToo Grant
4140 · Advertising Income	\$	16,008.00	16,500.00	9,664.00	4140 · Advertising Income	\$	14,500.00	8,567.50	\$ 13,000 Court Manager & Court Express
4150 · Publication Sales	\$	2,362.00	500.00	1,106.74	4150 · Publication Sales	\$	500.00	1,546.00	\$ 500 NACM Store Sales
Total Revenue	\$	1,415,712.32	1,104,685.00	1,204,142.44	Total Revenue	\$	1,309,795.00	1,315,246.45	\$ 1,381,536
Expense					Expense				
5100 · Travel/General	\$	28,762.50	53,000.00	36,008.64	5100 · Travel/General	\$	61,500.00	40,908.72	\$ 69,217 board travel - MY, AC, Fall Board Mtg
5105 · Travel/President	\$	17,231.15	20,000.00	17,422.85	5105 · Travel/President	\$	20,000.00	5,986.34	\$ 15,000 Does not include NACM conference travel.
5110 · Travel/Officer	\$	294.33	1,500.00	865.69	5110 · Travel/Officer	\$	1,500.00	495.7	\$ 1,500 Secretary/Treasurer orientation (NACM pays 1, NCSC pays 1)
5120 · Travel/Site Visit	\$	4,231.00	4,000.00	747.94	5120 · Travel/Site Visit	\$	4,000.00	744.18	\$ 4,000 Site visits
5125 · Travel/Association Serv.	\$	13,432.68	20,000.00	10,315.95	5125 · Travel/Association Serv.	\$	20,800.00	12,733.91	\$ 18,049 Association Services Travel to Conf, restored AM to Fall Board Mtg
5130 · SJI Speaker Travel	\$	8,290.10	-	5,974.84	5130 · SJI Speaker Travel	\$	15,500.00	15,353.59	\$ 15,500 SJI Grant travel
5200 · Honoraria	\$	24,584.90	25,000.00	27,025.16	5200 · Honoraria	\$	15,000.00	15,146.41	\$ 20,000 SJI Honoraria
5300 · Conference Expenses	\$	229,632.81	135,500.00	179,346.39	5300 · Conference Expenses	\$	54,849.00	44,676.60	\$ 29,599 various conf expenses to include the app
5310 · Food and Beverages	\$	265,913.25	362.00	210,235.19	5310 · Food and Beverages	\$	418,000.00	431,505.61	\$ 366,116 F&B/Social event at annual - Board Meeting Catering
5320 · Audio Visual	\$	57,754.60	58,350.00	59,145.80	5320 · Audio Visual	\$	80,000.00	80,000.00	\$ 68,500 SJI Audio Visual - 50% of estimate
5400 · President's Discretionary	\$	2,305.80	2,500.00	2,591.25	5400 · President's Discretionary	\$	2,500.00	334.26	\$ 2,000 Discretionery - flowers, cards, stamps, gift cards
5500 · Committee Expenses	\$	1,716.08	2,700.00	140.07	WE TOO	\$			\$ 113,346
5600 · Scholarships	\$	12,521.00	8,000.00	6,765.00	5600 · Scholarships	\$	7,865.00	2420	\$ 6,410 includes \$1500 Gallas, \$1500 ICM, Conference Scholarships (\$4360
5650 · Awards	\$	699.69	2,200.00	583.06	5650 · Awards	\$	1,300.00	853.22	\$ 1,300 Award of Merit, Enhancing Justice, ECP, Perkins, Technology
5700 · Presidents Gifts	\$	792.56	-	611.44	5700 · Presidents Gifts	\$	400.00	170.13	\$ 400 Gift & Plaque to president only
6000 · Telephone	\$	4,686.87	4,200.00	3,069.86	6000 · Telephone	\$	3,600.00	1.13	\$ - eliminate this expense; all done through webinar/golomeeting
6010 · Webinars			1,600.00	3,859.83	6010 · Webinars	\$	2,988.00	-	\$ 2,988 GoTo Meeting for webinars, podcasts and conference calls
6100 · Conference Calls			-	-					
6200 · Postage	\$	7,595.69	6,000.00	3,863.91	6200 · Postage	\$	4,250.00	2585.80	\$ 3,900 New member packets & other correspondence, SJI Grant, Trunk
6300 · Printing/Photocopying	\$	50,391.10	13,250.00	11,310.00	6300 · Printing/Photocopying	\$	11,125.00	8,519.88	\$ 12,625 1 guide and 4 court managers (no guide design in 2019)
6400 · Office Supplies	\$	1,471.78	600.00	108.69	6400 · Office Supplies	\$	100.00	121.36	\$ 100 Envelopes/Staff Name Tags
6410 · LinkedIn	\$	1,741.00	4,000.00	400.00	6410 · LinkedIn	\$	2,000.00	-	\$ - Discontinue LinkedIn Campaign for 2020
6500 · Insurance Expense	\$	7,832.92	7,500.00	7,613.32	6500 · Insurance Expense	\$	7,700.00	7,507.83	\$ 8,200
6600 · Consultant	\$	44,700.00	45,850.00	46,667.30	6600 · Consultant	\$	52,758.00	47,012.80	\$ 47,705 live stream (\$45850), survey monkey (\$900), icontract, (\$954.75)
6610 · Audit Fee	\$	2,750.00	1,500.00	2,885.00	6610 · Audit Fee	\$	10,000.00	3,500.00	\$ 3,000 No audit in 2020.

6700 - Website Devp/Internet Exp	\$	12,948.80	32,205.00	17,904.76
6800 - Credit Card Fees	\$	22,255.00	15,000.00	13,990.76
6810 - Licenses & Fees	\$	151.95	170.00	153.00
6820 - Admin Supp/Contract Fee	\$	369,462.96	376,983.50	391,481.54
6950 - Depreciation			-	2,216.67
7000 - Grant Match-Travel	\$	3,688.70	16,500.00	5,150.63
7010 - Grant Match-Honorarium	\$	13,936.30	7,000.00	18,254.84
7020 - Grant Match-Audio Visual	\$	66,565.06	58,200.00	71,225.89
7030 - Grant Match-Admin Support	\$	65,351.04	66,526.50	66,525.96
Total Expense	\$	1,343,691.62	1,227,835.00	1,224,461.23
Change in Net Assets	\$	73,497.42	(\$ 123,150.00)	(20,318.79)
Net Assets at beginning of year	\$	667,708.00		\$ 645,806.00
Net Assets at end of year	\$	645,806.00		\$ 627,315.63

6700 - Website Devp/Internet Exp	-	3,500.00	\$	6,500	Howell maintenance plan - moved from consultant and domain
6800 - Credit Card Fees	15,000.00	19,091.36	\$	17,000	
6810 - Licenses & Fees	281.00	181.00	\$	1,085	ASCAP, SCC Filing, Trademark for CORE \$925 for 5 years
6820 - Admin Supp/Contract Fee	384,523.00	328,992.05	\$	403,383	NACM ANNUAL CONTRACT less 15%+Trigger Clause Bonus
6950 - Depreciation	-	3,694.41	\$	4,000	For website (mandated by Marcom)
7000 - Grant Match-Travel	15,500.00	5620.54	\$	15,500	Speaker Travel
7010 - Grant Match-Honorarium	15,000.00	44395.59	\$	15,000	Speaker Honoraria & Conf discount
7020 - Grant Match-Audio Visual	96,150.00	97,855.82	\$	68,500	
7030 - Grant Match-Admin Support	67,857.00	56,547.50	\$	69,214	15% of annual contract
Total Expense	\$ 1,392,046.00	\$ 1,280,455.74	\$	1,409,636	
Change in Net Assets	(\$ 82,251.00)	\$ 34,790.71	\$	(28,100)	
	\$ 627,315.63				



## **ABSTRACT**

The National Association for Court Management (NACM) seeks \$155,850 in State Justice Institute (SJI) funding for a twelve-month period to: 1) develop and deliver nationally significant educational programs, related material and curriculum with continued focus on SJI Priority Investment Areas and the NACM Core®; and 2) continue distant learning opportunities to broaden the scope and delivery of educational opportunities available in a convenient and flexible method accessed by judges, court managers, administrators and other judicial branch employees to include many of NACM's justice partners such as the Conference of Chief Justices (CCJ)/Conference of State Court Administrators (COSCA), National Association of State Judicial Educators (NASJE), American Judges Association (AJA), National Association of Presiding Judges and Court Executive Officers (NAPCO), state court management associations, and NACM's international partners. The proposed start and end dates are January 1, 2020 – December 31, 2020.

The requested grant funds will enable NACM to meet its goals of providing comprehensive educational programs and distance learning opportunities to increase the capacity of professionals in the field of court management. NACM's 2020 conferences will provide attendees with training and networking opportunities which highlight the competencies that serve as the hallmark of the profession. NACM will develop and implement educational sessions that target several SJI's Priority Investment Areas. Both the Midyear and Annual conferences will focus on leadership as a tool to engage the justice community in and support court managers as they seek to address matters relating to Self-Represented Litigation; Juvenile Justice; Reengineering to Improve Court



Operations; Remote Technology; Fines, Fees and Bail Practices; Guardianship, Conservatorship, and Elder Issues; and Language Access.

NACM believes it has played a significant role in providing educational programming that is focused on enhancing the intellectual capital of the courts to benefit individuals, the court as an organization, the public, and others while remaining consistent with the purposes and responsibilities of courts. NACM has also been a leader in steering the field of court administration to a heightened professional level.

NACM's conferences, online publications and online distance learning initiatives have assisted its members and supporters in meeting the expectations of the public that courts provide services that are responsive, strategic and transformative in their approach to improving the justice system.

In an effort to extend the benefits of the conference offerings as widely as possible, NACM offered live streaming of several educational sessions, many of which were also recorded. There were more than 373 viewers of live streamed educational sessions at the 2019 Midyear and Annual conferences. Following the conferences, NACM uploaded more than 38 educational sessions. In addition, there were more than 20,000 visitor impressions of the videos available online from January 1, 2019 to October 3, 2019.



The 2020 Midyear conference theme is entitled “(Inter)Connected Courts: Ensuring Justice in Our Communities.” The 2020 Annual conference theme will expand on the midyear theme with an expanded focus, “(Intra)Connected Courts: Expanding Justice in Our Communities.” Grant deliverables will include live streaming and video recording of the sessions and the publication of written summaries of key sessions in the fall edition of NACM’s *Court Manager* publication.

For this project, NACM’s secretariat staff, board members and educational specialist will:

- Finalize development and deliver curriculum at NACM’s 2020 Midyear conference (Task 1);
- Finalize development of and deliver curriculum at NACM’s 2020 Annual conference (Task 2);
- Develop conference themes for NACM’s 2021 Midyear and Annual conferences (Task 3); and
- ☐ Provide project management (Task 4).



*Connected Courts: Ensuring and Expanding Justice in Our Communities*

## **State Justice Institute Project Grant Application**

### **National Association for Court Management's**

#### ***Connected Courts: Ensuring and Expanding Justice in Our Communities***

**Total SJI Funding Requested: \$155,850 with Cash Match of \$168,214 and in-kind Support of \$23,350.**

**Estimated Length: 12 Months; January 1, 2020 – December 31, 2020**

#### **Priority Investment and Strategic Initiative Areas Addressed:**

<i>Opioids &amp; the State Courts Response</i>	<i>Juvenile Justice Reform</i>
<i>Fines, Fees &amp; Bail Practices</i>	<i>Civil Justice in the 21st Century</i>
<i>Reengineering to Improve Court Operations</i>	<i>Self-Represented Litigation</i>
<i>Human Trafficking Issues &amp; the State Courts</i>	<i>Guardianship, Conservatorship &amp; Elder Issues</i>
<i>Language Access</i>	

#### **Mission Areas and Activities Addressed:**

Our 2020 conferences will focus on the following themes:

- ***Community Collaborations*** – community-based initiatives such as legal clinics, amnesty programs, criminal justice forums, community engagement, etc.
- ***Civics & Outreach*** – court involvement in programs such as Law Day and awareness events, civic group presentations, educational programs on the role of the courts, etc.
- ***Expanded Public Access*** – legal assistance, self-help programs, online programs and services, user-centered design of services and facilities, etc.





- ***Creative Uses of Technology & Social Media*** – podcasts, webinars, community and constituent outreach efforts, online and web-based programs, etc.
- ***Innovative Uses of Data*** – new uses of court data through data visualization, public access, collaborative data sharing, National Open Court Data Standards, court component model, etc.
- ***Promoting Employee Engagement*** – training and skills development aimed at creating mindful court staff, developing leaders to be part of their community, ensuring inclusivity and diversity, etc.
- ***Community-Based Programs & Services*** – accountability courts, community-based supervision, access to health and other services, etc.
- ***Civil, Juvenile & Criminal Justice Reform*** – engaging in community and national dialogue on the role of the courts to address systemic issues in access to justice and treatment of different groups who interact with the judicial system.

## **National Association for Court Management**

NACM  
c/o NCSC  
300 Newport Avenue  
Williamsburg, Virginia 23185-4149

For further information contact:

Jeffrey Tsunekawa  
NACM Secretary/Treasurer  
205 W. 14<sup>th</sup> St., Ste. 600  
Austin, TX 78701  
Work: (512) 463-1629  
[jeffrey@nacmnet.org](mailto:jeffrey@nacmnet.org)



## **Program Narrative**

### **Project Objectives**

As an institution, courts are part of the local, state and national community. As such, courts must be connected to their communities and takes part in the conversation on numerous important issues from substance abuse to mental health. So too must courts be involved on issues of reform all the while working with other branches of government and their communities to ensure access to justice is not just a platitude but is real and achievable. As a profession of court professionals, NACM promotes the sharing of best practices, innovations and insights on the management of our courts.

Education enhances the intellectual capital of the courts to benefit individuals, the court as an organization, the public, and others. It involves judges and court personnel as well as court leadership (judicial and administrative). Education is an investment in change.

Education brings about desirable change for individuals, for the court, for the public, and more. Economic challenges continue to impact the business of courts across the country and abroad. The leadership required to maintain high performing courts despite limited resources has served as the impetus for judicial systems to refine their approach to governance and judicial administration. Engaging professionals in the judicial system in meaningful and instructive dialogue and formal education regarding the key challenges faced in the field is an essential component of delivering educational programs focused on procedural justice while leveraging the capacity for high performance. NACM believes that educational frameworks developed for court professionals must be inspiring and build upon the foundational concepts that are the basis for courts and be reflective of the work



performed daily in institutions around the country and the world. The activities to be supported by the proposed program will demonstrate how the values which must orient the work of court professionals – the purposes and responsibilities of courts, and the leadership principles that are associated with them – permeate throughout the organization and are attainable through such exchanges and education.

The National Association for Court Management (NACM) proposes to utilize this SJI project grant toward two main objectives: 1) develop and deliver nationally significant educational programs, related material, and curriculum focusing on SJI Priority Investment Areas and the NACM Core®; and 2) expand and broaden remote technology through live and recorded distance learning opportunities to members and NACM's justice partners to include Conference of Chief Justices (CCJ)/Conference of State Court Administrators (COSCA), National Association of State Judicial Educators (NASJE), American Judges Association (AJA), National Association of Presiding Judges and Court Executive Officers (NAPCO), state court management associations, and NACM's international partners.

These project objectives will be accomplished through digital recording and live streaming of two major training initiatives in 2020 – first, at NACM's Midyear conference to be held February 9-11 in Charlotte, North Carolina, and second, at NACM's Annual conference to be held July 12-16 in New Orleans, Louisiana. NACM will live stream multiple plenary and breakout sessions at both of these conferences. These digital recordings will be posted to NACM's website and on NACM's video channel.



NACM will also publish summaries from many of educational programs in its fall edition of the *Court Manager*. All of these materials will be made available on NACM's website at [www.nacmnet.org](http://www.nacmnet.org). Finally, NACM will utilize the funds to begin to develop themes and descriptions for its 2021 Midyear and Annual conferences, to be held in Jacksonville, Florida and San Diego, California, respectively.

### **Program Areas to Be Covered**

In changing times, leadership meets its greatest challenges. There is the opportunity not just to change courts, but to transform them. NACM is dedicated to educating court professionals, providing community, sharing information, and advocating on important court and justice system topics. Specifically, NACM advances the effective and efficient administration of justice and does so through its educational programs.

Challenges exist as we face a downward trend in public trust and confidence with government and it's time to acknowledge challenges, devise strategies to reverse these trends, and implement them. The initial challenges are vast, but there is a roadmap for turning negative perceptions into positive ones and to increasing public trust and confidence in our state courts. NACM has an obligation to its members, to the profession, to the judiciary, and the public at large to call attention to important issues facing courts. The organization has positioned itself to take a leadership role in identifying and discussing such issues and provide meaningful platforms for engagement through education, publications, conferences and partnerships. These are opportunities through which court managers and leadership judges may meaningfully address them in their



courts, states and the nation.

NACM provides a robust forum fostering innovative practices and professional development that inspires excellence in its membership, enhances public trust and confidence in our courts, and embraces the fundamental duties and responsibilities inherent in an accountable and independent judicial branch of government. Through its conference and distance learning initiatives, NACM provides leadership development through continuing education opportunities. The mission and ultimate goal of the NACM educational conferences is to provide court management professionals the opportunity to increase their proficiency and develop as court leaders while working with colleagues to improve the administration of justice.

NACM's core values encompass basic principles for guiding NACM's performance as well as its internal and external relationships. NACM is the **VOICE** of the court management profession and succeeds by providing:

**V**ision – providing strategic focus on the advancement of the field of court administration

**O**rganization – leading the Association in the pursuit of collective goals

**I**mplementation – taking action and following-through on strategic priorities

**C**ommunication – engaging the court community and justice partners

**E**thics – demonstrating integrity and adhering to the highest ethical standards

The influence of the NACM Midyear and Annual conferences and their substantive focus,



process, and speaker selection is well known. NACM conference curriculum helps courts and their leaders and staff to improve court services and the quality of justice nationwide and throughout the world. Funding this project ensures continuation of the quality education planning and delivery expected of NACM by its members. This project will focus on the program objectives set forth by SJI through offering educational training and resources providing “significant national impact” including transformative governance. Programs will focus on leading courts in times of change and how to lead and manage in a rapidly changing environment.

Through its leadership in judicial branch education and court administration initiatives, NACM’s 2015-2020 National Agenda emphasizes program priorities and improvements in the court management profession. Through such strategy, NACM is committed to fostering the following priorities:

- ☐ Advance Excellence in Court Management
- ☐ Promote Fair and Accessible Justice
  - Develop Leaders for Tomorrow’s Challenges
- ☐ Utilize Technology to Promote Best Practices
- ☐ Enhance Public Perception of the Courts

Through NACM’s Annual and Midyear conference planning process, these priorities set the focus for our educational programming and development of products to immediately and effectively deliver information relevant to judicial branch needs and interests.

Specifically, through promoting improved court leadership and governance, court leaders



will be armed with tools and information to shape a better future by redefining and clarifying the court's mission and the scope of its service priorities. The priorities also help guide the courts to identify and discuss challenges, brainstorm solutions, and develop meaningful strategies and partnerships to improve the administration of justice while consistent with SJJ's Priority Investment and Strategic Initiative Areas.

## **2020 Conferences**

In accordance with NACM guidelines, the President-Elect, as Conference Development Subcommittee chair, in conjunction with committee members and the contracted educational planner, is responsible for conference planning for the 2020 year. NACM publishes concept/call for proposals based around this theme. Following submission of proposals, a team of the Conference Development Subcommittee evaluates and helps select workshop sessions for the conference agendas.

NACM's 2020 Conferences will provide attendees with training and networking opportunities that will encourage them to consider how collaboration and engagement can be used to address systemic issues that intersect with internal and external interests of the judicial branch.

## **2020 Midyear Conference**

The midyear conference theme "(Inter)Connected Courts: Ensuring Justice in Our Communities." For generations, courts have been an integral as well as vital component of our three branches of government. Our founding fathers devoted considerable effort and



time debating the need for checks and balances. This resulted in the inherent powers courts have today. This necessitates that judges and court personnel recognize their duty to hold themselves to the highest standards. This duty not only extends to our system of government but also in service to our customers – citizens and non-citizens alike. Society relies on our courts to be impartial, fair and accessible to all those seeking justice in settling their disputes. Preferred topic areas include but are not limited to:

### ***Reengineering to Improve Court Operations***

- ❑ Courts must continue to look internally for reengineering, regionalization or centralization of services, and structural changes while providing access to justice.
- ❑ This includes the innovative use of remote technology to improve the business operations of the courts and provide for the transaction of court hearings without an appearance in a physical courtroom.

### ***Self-Represented Litigation***

- ❑ There needs to continue to be a focus on court-based solutions to address increases in self-represented litigants
- ❑ Specifically, courts need to be more user-friendly by simplifying court forms, providing one-on-one assistance, developing guides, handbooks, and instructions on how to proceed, developing court-based self-help centers, and using Internet technologies to increase access.





- ☐ These projects are improving outcomes for litigants and saving valuable court resources.

### ***Language Access***

- ☐ Courts need to continue to improve language access in the state courts through remote interpretation (outside the courtroom), interpreter training and certification, courtroom services (plain language forms, websites, etc.),
- ☐ Importance should still be placed on addressing the requirements of *Title VI of the Civil Rights Act of 1964* and the *Omnibus Crime Control and Safe Streets Act*.

### ***2020 Annual Conference***

The annual conference theme of “(Intra)Connected Courts: Expanding Justice in Our Communities”. As an institution, courts are part of the local, state and national community. As such, courts must be connected to their communities. This necessitates that courts are part of the conversation on numerous important issues from substance abuse to mental health. So too must courts be involved on issues of reform all the while working with other branches of government and their communities to ensure access to justice is not just a platitude but is real and achievable. As a profession of court professionals, NACM promotes the sharing of best practices, innovations and insights on the management of our courts. Preferred topic areas for this conference include but are not limited to:

### ***Opioids and the State Courts Response***



- ❑ The National Judicial Opioid Task Force is documenting current responses and developing effective solutions and identifying and addressing the impact on children, with specific emphasis on foster care/orphans, and child placement across state borders.
- ❑ Courts must establish mechanisms for engaging justice system partners and provide immediate tools for use in the state courts, including treatment alternatives and assistance to establish local interdisciplinary treatment/care teams.
- ❑ Courts must also promote information-sharing and collaboration at both the state and federal level, with a focus on strengthening Prescription Drug Monitoring Programs (PDMPs).

### ***Human Trafficking Issues and the State Courts***

- ❑ Through the Human Trafficking and the State Courts Collaborative, SJI is addressing the impact of federal and state human trafficking laws on the state courts, and the challenges faced by state courts in dealing with cases involving trafficking victims and their families.
- ❑ These efforts are intended to empower state courts to identify victims, link them with vital services, and hold traffickers accountable.

### ***Fines, Fees and Bail Practices***

- ❑ State courts should take a leadership role in reviewing fines, fees, and bail practices to ensure processes are fair and access to justice is assured.



- ❑ Courts should implement alternative forms of sanction and develop processes for indigency review.
- ❑ Courts should make transparency, governance, and structural reforms that promote access to justice, accountability, and oversight.
- ❑ The CCJ/COSCA National Task Force on Fines, Fees, and Bail Practices should continue to help lead efforts across the country.

### ***Family and Civil Justice Reform***

- ❑ Americans deserve a civil legal process that fairly and promptly resolves disputes for everyone.
- ❑ Runaway costs, delays, and complexity are denying people and businesses the justice they seek.
- ❑ Courts should develop solutions to address increases in self-represented litigants, including domestic relations cases which are overwhelming court dockets.
- ❑ Courts should focus on making courts more user-friendly to individuals, families, and businesses, and implementing the recommendations of the Family Justice Initiative and the Civil Justice Initiative.

### ***Juvenile Justice Reform***

- ❑ Courts should advance best practices in handling dependency and delinquency cases, including cases involving special populations such as military families.
- ❑ Projects should promote effective court oversight of juveniles in the justice system and address the impact of trauma on juvenile behavior.



- ❑ Courts should work to identify appropriate provision of services for juveniles and address juvenile re-entry.

### ***Guardianship, Conservatorship, and Elder Issues***

- ❑ Courts need to improve their oversight responsibilities through visitor programs, electronic reporting, and training.
- ❑ Courts should work to develop an electronic conservatorship monitoring program.

Special consideration will be given to proposals that address one or more of the above topics while focusing on the use or development of practical tools that enhance leadership in the courts. NACM fully supports the work of the State Justice Institute (SJI). As such, it has encouraged speakers looking to submit proposals should consider ways to advance learning around SJI's Priority Investment Areas and Strategic Initiatives.

Planning for the 2020 conferences is currently underway, and it is anticipated that both the 2020 Midyear and the Annual conferences will continue to integrate the foundational concepts of the new NACM Core®.

### **Need for the Project**

Courts have a duty to be accountable and provide justice for the people they serve. Public trust and confidence in the courts is critical to a well-functioning society. Courts can easily lose the confidence of the public and efforts must be ongoing to both ensure and constantly reexamine if citizens' needs are being met. It is more important than ever that courts continue to educate the public about the role and management of



courts. This requires greater collaboration with justice partners and stakeholders.

Effective management of the courts requires a focus on performance. This can result in improvements in public perception.

NACM believes that there are five performance areas to which all courts should aspire:

1. Access to Justice
2. Expedition and Timeliness
3. Equality, Fairness and Integrity
4. Independence and Accountability
5. Public Trust and Confidence

Achieving high performance in these areas is not easy, as courts are complicated. As the nations' leading organization of professional court managers, NACM must be both a resource and at the center of education and training. This project will assist NACM in continuing its mission to focus on important issues facing the courts and will enable NACM to continue offering professional development opportunities through educational programs both in person and remotely. Interests important to both SJI and NACM will be advanced through the broad delivery conference content. NACM is committed to excellence and strives to produce conference curriculum that fosters that excellence.

Following the placement of the past conference distance learning modules on the NACM website, educational opportunities were made easily accessible through convenient web-based access at a time and place suitable for their needs and without the cost of travel to



a national conference. Remote access has been provided to training programs such as:

Let's Get Engaged – Building Plans to Increase Public Trust	NACM Core Competency – Public Trust and Confidence
Key Words that Enhance Your Effectiveness	NACM Core Competency – Court Governance
How to Find the Courage to Keep Going	The Role of Court Communication
Update on the National Opioid Task Force	Building Plans to Increase Public Trust
COSCA's Whitepaper on Rural Justice	Cybersecurity and the Dark Web
Engaging Modern Families Through the Family Justice Initiative	The Sequential Intercept Model Decriminalizing Mental Illness
Bridging the Gap with the People We Serve	Balancing Strength and Style to Communicate Effectively
Mental Health – How Courts Can Respond	Community Engagement Project Overview

All of these presentations were available for individual viewing as well as group training in a classroom environment at no cost to the viewers. Virtual education is now part of the planning agenda of most courts concerned with training and development, and the distance learning component of this project is needed to achieve greater national impact through the education of judges and court personnel on the essential functions and administration of justice in our nation's courts.

### **Tasks, Methods and Evaluation**

In support of this project, the following general tasks will be completed within the 12-month period:

- Finalize the development of content and deliver it at the NACM Midyear



Conference in 2020.

- The 2020 NACM midyear conference will be held from February 9-11 in Charlotte, North Carolina.
- Finalize the development of content and deliver it at NACM's 2020 Annual Conference.
  - The 2020 annual conference will be held from July 12-16 in New Orleans, Louisiana.
- Digitally video and/or audio record a select number of educational sessions at the 2020 Midyear and Annual conferences and host the videos on NACM's website ([nacmnet.org](http://nacmnet.org)) and video channel.
  - educational sessions – At least two (2) plenary and 1-2 breakout sessions per time slot will be captured by video for the 2020 Midyear Conference. Multiple breakout sessions per day and all plenary sessions will be captured by video for the 2020 Annual Conference. Following final editing, nearly forty (40) educational videos will be available to judges, court administrators, and judicial branch employees across the country and the world.
- Develop conference themes and descriptions for the NACM Midyear and Annual conferences in 2021.
- Project Management will include the completion and filing of SJJ quarterly progress and financial reports and coordination with assigned SJJ staff and management.



Following the learning objectives identified and objectives set for the conference themes, faculty identification and selection will focus on nationally and regionally recognized subject matter experts to meet and fulfill such objectives for each workshop and plenary session. As part of the ongoing work of the NACM Conference Development Subcommittee, NACM identifies experienced keynote speakers to deliver more in-depth follow-up workshop sessions. NACM's speaker selection criteria ensures faculty chosen have knowledge and experience related to the specific subject matter and possess the ability to prepare both written materials and visual presentations for large groups. Materials made available to conference attendees will also be made publicly available in electronic format on NACM's website. The recorded sessions will also be shared with NACM's justice partners such as Conference of Chief Justices (CCJ)/Conference of State Court Administrators (COSCA), National Association of State Judicial Educators (NASJE), American Judges Association (AJA), National Association for Presiding Judges and Court Executive Officers (NAPCO), state court management associations, and NACM's international partners. In addition, NACM will live stream its plenary sessions and several breakout sessions.

NACM estimates that 200-300 leadership judges and court managers will attend its 2020 Midyear Conference. NACM also estimates that over 500-700 leadership judges, court managers, international members and other judicial branch personnel will attend its 2020 Annual Conference. Conference registration rates cover education expenses, food and beverage, and social events.





Evaluation of this project will be accomplished through two methods: 1) digital evaluation at the close of each conference day; and 2) summative post-conference evaluation focusing on educational content and overall adherence to stated conference learning objectives.

With the use of an electronic on-site daily evaluation tool, attendees will evaluate each NACM conference presentation, the purpose of which is to assess the level of achievement in meeting the stated program objectives, speaker quality and effect, and to identify areas that exceeded expectation or recommendations for improvement.

Following the conclusion of each conference, attendees receive an electronic summative conference evaluation. This process helps NACM leadership assess the overall success and impact of the conference, measuring learner achievement, and how well the conference learning objectives were met. These results supplement on-site evaluation at the close of each conference keynote and workshop. NACM has recently begun to use an event application for mobile devices. The event app, Attendify, has the ability to allow for session reviews and comments. NACM is using this as part of its evaluation process to allow for more real-time feedback together along with a post conference survey.

The evaluation results are made available to all NACM members and others through reports to the NACM Board. Adult education experts at the National Center for State Courts' Institute for Court Management will review results, and, after obtaining consent from the NACM Board, necessary changes in future conferences will be made.



## **Project Management**

Project Management for this project will include the completion and filing of SJI quarterly reports and coordination with assigned SJI staff and management. Contract staff will submit project management reports. In addition, NACM will work with NACM's secretariat staff, NCSC, to produce timely financial reports. Lastly, NACM will ensure that there is adequate coordination to complete the below-mentioned activities as scheduled.

In order to accomplish these tasks, NACM will utilize the following methods:

### **Task 1: 2020 NACM Midyear Conference (February 9-11)**

<b>Activity</b>	<b>Anticipated Completion Date</b>
Make final contact with assigned faculty for last-minute logistical needs.	Mid-January 2020
Finalize logistical needs to include audio and VGA feeds for digital capture of educational programs.	Late-January 2020
Coordinate educational training program to include speakers, video recording and operators, and problem solve during educational conference.	February 2020
Stream live the plenary sessions and certain breakout sessions.	February 10-11, 2020
Edit and prepare DVD of recorded educational programs encoded for streaming video via web link.	Late-February 2020



Post video files on NACM's video channel.	Late-February 2020
Market Distance Learning educational opportunities to membership.	March 2020
Review speaker and conference evaluations and make adjustments for future conference	March 2020

### Task 2: 2020 NACM Annual Conference (July 12-16)

Activity	Anticipated Completion Date
Finalize curriculum sessions for conference, including session titles, overall session content requirements and assigned faculty.	March 2020
Ensure speaker agreements and logistical needs forms are completed and returned.	May 2020
Finalize session workshop descriptions, speaker biographical information and technology needs such as A/V, audio and VGA feeds for digital capture of educational programs.	June 2020
Make final contact with assigned faculty for last-minute logistical needs.	June 2020
Coordinate educational training program to include speakers, video recording and operators, and problem solve during educational conference.	July 2020
Stream live the plenary session and certain breakout sessions.	July 13-16, 2020
Edit and prepare DVD of recorded educational programs encoded for streaming video via web link.	Mid-August 2020
Post video files on hosting website and NACM's video channel.	Late July-August 2020



Market Distance Learning educational opportunities to membership and justice partners.	August 2020
--	-------------

### Task 3: Development of 2021 NACM Midyear and Annual Conference curriculum

Activity	Anticipated Completion Date
Finalize midyear conference theme.	July 2020
Develop midyear program design.	July 2020
Finalize annual conference theme.	August 2020
Evaluate and identify speakers for midyear conference.	September-October 2020
Develop annual program design.	November 2020
Finalize midyear conference educational agenda.	November 2020
Evaluate and Identify speakers for annual conference.	December 2020
Finalize annual conference educational agenda.	December 2020–January 2021

### Task 4: Project Management

Activity	Anticipated Completion Date
Ensure required SJI progress reports and financial reports are finalized and filed.	Quarterly, one month following end of quarter
Coordinate task activities with NACM officers, Board and administrative staff.	As needed
Participate in NACM Conference Development Committee teleconference calls and other Board meetings.	Monthly, as needed
Review project timeline and budget.	Monthly, as needed



## Product and Dissemination Plan

Many workshop and plenary session summaries will be published in the Conference Edition of the *Court Manager*. Specifically, dissemination of products for this program include:

- Workshop handouts, including presentation materials, made available on the NACM conference website;
- Notice to NACM's justice partners – Conference of Chief Justices (CCJ)/Conference of State Court Administrators (COSCA), National Association of State Judicial Educators (NASJE), American Judges Association (AJA), National Association of Probate Court Officials (NAPCO), state court management associations, and NACM's international partners;
- Plenary summaries prepared for publishing in the *Court Manager*; and;
- Conference plenary and breakout sessions recorded videos and/or audio hosted on the NACM website and NACM's video channel.

## Applicant Status

NACM is a national non-profit organization for the education and training of state court judges, court administrators, managers, supervisors and other support personnel.

## Staff Capacity

NACM will not directly employ any staff for this project but will contract with the National Center for State Courts' to provide consulting services to develop and plan conferences described above. In addition, NACM will contract with the National Center



for State Courts to record, edit and post recording sessions and will also contract with proven, highly evaluated speakers to deliver and record curriculum content. NACM will also contract with the National Center for State Courts to provide Secretariat services that will include management of the financial and reporting aspects of this project.

### **Budget Narrative**

NACM proposes the following amounts for the previously described project:

**Personnel:                      \$16,800**

SJI Funds:                      \$0

Applicant Funds:            \$0

In-Kind Support:            \$16,800

Narrative: The NACM Officers and Board will be intensely involved in all aspects of the proposed project - spending hundreds of hours devoted to this project. For purposes of this project application, NACM board members (14 total) will spend 4 days each at an estimated rate of \$300/day for a total in-kind support of \$16,800.

**Fringe Benefits:                \$6,550**

SJI Funds:                      \$0

Applicant Funds:            \$0

In-Kind Support:            \$6,550

Narrative: The fringe benefits that make up the in-kind support are calculated as an estimate of the prevailing rate of 39% of the personnel costs as noted above.



**Consultant/Contractual:               \$324,064**

SJI Funds:                               \$155,850

Applicant Funds:     \$168,214

Narrative:

SJI Funds for Honorarium for Plenary and Breakout Conference Speakers: \$20,000

NACM proposes to pay honorarium to select 2020 plenary and breakout session conference speakers, who will lay out each day's topic area, at an average rate of \$3,500 (for at least 4.5 days of preparation, travel and delivery – not to exceed \$800/day) for plenary speakers and \$450/day for breakout speakers, which is considered to be the prevailing rate. Top rated speakers highly in demand will be sought. NACM is requesting funding to cover approximately 57% of the total cost for the two conferences, or \$20,000. For speakers who do not charge a speaker fee or whose rates are less than expected, NACM may offer those speakers the daily registration attendance fee of \$200 and \$275 for the midyear and annual conference, respectively. This allows the speaker to remain on-site all day and participate in other sessions and be available for networking with court leaders attending the conference. As faculty and session topics firm up, NACM may shift resources between the two conferences based on the need.

*Applicant Funds for Plenary and Breakout Conference Speakers: \$15,000*

SJI Funds for Audio/Visual and Wi-Fi/internet Contract Costs: \$68,500

Total costs for the midyear conference for audio/video and Wi-Fi is estimated at \$45,000.



Total cost for the annual conference is \$92,000. Based on historical expenditures and anticipated needs NACM requests 50% of the cost of A/V and Wi-Fi needs at the 2020 midyear conference, or \$22,500, and 50% of the cost of A/V needs at the 2020 annual conference, or \$46,000, to cover sessions that directly align with SJI's Priority Investment Areas and Strategic Initiatives. NACM will pay the remaining balance of the audio/visual and Wi-Fi costs including those not covered by sponsorship.

*Applicant Funds for Audio/Visual and Wi-Fi Contract Costs: \$68,500.*

SJI Funds for Distance Learning: \$51,850

NACM proposes to enter into a contract with an experienced digital audio and/or video recording provider to capture project sessions at the midyear and annual conferences; live stream sessions, edit the material; and place the video recorded educational material on the NACM video channel for general viewing and possible download. NACM also hosts all recorded videos and conference materials on its website for members to access at any time after the conference. Based upon estimates for such services, NACM requests \$24,000 for the 2020 midyear and \$27,850 for the 2020 annual conference.

*Applicant Funds for Distance Learning: \$0*

SJI Funds for Conference Management, Support Services & Marketing: \$0

NACM enters into a Memorandum of Understanding with the National Center for State Courts to provide conference management and support services. Services include active participation in monthly conference development committee meetings, coordination of hotel logistics and A/V needs, assistance with conference publicity, management of faculty





agreements, on-site conference registration assistance, faculty and A/V support, preparation of quarterly progress reports, and collecting, analyzing and reporting conference surveys results and evaluations. NACM will utilize a portion of its conference management, support services and marketing budget for the conferences as matching funds.

*Applicant Funds for Conference Management, Support Services & Marketing: \$69,214*

**Travel: \$31,000**

SJI Funds: \$15,500

Applicant Funds: \$15,500

Narrative: Applicant funds will be utilized for travel expenses for faculty for the 2020 midyear and annual conferences who will be addressing content related to SJI's priority investment areas and other sessions of national interest. NACM will utilize these funds to pay for flight, hotel and per diem expenses, estimated at \$1,200 per plenary speaker (four to six speakers total across both conferences) and for relevant breakout session speakers as needed (currently estimated at eight to nine speakers). NACM anticipates that travel costs will exceed those required for the match. As faculty and session topics firm up, NACM may shift resources between the two conferences based on the need.

**TOTAL BUDGET: \$347,414**

SJI Funds: \$155,850

Applicant Funds: \$168,214

In-Kind Support: \$23,350



*Connected Courts: Ensuring and Expanding Justice in Our Communities*

NACM will make matching contributions continuously throughout the course of the project as NACM pays for the services discussed above. The match will be generated from conference registration fees of participants. NACM voluntarily exceed the minimum cash match requirements due to its commitment to the project and its mission – the education of court professionals.

## Association and Organizational Partnership Framework

Thank you for being interested in partnering with Justice Clearinghouse to help serve the needs of your association or community. We're honored to be working with you.

Each of our partnership arrangements is customized to meet the needs of your organization, but usually encompass the below key areas. Each organization will select a combination of elements from these areas that work best to achieve their goals.

### Membership



Association pays for an organizational membership \$2200 for up to 2000 members. All association members have access to all JCH webinars, recordings and certificates of attendance.



JCH provides a 25% discount to your association members to be used for individual memberships or agency organizational memberships.

### Webinar Production



Association provides potential speakers to JCH to coordinate, schedule and produce 6-12 webinars annually.



Association coordinates with JCH to simulcast select presentations from their conference(s).

### Other Revenue Producing Opportunities



Association refers/coordinates potential corporate sponsored webinars which promote the work the corporate partner is doing in the field of criminal justice.



Association works with JCH to develop and produce select topics for multi-part paid workshops which give the opportunity to provide in-depth education on specific topics in a small group, online setting.



Grant funded projects/research – opportunity to distribute findings and learnings through JCH webinars.



Online courses leading to Certifications. Work with JCH to develop online courses which lead to professional certifications.



Continuing Education Units. Co-issue certificates for continuing education credits.

### Cross Promotion



Association would share pertinent upcoming webinars with their membership through their variety of communications channels (i.e.: web, social media, newsletters, etc.).



JCH would share information about upcoming conferences in select communications.

## PARTNERSHIP AGREEMENT

This agreement is between the:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

and

Justice Clearinghouse  
1755 Telstar Drive, Suite 300  
Colorado Springs, CO 80920

The \_\_\_\_\_ and Justice Clearinghouse (“JCH”) are collectively referred to as the “*partners*” and desire to enter into a partnership for the mutual benefit of each organization by jointly offering webinars focused on the opportunities, challenges and issues around law enforcement intelligence analysis.

- This partnership agreement can be terminated at any time and by either party with 90-days written notice and will be reviewed in its totality for potential renewal two years from the date of the original agreement. Both organizations will support any webinars or other training events that are scheduled to occur during that 90-day period. Training events that are scheduled beyond that 90-day period will be cancelled.
- Digital Rights: While Justice Clearinghouse retains full rights to the webinar recording, the presenters retain full rights and ownership of their presentation materials. By default, JCH will include a PDF version of the presentation materials for JCH subscribers on the JCH website. If presenters do not wish to share their presentation materials, they must so advise at the time they provide these presentation materials to JCH. Presentation

materials must not contain any images, video, articles, or other content that the presenter does not have a right and/or permission to use.

- \_\_\_\_\_ and JCH may agree to additional written addendums that update and/or amend this agreement.

#### COMPENSATION

- JCH works with other partners such as the National Sheriffs' Association to produce "*Corporate Sponsored Webinars*". These events are intended to highlight case studies, research, products and services offered by these for-profit organizations. These webinars must be educational. We require at least one active practitioner be included as a presenter. \_\_\_\_\_ and JCH will evenly split revenue from these webinars. They will be marketed and produced in the same way "Non-Revenue Webinars" are promoted. These Corporate Sponsored Webinars may be coordinated at the discretion of \_\_\_\_\_. JCH recommends these sponsored webinars be priced at \$2,500 per event.
- "*Workshop Training*" is a multi-session, on-line live training event that is typically at least three hours long and provide in-depth training for participants on a fee basis (e.g., \$99/participant). \_\_\_\_\_ will identify Workshop Training that they would like to offer. The JCH and the Association will then both promote and certify these training events and will equally split revenues from these events. Optionally and with agreement by both JCH and \_\_\_\_\_, these workshops may be converted to fee-based, on-line courses. The JCH and \_\_\_\_\_ will split proceeds from the on-line course equally in perpetuity while the course is available for purchase.
- "*Grant Funded Webinars*" are those that are produced to meet webinar deliverable requirements specifically identified as part of a grant agreement with a granting authority. JCH will be compensated \$1,000 for each Grant Funded Webinar. \_\_\_\_\_ will be provided a royalty-free copy of the webinar recording with full rights to incorporate into their website, on-line courses, etc.

- As part of this agreement, JCH will provide up to \_\_\_\_\_ “Non-Revenue Webinars” over a 12-month period. These are webinars that do not fall into the above definition of Workshop Training, Grant Funded Webinar or Corporate Sponsored Webinar. The purpose of these events is to highlight work the partners are performing in the field of criminal justice. Any interested person may join a live Non-Revenue Webinar at no cost including current and prospective members and the Justice Clearinghouse audience.

## WHAT \_\_\_\_\_ WILL DO

- Promote upcoming webinars to \_\_\_\_\_ members through email, social media, and at conferences with promotional materials provided by JCH.
- Identify mutually agreeable topics and presenters for up to \_\_\_\_\_ Non-Revenue Webinars.
- Webinar coordination must be completed and all supporting materials (e.g., webinar title, description and presenter information) provided to JCH at least 60 days prior to the scheduled webinar date.
- \_\_\_\_\_ will include JCH on its website partner page.
- Within 30 days of the signing of this agreement, \_\_\_\_\_ will provide an electronic roster of its membership to JCH. At a minimum this roster will include the member first and last name and email address in either a comma delimited format or in Excel. \_\_\_\_\_ will provide membership roster updates to JCH using one of the above formats at least once per quarter.
- At its discretion, \_\_\_\_\_ will provide JCH with additional pertinent information and research to assist in topic identification for online training.

## WHAT JCH WILL DO

- Work with \_\_\_\_\_ designated presenters to identify, schedule and coordinate webinars. The presenter(s) will provide a draft webinar title, description and personal biography describing their background as part of webinar supporting materials.
- Include \_\_\_\_\_ on JCH partners website page.

- ☐ Promote upcoming webinars through the JCH website, JCH social media accounts and email.
- ☐ For each joint webinar, JCH will promote \_\_\_\_\_ on the webinar registration page and during the introduction to the webinar.
- ☐ JCH will coordinate a tech check with each webinar presenter prior to the webinar to review the webinar sequence of events, features to include in a presentation and address any technical issues or other questions.
- ☐ Upon request, provide a list of webinars planned for the next 12 months that can be used for high-level planning purposes.

ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof. There are no promises, terms, conditions, or obligations other than those contained in this Agreement. This Agreement supersedes all previous communications, representations, or agreements, either oral or written, that may have been made with respect to the subject matter hereof.

AUTHORIZED BY

**On this Date:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**For Justice Clearinghouse:**

\_\_\_\_\_



## ORGANIZATION SUBSCRIPTION AGREEMENT

This agreement is between the:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

and

Justice Clearinghouse  
1755 Telstar Drive, Suite 300  
Colorado Springs, CO 80920

The \_\_\_\_\_ would like to provide its active membership with access to Justice Clearinghouse ("JCH") resources through an Organizational Subscription.

- ☐ \_\_\_\_\_ will purchase an organizational subscription with a cost of \_\_\_\_\_ per year. This organizational subscription will provide access for up to \_\_\_\_\_ members through individual accounts and associated logins. If \_\_\_\_\_ requires access for more than \_\_\_\_\_ members, this will be charged in 'block increments' of \$100 for every 100 new accounts.
- Within 30 days of payment, the \_\_\_\_\_ will provide JCH with a roster of its members that should receive an account and login. Prior to sending a roster to the JCH, the \_\_\_\_\_ may provide members with a method to 'opt-out' – these accounts will not be included in the \_\_\_\_\_ roster and accordingly JCH Accounts will not be created. The JCH will use this information to create individual accounts and will send a "Welcome" email to these members with information about their account and login credentials.

- ☐ This one-year subscription will start on the date when all accounts specified in the \_\_\_\_\_ roster are created and end after 365 days unless the organizational subscription is renewed. Any increase in the renewal price will not exceed 10% in one year.
- ☐ Once provided with their account information and login credentials, members will have unlimited access to the entire library of JCH webinars including webinar recordings, workbook, presentation materials (if available) and the ability to download certificates of attendance/completion for webinars and courses they participate in.
- ☐ Individual accounts do not include access to special, multi-session workshops. However, \_\_\_\_\_ members are eligible to receive a coupon offering a 25% discount for these workshops.
- ☐ To add or remove accounts, the \_\_\_\_\_ will provide regular updates of their membership roster to the JCH. The JCH will be responsible for maintaining these records by adding or removing accounts.
- ☐ To terminate the Organizational Subscription, an authorized \_\_\_\_\_ representative must notify the JCH in writing (to include email) that the subscription will be renewed at least four weeks before expiration. On or after the organizational subscription expiration date, all individual accounts within the \_\_\_\_\_ Organizational Subscription will be disabled.

ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the JCH and \_\_\_\_\_ with respect to the subject matter hereof. There are no promises, terms, conditions, or obligations other than those contained in this Agreement. This Agreement supersedes all previous communications, representations, or agreements, either oral or written, that may have been made with respect to the subject matter hereof.

AUTHORIZED BY

**On this Date:** \_\_\_\_\_

**For the** \_\_\_\_\_

\_\_\_\_\_

**For Justice Clearinghouse:**

\_\_\_\_\_