



# COUNCIL OF CHIEF JUDGES OF THE STATE COURTS OF APPEAL

## GOVERNANCE HANDBOOK

Current Governing Documents, Policies, Guidelines and  
Information Related to the Function, Mission, and  
Operation of CCJSCA and its Committees



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# **1. OPERATIONAL DOCUMENTS**

## **1.1 ARTICLES OF INCORPORATION**

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# **1.1 ARTICLES OF INCORPORATION OF THE COUNCIL OF CHIEF JUDGES OF THE STATE COURTS OF APPEAL**

## **ARTICLE I NAME**

The name of the corporation is the Council of Chief Judges of the State Courts of Appeal (the "Council"), a Virginia non-stock corporation.

## **ARTICLE II PURPOSE**

The Council is organized and shall be operated exclusively for charitable and educational purposes. Without limiting the foregoing, the purpose of the Council is to afford the Chief Judges of the intermediate appellate courts of those state and territories of the United States having such courts, hereinafter referred to as the "Courts of Appeal," a body for consultation and education concerning the improvement of the administration of justice, rules and methods of procedure, and the organization and operation of state Courts of Appeal. Such purpose, however, shall not limit the ability of the Council to carry out any other charitable or educational purpose within the meaning of Internal Revenue Code section 501(c)(3).

## **ARTICLE III RIGHTS AND RESTRICTIONS**

To effectuate the purpose set forth above, the Council shall be authorized and empowered to (1) conduct education and training programs, seminars and conferences; (2) establish and maintain relations and liaisons with and to work in cooperation with other state, federal and international agencies, other Councils, trusts and foundations concerned with the administration of justice, and with other organizations having the same or similar purpose; (3) take, receive, and disburse funds from the Government of the United States, the governments of the States, local governments, charitable or educational organizations (including foundations), and individuals; (4) accept or decline any gift, or contribution of whatever character, or any offer of a loan; and (5) exercise all of the powers granted to a Virginia non-stock Council subject always to the restrictions contained in these articles.

No part of the net earnings of the Council shall inure to the benefit of or be distributable to its incorporator, directors, officers, or other private persons except that the Council shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its charitable, literary, scientific, and educational purposes. No substantial part of the activities of the Council shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Council shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

If at any time the Council is classified as a private foundation within the meaning of section 509(a) of the Internal Revenue Code, the Council (i) shall distribute its income at such time and in such manner as not to become subject to the tax on undistributed income imposed by section 4942 of the Internal Revenue Code; (ii) shall not engage in any act of self-dealing as defined in section 4941(d) of the Internal Revenue Code; (iii) shall not retain any excess business holdings as defined in section 4943(c) of the Internal Revenue Code; (iv) shall not make any investment in such a manner as to subject it to tax under section 4944 of the Internal Revenue Code; and (v) shall not make any taxable expenditure as defined in section 4945(d) of the Internal Revenue Code.

## **ARTICLE IV DISSOLUTION**

Upon the dissolution of the Council, and after all of its liabilities and obligations have been paid, satisfied, and discharged, or adequate provisions made therefore by the Council's Board of Directors, all of the Council's remaining assets shall be distributed at the discretion of the Board of Directors to one or more organizations that are organized and operated exclusively for charitable or educational purposes within the meaning of sections 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code.

Any such assets not so disposed of shall be disposed of by the Circuit Court of the Judicial Circuit of Virginia in which the registered office of the Council is then located, exclusively for charitable or educational purposes, or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for charitable or educational purposes.

## **ARTICLE V MEMBERS**

Membership in the Council shall be limited to the Chief Judges of the Courts of Appeal of the states and territories of the United States and such other current or former judges of those courts as provided for in the Bylaws. The classification and voting rights of members shall be as provided for in the Bylaws.

## **ARTICLE VI DIRECTORS**

The affairs of the Council shall be managed by a Board of Directors, referred to in the Council's Bylaws as its Executive Committee. The Board of Directors of the Council shall consist of (a) the Council's officers, which are its President, President-elect, Vice President, and Secretary-Treasurer; (b) the Council's immediate past President, who shall not be an officer of the Council; (c) Elected Members (the number of which is set forth in the Council's Bylaws) to be elected by the members of the Council to serve two-year terms; and (d) one additional Member appointed by the President to serve a one-year term. Except as set forth above, the number, term and qualifications of the members of the Council's Board of Directors shall be as set forth in the Bylaws of the Council.

Notwithstanding the immediately preceding paragraph of this Article VI, the number of members constituting the initial members of the Board of Directors shall be eleven, and the names and addresses

of the persons who are to serve as the initial members of the Board of Directors (and their offices, if any) until their successors have been nominated and elected in the manner prescribed in the Bylaws are as follows:

**Arthur G. Scotland (President)**

Presiding Justice  
California Court of Appeal, Third Appellate  
District  
914 Capitol Mall  
Sacramento, CA 95814

**Tom M. Lytton (President-Elect)**

Presiding Justice  
Illinois Appellate Court, Third District  
1515 5th Avenue, Suite 305  
Moline, IL 61265

**Ulysses Gene Thibodeaux (Vice-President)**

Chief Judge  
Louisiana Court of Appeal, Third Circuit  
P.O. Box 16577  
Lake Charles, LA 70616

**David V. Brewer (Secretary-Treasurer)**

Chief Judge  
Oregon Court of Appeals  
1163 State Street  
Salem, OR 97301-2563

**Kaye G. Hearn (Immediate Past President)**

Chief Judge  
South Carolina Court of Appeals  
P.O. Box 438  
Conway, SC 29528

Christopher J. Armstrong  
Justice, Massachusetts Appeals Court  
One Pemberton Square  
Boston, MA 02108

John F. Irwin

Judge  
Nebraska Court of Appeals  
1210 Golden Gate Road  
Papillion, NE 68046

A. John Pelander

Chief Judge  
Arizona Court of Appeals, Division Two  
400 West Congress Street  
Tucson, AZ 85701

A. Gail Prudenti

Presiding Justice  
New York Supreme Court  
Appellate Division, 2nd Department  
45 Monroe Place  
Brooklyn, NY 11202-2601

Sherry Radack

Chief Justice  
Texas Court of Appeals, First District  
1307 San Jacinto, 10th Fl  
Houston, TX 77002

W. Matthew Stevenson

Chief Judge  
Florida Fourth District Court of Appeal  
P.O. Box 3315  
West Palm Beach, FL 33402-3315

## **ARTICLE VII REGISTERED OFFICE AND REGISTERED AGENT**

The address of the registered office of the Council, which is located in the City of Williamsburg, Virginia, is 300 Newport Avenue, Williamsburg, Virginia 23185-4147. The registered agent of the Council is Robert N. Baldwin, who is a member of the Virginia State Bar, is a resident of the Commonwealth of Virginia, and whose business office is identical to the registered office of the Council.

## **ARTICLE VIII LIMIT ON LIABILITY AND INDEMNIFICATION**

- A. For purposes of this Article the following definitions apply:
1. "Council" means this Council only and no predecessor entity or other legal entity;
  2. "expenses" include counsel fees, expert witness fees, and costs of investigation, litigation, and appeal, as well as any amounts expended in asserting a claim for indemnification;
  3. "liability" means the obligation to pay a judgment, settlement, penalty, fine, or other such obligation, including, without limitation, any excise tax assessed with respect to an employee benefit plan;
  4. "legal entity" means a Council, partnership, joint venture, trust, employee benefit plan, or other enterprise;
  5. "predecessor entity" means a legal entity which the existence of ceased upon its acquisition by the Council in a merger or otherwise; and
  6. "proceeding" means any threatened, pending, or completed action, suit, proceeding, or appeal whether civil, criminal, administrative, or investigative and whether formal or informal.
- B. In every instance in which the Virginia Nonstock Council Act, as it exists on the date hereof or may hereafter be amended, permits the limitation or elimination of liability of directors or officers of a Council to the Council, the directors and officers of the Council shall not be liable to the Council.
- C. The Council shall indemnify any individual who is, was, or is threatened to be made a party to a proceeding (including a proceeding by or in the right of the Council) because, in whole or in part, such individual is or was a director or officer of the Council, or because such individual is or was serving the Council or any other legal entity in any capacity at the request of the Council while a director or officer of the Council, against all liabilities and reasonable expenses incurred in the proceeding related to the Council except such liabilities and expenses as are incurred because of such individual's willful misconduct or knowing violation of the criminal law. Service as a director or officer of a legal entity controlled by the Council shall be deemed service at the request of the Council.

The determination that indemnification under this Section 8.C is permissible and the evaluation as to the reasonableness of expenses in a specific case shall be made, in the case of a director, as provided by law, and in the case of an officer, as provided in Section 8.D of this Article; provided, however, that if a majority of the directors of the Council has changed after the date of the alleged conduct giving rise to a claim for indemnification, such determination and evaluation shall, at the option of the person claiming indemnification, be made by special legal counsel agreed upon by the Board of Directors and such person.

Unless a determination has been made that indemnification is not permissible, the Council shall make advances and reimbursements for expenses incurred by a director or officer in a proceeding upon receipt of an undertaking from such director or officer to repay the same if it is ultimately determined that such director or officer is not entitled to indemnification. Such undertaking shall be an unlimited, unsecured general obligation of the director or officer and shall be accepted without reference to such director's or officer's ability to make repayment.

The termination of a proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not of itself create a presumption that a director or officer acted in such a manner as to make such director or officer ineligible for indemnification. The Council is authorized to contract in advance to indemnify and make advances and reimbursements for expenses to any of its directors or officers to the same extent provided in Section 8.D

- D. The Council may, to a lesser extent or to the same extent that it is required to provide indemnification and make advances and reimbursements for expenses to its directors and officers pursuant to Section 8.C, provide indemnification and make advances and reimbursements for expenses to its employees and agents, the directors, officers, employees, and agents of its subsidiaries and predecessor entities, and any person serving any other legal entity in any capacity at the request of the Council, and may contract in advance to do so. The determination that indemnification under this Section 8.D is permissible, the authorization of such indemnification, and the evaluation as to the reasonableness of expenses in a specific case shall be made as authorized from time to time by general or specific action of the Board of Directors, which action may be taken before or after a claim for indemnification is made, or as otherwise provided by law. No person's rights under Section 8.C of this Article shall be limited by the provisions of this Section 8.D.
- E. The rights of each person entitled to indemnification under this Article shall inure to the benefit of such person's heirs, executors, and administrators. Special legal counsel selected to make determinations under this Article may be counsel for the Council. Indemnification pursuant to this Article shall not be exclusive of any other right of indemnification to which any person may be entitled, including indemnification pursuant to a valid contract, indemnification by legal entities other than the Council, and indemnification under policies of insurance purchased and maintained by the Council or others.

However, no person shall be entitled to indemnification by the Council to the extent he or she is indemnified by another, including an insurer. The Council is authorized to purchase and maintain insurance against any liability it may have under this Article or to protect any of the persons

named above against any liability arising from their service to the Council or any other legal entity at the request of the Council regardless of the Council's power to indemnify against such liability. The provisions of this Article shall not be deemed to preclude the Council from entering into contracts otherwise permitted by law with any individuals or legal entities, including those named above. If any provision of this Article or its application to any person or circumstance is held invalid by a court of competent jurisdiction, the invalidity shall not affect other provisions or applications of this Article, and to this end the provisions of this Article are severable.

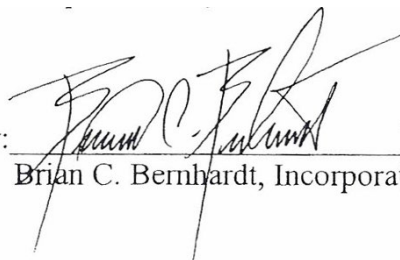
- F. Notwithstanding the foregoing provisions of this Article, during any period that the Council is classified as a private foundation under the Internal Revenue Code, the Council shall not indemnify any person otherwise entitled to indemnification pursuant to the provisions of this Article or purchase insurance to provide such indemnification if such indemnification or purchase of insurance is an act of self-dealing as defined in section 4941 (d) of the Internal Revenue Code or a taxable expenditure as defined in section 4945(d) of the Internal Revenue Code.
- G. No amendment, modification, or repeal of this Article shall diminish the rights provided hereunder to any person arising from conduct or events occurring before the adoption of such amendment, modification, or repeal.

## **ARTICLE IX INTERNAL REVENUE CODE**

Each reference in these Articles of Incorporation to a section of the Internal Revenue Code means such section of the Internal Revenue Code of 1986, as amended, or the corresponding provisions of any subsequent federal tax law.

## **ARTICLE X AMENDMENTS**

Proposed amendments to the Articles of Incorporation shall be submitted to the Board of Directors. If the Board of Directors adopts a resolution finding that the proposed amendment is in the best interest of the Council, the Board of Directors shall submit it to a vote of the members at the annual meeting. A vote of more than two-thirds of the members present at the annual meeting and eligible to vote shall be required for adoption of any such amendment.

By:   
Brian C. Bernhardt, Incorporator

Dated: May 9, 2007

## **1.2 BYLAWS OF THE COUNCIL OF CHIEF JUDGES OF THE STATE COURTS OF APPEAL**

### **ARTICLE I NAME AND PURPOSE**

The name of this organization shall be "The Council of Chief Judges of the State Courts of Appeal," hereinafter referred to as the "Council." The purpose of the Council is to promote the improvement of the administration of justice, rules and methods of procedure, and the organization and operation of intermediate appellate courts by offering the Chief Judges of the intermediate appellate courts, herein after referred to as the "Courts of Appeal", a body for consultation and education.

### **ARTICLE II MEMBERSHIP**

- A. Membership in the Council shall be limited to the current and former Chief Judges of the Courts of Appeal of the states and territories of the United States.
- B. The term "Chief Judge" includes the administrative judicial officer of each of the intermediate Courts of Appeal of the states and territories, or any autonomous district or division thereof.
- C. There shall be the following classes of membership in the Council:
  - 1. Regular Member:  
The Chief Judge or Chief Judges of the Courts of Appeal of the states and territories for as long as he or she occupies said office.
  - 2. Associate Member:  
A judge currently serving on a Court of Appeal who has been previously a Chief Judge of that court and a Regular Member of the Council.
  - 3. Life Member:  
A judge not currently serving on a Court of Appeal who has been previously a Chief Judge of a Court of Appeal and a Regular Member of the Council
  - 4. Provisional Member: A judge currently serving on a Court of Appeal who is next in line to succeed a Chief Judge who is a Regular Member of the Council.
- D. A judge who serves or has served on a Court of Appeal which has not paid the membership fee in accordance with Article III is not eligible for membership in the Council and shall have only such privileges as may be granted by the President of the Council as approved by the Executive Committee.

### **ARTICLE III**

#### **MEMBERSHIP FEES**

The Executive Committee shall prescribe a schedule of membership fees to be paid annually by each of the Courts of Appeal of the states and territories, or any autonomous district or division thereof. These fees will be used to fund the operation of the Council and to compensate the Secretariat for services performed pursuant to a Memorandum of Understanding with The National Center for State Courts. The Council shall operate on a calendar year basis and all membership fees shall represent payment for the membership year that begins on January 1 and ends on December 31 of each year.

### **ARTICLE IV**

#### **OFFICERS OF THE COUNCIL**

The officers of the Council shall be a President, a President-Elect, a Vice-President, and a Secretary-Treasurer. Any regular or associate member elected to office can be elected to other offices after that judge retires, as long as that judge is an officer at the time of retirement and does not engage in the practice of law or serve as a judicial officer on a court other than an intermediate state appellate court while holding office.

1. President. The President shall serve a one-year term and may not succeed himself or herself as President of the Council. The President shall preside at meetings of the Council and meetings of the Executive Committee and shall perform such other duties as may be assigned by the Executive Committee.
2. President-elect. The President-elect shall serve a one-year term and shall succeed to the office of the President at the expiration of the President's term. The President-elect shall assist the President in the performance of his or her duties and, in the absence of the President, shall perform the duties of the President.
3. Vice-President. The Vice-President shall serve a one-year term and shall assist the President in the performance of his or her duties.
4. Secretary-Treasurer. The Secretary-Treasurer shall serve a one-year term, shall assist the President in the performance of his or her duties, and shall perform the customary duties of a secretary and treasurer. The customary duties of the Secretary-Treasurer may be delegated to the Secretariat for the Council.
5. The one-year term of each officer shall commence at the close of the annual meeting at which he or she is elected and shall end at the close of the next annual meeting.

## **ARTICLE V**

### **EXECUTIVE COMMITTEE**

- A. The Executive Committee of the Council shall consist of the officers of the Council, the immediate past President, five elected members of the Council, and one additional member to be appointed by the President.
- B. The term of an elected member of the Executive Committee shall be two years, commencing at the close of the annual meeting at which he or she is elected. The term of office of at least two of the elected members of the Executive Committee shall expire each year. No elected member shall serve more than two successive terms in that capacity. The appointed member shall serve until the adjournment of the annual meeting next following that annual meeting at which he or she was appointed.
- C. Only Regular, Associate, or Life Members of the Council are eligible for election to the Executive Committee of the Council.
- D. The Executive Committee shall be the governing body of the Council between annual meetings. It shall meet at the call of the President on not less than ten (10) days' notice and shall meet at each annual meeting of the Council. Signed waivers of notice from all executive committee members shall be the equivalent of notice. The attendance of an executive committee member at a meeting waives notice of the meeting unless the executive committee member attends for the express purpose of contesting that the meeting was not duly called or convened.
- E. A majority of the members of the Executive Committee shall constitute a quorum. Actions by the Executive Committee shall be determined by a majority vote of the executive committee members at the meeting. Executive Committee members may participate in a meeting by means of a video or telephone conference call or by email, and such participation shall constitute presence in person at such meeting. Action without a meeting may be taken by the consent of a majority of executive committee members.
- F. In addition to the members of the Executive Committee, the President may invite any member of the Council who also serves on the Board of Directors of the National Center for State Courts to attend any meeting of the Executive Committee as a guest of the Council. Such person shall be entitled to participate in all Executive Committee discussions but shall not be entitled to a vote on any matter which shall come before the Committee.

## **ARTICLE VI**

### **VACANCY**

- A. In the event of a vacancy in the office of President, the President-elect shall become President for the unexpired term. In the event the President-elect is unable to serve as President or in the event of concurrent vacancies in the offices of President and President-elect, the Executive Committee shall select by vote from among its membership a person to serve the balance of the unexpired term of said officer or officers.
- B. In the event of a vacancy in the office of Vice-President or Secretary-Treasurer, the President shall appoint a Regular or Associate Member to serve as Vice-President or Secretary-Treasurer, as the case may be, for the balance of the unexpired term of said officer or officers.
- C. Whenever a vacancy occurs on the Executive Committee, the Executive Committee shall elect by vote one or more Regular, Associate, or Life Members of the Council to serve the balance of the unexpired term of the member whose office has become vacated. If, however, any vacancy in the offices of the Executive Committee occurs within ten days of an annual meeting of the Council, said vacancy shall be filled by the Council at its annual meeting, which shall be presided over by a temporary President appointed by the Executive Committee if a vacancy in both the offices of President and President-elect should occur at the same time.

## **ARTICLE VII**

### **NOMINATING COMMITTEE**

- A. The President shall appoint a Nominating Committee at least six months before the Annual Meeting. The Nominating Committee shall consist of the immediate past President of the Council, who shall be the chairperson of the Nominating Committee, and four Regular, Associate, or Life Members of the Council who are not officers of the Council or members of the Executive Committee. No member of the Nominating Committee may be nominated for any office. In developing the slate of nominees, the Nominating Committee may consider recommendations made by the members of the Council.
- B. If a vacancy shall occur in the membership of the Nominating Committee, the President of the Council shall appoint a Regular, Associate, or Life Member of the Council to fill that vacancy. Candidates shall be nominated by the Nominating Committee for each position to be filled by election. The Nominating Committee shall submit its report to the President of the Council by May 30 of each year and that the Executive Committee shall act on the report by July 31 of each year. Such slate shall be provided to the membership no later than ten (10) days before the annual meeting.
- C. In addition to the nomination of a candidate by the Nominating Committee, candidates may be nominated by a Regular or Associate Member of the Council from the floor at the annual

meeting. Such nomination shall be seconded by another Regular or Associate Member of the Council.

- D. The nominating committee shall nominate the following officers: President-Elect and Vice President, and Secretary-Treasurer.

## **ARTICLE VIII MEETINGS**

- A. The Council shall hold an annual meeting, the time and place of said meeting to be determined by a majority vote of the Executive Committee.
- B. Attendance at all meetings of the Council and activities thereof shall be limited to the following:
  - 1. The members of the Council, as defined in Article II, A and B except, in the event a member is unable to attend, an official designee of that member who shall be a judge of the member's court may attend in his or her stead.
  - 2. Other attendees, such as:
    - a. Program participants;
    - b. Persons specifically invited by the President or by the Executive Committee;
    - c. Secretariat staff and others necessary for the proper conduct of the meeting;
    - d. A registered spouse or guest of an attendee may attend the Council's annual meeting and activities other than the educational sessions. A spouse or guest may attend educational sessions unless designated by the Executive Committee to be for members only.
- C. The Secretariat and the host state shall be given notice at least one year prior to the date selected by the Executive Committee for any meeting.
- D. The Executive Committee may prescribe such special regulations and limitations on attendance for any meeting as may be necessary due to the limitation of facilities, notwithstanding the provisions of paragraph B and C above.
- E. The Executive Committee shall prescribe in advance of each meeting a schedule of registration fees to be paid by members and other attendees.

## **ARTICLE IX**

### **CONDUCT OF COUNCIL BUSINESS**

- A. At all meetings of the Council, each Regular, Associate, or Life Member in attendance, or in his or her absence, his or her official designee in attendance, shall be accorded all privileges of the Council, including the right to vote as hereinafter provided on any matters presented. Other attendees shall not be entitled to vote and shall enjoy only such privileges as may be granted from time to time by the President.
- B. Regular, Associate, and Life Members from a state having more than one Court of Appeal, or autonomous districts or divisions thereof, shall select one from the number of Chief Judges of said state to cast a single vote for the members from the state. The Chief Judge of a state that does not have autonomous districts or divisions of its Court of Appeal shall cast a single vote for the Regular, Associate, and Life Members of the Council from said state. All actions of the Council shall be determined by a majority of the voting members.
- C. The President, or in his or her absence the President-elect, shall preside at all meetings of the Council and of the Executive Committee. Following each annual meeting, the President shall appoint a Nominating Committee, a Resolutions Committee and an Education Committee, and shall designate their chairpersons, and shall appoint the members and chairpersons of such other Committees as the Council or the Executive Committee may direct. The President may also appoint Regular Members as representatives or delegates to such other organizations or committees having purposes consonant with those of the Council.
- D. The Executive Committee shall be responsible for the program for each annual meeting. It may delegate such responsibilities and authority as it sees fit to the Annual Conference Committee, the President and the Secretariat.
- E. All resolutions submitted for approval of the Council shall be referred to the Resolutions Committee, which shall report thereon to the Council. The Resolutions Committee, subject to approval of the Executive Committee, shall establish appropriate procedures for the processing of resolutions to assure their adequate consideration by the Council.
- F. Membership on committees of the Council and representative or delegates of the Council to other organizations shall be limited to members of the Council. Committee chairpersons, with the approval of the Council President, may call upon the assistance of those not eligible for committee membership to the extent deemed necessary and desirable.
- G. A quorum for meetings of the Council, or of any committee of the Council shall be a majority of its members.
- H. Insofar as practical, except as otherwise provided in these Bylaws, all meetings shall be conducted in accordance with Robert's Rules of Order.

## **ARTICLE X**

### **CONFLICTS OF INTEREST**

- A. The members of the Executive Committee and employees of the Council shall exercise the utmost good faith in all transactions touching upon their duties to the Council and its property. In their dealings with and on behalf of the Council, they are held to a strict rule of honest and sincere dealing between themselves and the Council. They shall not use their positions, or knowledge gained therefrom, so that a conflict might arise between the Council's interest and that of the member of the Executive Committee or employee.
- B. For purposes of this policy, a person shall be deemed to have an "interest" in a contract, transaction, or other arrangement, or in the same or related business as the Council, if the person is the party (or one of the parties) or is a director, trustee, officer, or general partner of, or has a material financial or influential interest in, an entity that is the party (or one of the parties) contracting or dealing with the Council. Relationships and dealings of the Council with corporations, partnerships, joint ventures, or other entities owned, controlled, or managed by the Council shall not constitute interests under this Article.
- C. Any member of the Executive Committee or employee having an interest in a contract, transaction, or arrangement presented to the Executive Committee or a committee of the Executive Committee for consideration, authorization, approval, discussion, or ratification, shall make a prompt, full, and frank disclosure of his or her interest to the Executive Committee at the first meeting of the Executive Committee in each year, or before the Executive Committee or committee takes action on such contract, transaction, or arrangement. Such disclosure shall include any relevant and material facts known to such person that might reasonably be construed to be adverse to or potentially adverse to the Council's interest.
- D. The Executive Committee shall examine potential conflicts of interest pursuant to the following standards and procedures.
  - 1. The Executive Committee shall determine, by majority vote, whether the disclosure shows that a conflict of interests exists, or can reasonably be construed to exist.
  - 2. The Executive Committee may request the person to provide factual information regarding the potential or actual conflict of interests and such proposed contract, transaction, or arrangement. If deemed appropriate, the Executive Committee may appoint a non-interested person or committee or subcommittee, respectively, to investigate alternatives to such proposed contract, transaction, or arrangement. If a conflict of interests is deemed to exist, the person having the conflict of interests shall not participate or attend, vote on, or use his or her personal influence in connection with the discussions, deliberations, or vote with respect to such contract, transaction, arrangement, or related matters affecting the Council.

3. At any meeting of the Executive Committee where such contract, transaction, arrangement, or related matters are under discussion or are being voted upon, a quorum is present if a majority of the members of the Executive Committee who have no direct or indirect personal interest in such contract, transaction, or arrangement participate in the vote held to authorize, approve, or ratify such contract, transaction, or arrangement.
  4. In order to approve such contract, transaction, or arrangement, the Executive Committee must first find, by majority vote without counting the vote of the interested member or members of the Executive Committee, that:
    - a. the proposed contract, transaction, or arrangement is in the Council's best interest and for its own benefit; and
    - b. the proposed contract, transaction, or arrangement is fair and reasonable to the Council.
  5. The minutes of the meeting shall reflect the disclosure made, the persons present for the discussion and vote, the content of the discussion, the vote thereon (including any roll call), and, where applicable, the abstention from voting and participation, and that a quorum was present. The Council shall keep minutes of the discussions and deliberations as part of the minutes of the Council.
- E. The violation of this Conflicts of Interests policy is a serious matter and may constitute "cause" for removal or termination of a member of the Executive Committee or employee.

## **ARTICLE XI SECRETARIAT**

The National Center for State Courts shall act as Secretariat for the Council and its committees. It shall keep the official records of the Council, provide necessary secretarial and clerical services for the Council, send out notices of all meetings, and perform such other functions as the Council, its Executive Committee, or its President may direct in accordance with a Memorandum of Understanding executed by the Council and The National Center for State Courts.

## **ARTICLE XII ADOPTION AND AMENDMENTS**

- A. These Bylaws shall take effect at the adjournment of the annual meeting at which they are adopted. They may be adopted, altered, amended, added to or repealed at any time by a majority vote of all members and official designees in attendance at any annual meeting of the Council.
- B. Proposed amendments to the Articles of Incorporation shall be submitted to the Executive Committee. If the Executive Committee adopts a resolution finding that the proposed amendment is in the best interest of the Council, the Executive Committee shall submit it to a

vote of the members at the annual meeting. A vote of more than two-thirds of the members present and eligible to vote shall be required for adoption of any such amendment.

Dated: Nov. 3, 1989

(s) ROBERT J. DANHOF  
Robert J. Danhof, Chief Judge  
Michigan Court of Appeals,  
President

Attest:

(s) AUSTIN McCLOUD  
Austin McCloud, Chief Judge  
Court of Appeals, Eleventh District of Texas,  
Secretary

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Amendments approved and adopted December 2, 2022

Amendments approved and adopted November 15, 2024



## **2. FINANCIALS**

### **2.1 OPERATING BUDGET**

Attachment 2.1 A: Current Year Budget 2026

### **2.2 ANNUAL CONFERENCE BUDGET**

Attachment 2.2 A: Current Annual Conference Budget 2026

### **2.3 BALANCE SHEET**

Attachment 2.3 A: Current Balance Sheet



## **3. DUES**

### **ATTACHMENT 3 A:**

Current Dues/Dues Calculations

### **ATTACHMENT 3 B:**

Current Dues Payments

### **3.1 DUES CALCULATIONS:**

Dues are calculated using a state's population with a formula vote on by the Executive Committee and all such dues shall represent payment for the membership year that begins on January 1 and ends on December 31 of each year.

### **3.2 PAYMENT DATES:**

To be current, dues must be paid by 12/31 of the current year. For example, 2022 dues must be paid by 12/31/2022 for a state to remain current and retain membership.

### **3.3 DUES DISCOUNT:**

A reduction of 3% may be taken if dues are paid by 8/15 of the preceding year. For example, if 2018 dues are paid by 8/15/2017, a state may reduce its dues obligation by 3%.

### **3.4 DUES STATEMENTS:**

Invoices for the following year shall be sent no later than two weeks following the spring Executive Committee meeting so that states may take advantage of the reduction in dues costs.



## **4. GOVERNANCE**

### **ATTACHMENT 4 A:**

Current Committee Members

### **ATTACHMENT 4 B:**

Current Video Conference Schedule

## **4.1 OFFICERS**

### **Attachment 4.1 A: Current Year's Officers**

#### **1. DESCRIPTION:**

The officers shall consist of a President, President-Elect, Vice-President, Secretary-Treasurer, and Past President.

#### **2. RESPONSIBILITIES:**

##### **2.1 President:** The President shall

- 2.1.1 Serve a one-year term and may not succeed oneself as President of the Council;
- 2.1.2 Preside at meetings of the Council and the Executive Committee;
- 2.1.3 Perform such other duties as may be assigned by the Executive Committee;
- 2.1.4 Appoint committees, committee chairs, historian, task forces, and other responsibilities to serve during his or her term in office;
- 2.1.5 Attend meetings of the CCJ or other events related to the Council as determined by the Executive Committee or may appoint another Executive Committee Member to attend in his/her stead;
- 2.1.6 Sign contract for services on behalf of the Council; and
- 2.1.7 Be an ex-officio member of all committees.

##### **2.2 President-Elect:** The President-Elect shall

- 2.2.1 Serve a one-year term and shall succeed to the Office of the President at the expiration of the President's term;
- 2.2.2 Assist the President in the performance of his or her duties; including but not limited to, providing recommendations to the President for committee vice chair appointments (with the exception of the Finance Committee Vice Chair position which, instead, the President-Elect will confer with the Chair of the Nominating Committee to provide input on that Vice-Chair committee appointment);
- 2.2.3 In the absence of the President, perform the duties of the President; and
- 2.2.4 Be an ex-officio member of all committees.

##### **2.3 Vice-President:** The Vice-President shall

- 2.3.1 Serve a one-year term;

- 2.3.2 Assist the President in the performance of his or her duties; and
- 2.3.3 Ensure all appropriate updates are made to the Governance Manual which shall be updated, if necessary, after the spring and annual Executive Committee, in-person meetings.
- 2.3.4 Be an ex-officio member of the Finance Committee and an invited and non-voting member of all other committees.

The Vice-President shall not automatically succeed to the Office of President-Elect; but must be elected to that office.

**2.4 Secretary-Treasurer:** The Secretary-Treasurer shall

- 2.4.1 Serve a one-year term;
- 2.4.2 Assist the President in the performance of his or her duties;
- 2.4.3 Perform the customary duties of a secretary and treasurer;
- 2.4.4 Chair the Finance Committee; and
- 2.4.5 Ensure that dues statements are sent to the states within two weeks following the Executive Committees' Spring, in person, meeting.

The customary duties of the Secretary-Treasurer may be delegated to the Secretariat for the Council.

**2.5 Past-President:**

The immediate past President shall be the chair of the Nominating Committee.

## **4.2 EXECUTIVE COMMITTEE**

### **Attachment 4.2 A: Current Year's Executive Committee**

#### **1. DESCRIPTION:**

The Executive Committee of the Council shall consist of the offices of the Council, the immediate Past-President, five members of the Council, who are elected for two-year terms. The terms are staggered such that two are elected in even years and three are elected in odd years. However, if an elected member of the Council becomes an officer, that position shall be filled as well. One member shall be appointed by the President for one-year term.

#### **2. RESPONSIBILITIES:**

2.1 The Executive Committee shall be the governing body of the Council between annual meetings and all motions by members of the Executive Committee shall consider both fiscal and governance handbook implications regarding any such motions.

2.2 One member of the Executive Committee (Vice-President) will be appointed to coordinate with staff on updates and changes to this manual.

2.3 The Executive Committee should make every effort to give the Secretariat and host state at least two years notice of the location selection for the conference.

2.4 With regard to the annual conference, the Executive Committee shall:

2.4.1 Establish registration fees for members and guests (registration fees shall not be prorated because of partial attendance of the full program unless authorized by the Executive Committee);

2.4.2 Approve the conference budget; and

2.4.3 Provide the conference chair and host judges with recapitulation for the two-preceding conference

2.4.4 Select the future annual conference event site

2.5 The Executive Committee shall have a spring meeting in April at a location and date determined by the President. The meeting has generally been held on a Thursday with travel on a Wednesday and Friday, but the days may be altered depending on available dates. The Council pays the coach/economy air fare, related baggage fees, and transportation expenses to and from the airport (not to exceed \$800 without approval by the President or President-Elect); alternatively, if driving, the Council pays mileage reimbursement at the IRS reimbursement rate plus any hotel parking charges (not to exceed \$800 without approval by the President or President-Elect).

### **3. SENDING REPRESENTATIVES TO OTHER ORGANIZATIONS' EVENTS:**

The Council regularly receives invitations to send a representative or delegate to various events of other organizations; the Executive Committee has decided to send a representative to only the CCJ/COSCA Annual Meeting (in the summer).

### **4. TASKS WITH A LIMITED DURATION:**

## **4.3 ADMINISTRATION OF JUSTICE/HISTORIAN/RESOLUTIONS COMMITTEE (AHR)**

### **Attachment 4.3 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Administration of Justice Committee, the Historian, and the Resolutions Committee shall be combined to effectuate the responsibilities set forth below.

#### **2. RESPONSIBILITIES:**

2.1 It is the responsibility of the AHR Committee to compose resolutions that express appreciation and recognize individuals and organizations for their worthy efforts on behalf of the Council. It also composes resolutions that formally declare the Council's view and policies on issues and events affecting its work and the administration of justice.

2.2 The AHR Committee reviews resolutions adopted by the Conference of Chief Justices on matters relating to public service and the administration of justice and make recommendations to the Council's Executive Committee for their support.

#### **3. TASKS WITH A LIMITED DURATION:**

## **4.4 ANNUAL CONFERENCE COMMITTEE**

### **Attachment 4.4 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Annual Conference Committee is responsible for planning the annual conference.

#### **2. RESPONSIBILITIES:**

2.1 The Annual Conference Committee shall:

- 2.1.1 Plan the education program
- 2.1.2 Include the current and next Host Judge(s) as members of the committee
- 2.1.3 Assist the Host Judge(s) in planning the social program
- 2.1.4 Plan a “giving back” project with the assistance of the Host Judge(s)
- 2.1.5 Assist the Executive Committee that will select the future annual conference sites
- 2.1.6 Annually update the Annual Conference (f/k/a Education Committee) guidelines
- 2.1.7 Meet in person at the annual conference venue at a date, usually in January, determined by the ACC Chair. The meeting has generally been held on a Thursday with travel on a Wednesday and Friday, but the days may be altered depending on available dates. The Council pays the coach/economy air fare, related baggage fees, and transportation expenses to and from the airport (not to exceed \$800 without approval by the President or President-Elect); alternatively, if driving, the Council pays mileage reimbursement at the IRS reimbursement rate plus any hotel parking charges (not to exceed \$800 without approval by the President or President-Elect). (Adopted by the Executive Committee on 9/14/21)
- 2.1.8 Develop a plan to improve evaluation results
- 2.1.9 Address and arrange for security at the Annual Conference:
  - 2.1.9.1 Assess the annual conference security needs including the facility, agenda, speakers, attendees, activities and social events;
  - 2.1.9.2 Work with the host committee to identify security resources available for the annual conference;
  - 2.1.9.3 Meet with the security officers to review the needs identified above;

2.1.9.4 Determine the cost of security, if any, and present any necessary budget requests to the Finance Committee for review and recommendation to the Executive Committee;

2.1.9.5 Develop a written security plan in advance of the annual conference to present to the Annual Conference Committee and Executive Committee.

2.2 The Vice-Chair of the Annual Conference Committee shall serve as a member of the Education Committee.

2.3 The Chair of the Finance Committee will assist the Annual Conference Committee with conference-related expenses.

2.4 The Chair of the Annual Conference Committee shall coordinate any matters relating to the Annual Conference, which might be of interest to the general membership, to the Communications Committee at least bi-monthly for inclusion in the Chief Brief or “What’s New” section of the CCJSCA Website.

2.5 The Host Committee shall:

2.5.1 Create a liaison with the host site court administration to help in planning.

2.5.2 Partner with the host site Chamber of Commerce or other local groups to act as ambassadors for spouse events.

2.5.3 Assist the Development Committee to find organizations to financially support CCJSCA.

2.5.4 Coordinate with the Security Committee in the development and execution of a site-specific security plan prior to the annual conference.

### **3. TASKS WITH A LIMITED DURATION:**

### **4. ANNUAL CONFERENCE GUIDELINES:**

#### **4.1 Purposes**

The following guidelines are intended to set forth both the written policies and the traditions that have come to govern the annual conference of the Council of Chief Judges of the State Courts of Appeal (CCJSCA). These guidelines will establish predictability of costs for purposes of annual budgeting and long-term planning and provide guidance to those responsible for planning and executing the annual conference.

#### **4.2 Governance Guidelines**

4.2.1 The Executive Committee shall oversee compliance with these guidelines.

4.2.2 The Annual Conference Committee shall review annually the existing guidelines, propose revisions when necessary, and circulate any proposed revisions to the Executive Committee for its review, approval and action and shall:

- Work with the host judge(s) to plan the social programs for the annual conference and make recommendations to the Executive Committee
- Annually solicit and entertain invitations from interested members so that annual conference sites are in place at least three years in advance;
- Annually update the Annual Conference (f/k/a Education Committee) handbook;
- Recommend speakers for the chosen topics;
- Assign committee members to develop identified programs;
- Define the session duration based upon the parameters outlined; and
- Provide on-site facilitation (as needed) to introduce speakers, lead discussions, and/or monitor small group sessions.

4.2.3 The staff of the National Center for State Courts (NSCS) Institute for Court Management (ICM) shall assist with developing the programs, securing speakers, etc.

#### 4.3 Meetings and Attendance Guidelines

4.3.1 Attendance at the annual conference and activities shall be limited to the following:

- The members of the Council, as defined in Article II, A and B except, in the event a regular member is unable to attend, an official designee of that member who shall be a judge of the member's court may attend in his or her stead.
- Other attendees, such as:
  - Program presenters and their spouse or guest;
  - Persons specifically invited by the President and host Chief Judge or by the Executive Committee;
  - Secretariat staff and other necessary for the proper conduct of the meeting;
  - A registered spouse or guest of an attendee may attend the Council's annual meeting and activities other than the educational sessions, except that a spouse or guest may

attend educational sessions except those designated by the Executive Committee as solely for members only.

- As a general rule, children are not invited to the annual conference and programs will not be planned for them.
- The Executive Committee may prescribe such special regulations and limitations on attendance for any meeting as may be necessary due to the limitation of facilities, notwithstanding the provisions of paragraph B and C above.

4.3.2 Generally, the annual conference of CCJSCA will be held in November in even numbered years and in October in odd numbered years. The annual conference will presumptively commence on Tuesday and conclude on Friday, with the Executive Committee meeting being held on Saturday morning.

4.3.3 To encourage full attendance at the conference, the major dinner event will ordinarily be held on the last evening.

#### 4.4 Educational Program Guidelines

4.4.1 To permit better planning and coordination of the educational program, a comprehensive schedule will be developed to ensure the completion of the program and program materials in a timely manner. The schedule will establish the dates for the identification of program topics, program speakers, panelists, and other necessary activities and will contain the preparation and publication deadlines for all materials needed for the education program.

4.4.2 The dominant emphasis of the annual meeting shall be the educational program, committee meetings, and the business sessions which encourage productive communication among the participants.

4.4.3 An honorarium will not be paid to speakers unless the Executive Committee votes to make an exception to this policy.

4.4.4 A minimum of 12 education hours will be offered at each annual conference.

4.4.5 Learning objectives will be included in all education programs.

4.4.6 An evaluation form shall be distributed to all conference participants for each education session.

#### 4.5 Business/Committee Guidelines

4.5.1 To permit optimum scheduling of committee meetings and preparation of necessary committee materials, committee chairs shall advise the Secretariat of the need for the meeting 60 days prior to the conference.

- 4.5.2 The CCJSCA business meetings are historically scheduled for a luncheon on the last full day of the conference.
- 4.5.3 A new member orientation shall be held by videoconference in advance of the annual conference to welcome and acclimate new members to the Council and the annual conference. An orientation manual shall be maintained that includes information about the Council and its resources.

#### 4.6 Social Program Guidelines

- 4.6.1 The social program for participants at the CCJSCA annual conference should be designed to complement, not to compete with, the educational and business programs.
- 4.6.2 Any other hosted receptions, luncheons, and dinners beyond the opening reception are optional and depend on funding and the desire of the host state to plan and coordinate them. The intent of this guideline is to allow any host state enough flexibility to satisfactorily host an annual meeting, but at the same time to indicate to all potential host states that a series of receptions and special social events are not a requirement to hosting the annual meeting.
- 4.6.3 Social activities, if planned, shall highlight the unique features of the host state without requiring the spending of large sums of money. The intent of this guideline is to allow the host state to emphasize its own unique qualities. Local chambers of commerce and bar associations, for example, are often happy to provide free tours of the surrounding areas. It is recommended that the host committee take advantage of such opportunities.
- 4.6.4 The social program shall be integrated with the overall educational program so that free time will occur in both programs at the same time and place.

#### 4.7 Financial Guidelines

- 4.7.1 All annual conference expenses shall be paid for by one or more of the following sources of funds.
  - Annual conference registration fees;
  - Guest fees which shall apply to each attending adult family member or guest over 18 years of age;
  - Local, state, or national integrated bar association contribution;
  - Any local, state, or national non-profit organization, association, or foundation;
  - Law firms or individual attorney members;

- The CCJSCA Presidents may approve any other sources of funding for the annual conference as appropriate.
- 4.7.2 The state and National Center shall coordinate the payment of all bills and expenses from available funds.
- 4.7.3 All arrangements for guest rooms, conference rooms, and catering services at the annual conference site shall be completely detailed in a written contract between the local hotel and CCJSCA. Clear instructions shall be included as to what complimentary facilities the hotel is providing, what charges are to go on the master account, and who has authority to put charges on the master account.
- 4.7.4 The CCJSCA shall carry general liability and cancellation insurance to cover its annual conferences.
- 4.7.5 Speakers will receive a CCJSCA Reimbursement Form and Speaker Reimbursement Travel Guidelines.
- 4.7.6 Vendor contracts should be reviewed by NCSC staff who will obtain the President's approval for any revisions and signature.

## **5. ANNUAL CONFERENCE EDUCATION POLICIES AND PROCEDURES:**

### **5.1 GENERAL Procedures**

- 5.1.1 A confirmed speaker will receive a letter of confirmation and speaker agreement from NCSC which will detail travel, lodging, and per diem information and the preliminary details for the education program.
- 5.1.2 Non-local speakers:
  - Will receive two nights lodging at the conference facility, coach/economy class airfare (not to exceed \$800, without approval by the ACC chair), and three days per diem (less any meals provided).
  - Speakers will secure their own transportation. Travel expenses including airfare and related transportation are not to exceed \$800, absent prior authorization. Speaker must travel the most direct route between their hometown and the conference location at the lowest coach/economy class non-refundable airfare (that allows for seats selection during booking). It is recommended that, if possible, airfare not exceed \$500 due to other transportation expenses that are likely to be incurred, particularly airport transportation.

### **5.2 SESSION Procedures**

- 5.2.1 10-15-minute breaks should be scheduled between each session, following the Opening Ceremonies, after luncheons, and after the group photo. This brief pause is used for participant breaks, head table/speaker transition and set-up, and timely start of a program. When necessary, there may be just a 5-minute stretch break.
- 5.2.2 A minimum of 1 hour is recommended between the conclusion of an education program and the commencement of an on-site social activity; longer if the activity is off-site and requires transportation services.
- 5.2.3 Speakers should be encouraged to use multi-media (slides, video, news clips, sound bites, etc.) to enhance a presentation. Microsoft PowerPoint is the universal software recommended for developing slides.
- 5.2.4 Handout and slide materials should be encouraged as a means for a future resource and to validate CLE credits if questioned by an accrediting agency.
- 5.2.5 All sessions shall have a set of learning objectives and a description of the program, speaker or panel.
- 5.2.6 In general, the room will be set with a head table on a riser, standing podium, dual LCD projection and audience rounds for 6-7 people per table. Should an alternate dais set-up be desired (e.g. fireside chat, two podiums, etc.) consideration should be given to scheduling programs with the same sets on the same day one after the next. Change-overs can happen over lunch breaks, but not during a 10-15-minute refreshment break. NOTE: change-overs can incur hotel reset fees.
- 5.2.7 NCSC planning contacts: Conference Education Planning Manager and Vice President, Institute for Court Management

### 5.3 SOCIAL Procedures

- 5.3.1 A “Welcome Reception” is hosted at the hotel the evening before the conference officially opens. Any other hosted reception, luncheon or dinner beyond this opening reception are optional and depend on funding and the desire of the host state to plan and coordinate them.
- 5.3.2 Typically, additional evening events are usually planned on the close of the first full day, although a free evening is welcomed. The afternoon of the second day is ordinarily a free period but usually includes optional tours.
- 5.3.3 All planned events shall specify the attire and category of persons invited to attend, i.e., participants, spouses, guests, etc.
- 5.3.4 Spouse events are typically planned during the day on Day One, the morning of Day Two, and morning of Day Three.

- 5.3.5 Host state is encouraged to identify and confirm “volunteer staff” to accompany spouse events.
- 5.3.6 Bus transportation is provided to offsite venues that are not within walking distance.
- 5.3.7 For initial planning purposes, evening events usually are planned for 125 people. Daytime spouse events are usually planned for 25-30 people.
- 5.3.8 NCSC planning contacts: Association Manager and Program Specialist.

## 6. ANNUAL CONFERENCE EDUCATION POLICIES AND PROCEDURES:

### 6.1. Conference Schedule (abbreviated)

|                  |                                                                                                                                                                   |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tuesday</b>   | Registration<br>New Members Orientation<br>Welcome Reception                                                                                                      |
| <b>Wednesday</b> | Breakfast Committee<br>Meetings Opening<br>Ceremonies Education<br>Sessions Luncheon<br>Education Sessions (cont'd)<br>Optional Evening Activity                  |
| <b>Thursday</b>  | Breakfast Committee<br>Meetings Education<br>Sessions Box<br>Luncheon<br>Optional Afternoon Group Activity                                                        |
| <b>Friday</b>    | Breakfast Committee<br>Meetings Education<br>Sessions<br>Luncheon and Business Meeting<br>Group Photo<br>Education Sessions (cont'd)<br>Optional Evening Activity |
| <b>Saturday</b>  | Executive Committee Meeting                                                                                                                                       |

## 6.2. Preliminary Planning Timeline for October Conference:

October conferences (odd numbered years) will have the schedule adjusted approximately two months earlier.

November/December conferences (even numbered years) will have the schedule adjusted approximately one month earlier.

| Deliverable                                                                                                 | Due Date                                                  |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Start-Up Planning Meeting; brainstorm topics, speakers, schedule                                            | December 3 and January 26 & 28                            |
| Speakers invited/confirmed                                                                                  | January 28-March 5                                        |
| Conference Logo (final)                                                                                     | March 1                                                   |
| Save-the-Date artwork and text final                                                                        | March 12                                                  |
| Save-the-Date Postcard mailed to membership                                                                 | April 7                                                   |
| Speaker Confirmation Letters and Agreements sent                                                            | April 2                                                   |
| Identify Community Outreach Project                                                                         | May 3                                                     |
| Social and Spouse activities confirmed/contracted (budgets, contracts, transportation, entertainment, etc.) | June 4                                                    |
| Final Session Titles, Descriptions and Learning Objectives completed                                        | June 4                                                    |
| Social and Registration Brochure artwork and text final                                                     | June 15                                                   |
| Registration and Social Brochures uploaded to website                                                       | August 2                                                  |
| Registration Website launched                                                                               | August 4                                                  |
| Registration and Social Information sent to speakers                                                        | August 4                                                  |
| Periodic check-in with speakers                                                                             | July-October (more frequently with high-profile speakers) |
| Speaker Presentation Materials due (slides/handouts)                                                        | October 18                                                |
| Slides and Handouts uploaded to conference website                                                          | October 13                                                |
| Final pre-conference check-in with speakers                                                                 | October 18-22                                             |

### 6.3. Preliminary Publications Schedule:

#### Save-the-Date Postcard

| Deliverable                       | Due Date |
|-----------------------------------|----------|
| Conference Logo                   | March 1  |
| Artwork and Text                  | March 12 |
| Final Text to Graphic Artist      | March 15 |
| Postcard to Printer               | March 17 |
| Postcard mailed to the membership | April 7  |

#### Registration and Social Brochures

| Deliverable                    | Due Date |
|--------------------------------|----------|
| Artwork and Text (both, final) | June 15  |
| Final Text to Graphic Artist   | July 12  |
| Brochures uploaded to website  | August 2 |
| Registration website launched  | August 4 |

## 7. LEARNING OBJECTIVES:

7.1. Steps in preparing Learning Objectives: Maybe one of the most menacing requests associated with planning judicial branch education programs is when the chair or someone else asks you to prepare draft learning objectives. So, here's some help!

As a result of reading this short course in learning objectives, anyone should be better able to list for anyone else three (3) important things to remember about learning objectives.

7.1.1. Learning objectives help in recruiting and planning.

Preparing learning objectives is important, in part, because the text is generally the first concise summary of ideas agreed upon by those involved in the planning process. Better than a proposed course name alone, the draft objectives describe what we hope judges will be better able to think, feel or do as a result of participating in any given program. So, when

recruiting presenters who may not have been involved in an initial planning session, draft learning objectives are, in effect, an up-front summary providing guidance for structuring the presentation.

For example, if planners are concerned judges may need additional information relating to attorney's fees, the following might be suggested as one of the several possible learning objectives: As a result of attending this session, participating judges will be better able to identify factors to be considered when ruling properly on motions for attorney's fees.

#### 7.1.2. Learning objectives help with the evaluation process.

Written learning objectives afford presenters one or more observable means by which they may assess the extent to which course instruction, including interactive exercises, is successfully conveying useful information to participants. Similarly, written objectives help participants fairly evaluate the effectiveness of presenters. By using action verbs to introduce the learning objectives, we set a measurable standard for onsite evaluation, in as much as participants should be able, then and there, to "identify", "state", "list", "describe", "explain", "defend" or otherwise demonstrate an understanding of matters set forth in the objectives themselves. Lists of action verbs follow in the attached pages.

#### 7.1.3. Learning objectives requested in a draft form may later be revised.

Session liaisons shall draft the learning objectives and review them, with first conferring with steering committee chairs, co-presenters and staff, then revise same as may be necessary in the planning process. The idea is to work from an initial best statement based on what we anticipate early in the planning process, then re-fashion the objectives as may be useful in advance of the materials deadline. Those preparing draft text need not despair over imperfection; we're just asking for a draft.

## 7.2. Verbs

### 7.2.1. Action Verbs for Learning Objectives (not an exclusive list)

|                   |                                 |                 |                            |
|-------------------|---------------------------------|-----------------|----------------------------|
| Prepare           | Apply                           | Identify        | List                       |
| Write             | Solve                           | Organize        | Discuss / Explain          |
| Demonstrate       | Manage                          | Rule on         | Decide                     |
| Defend, Argue for | Provide                         | Answer          | Develop, Construct, Design |
| Utilize           | Find, Obtain, Gather, Research  | Create, Form    | Analyze                    |
| Define            | Suggest (methods, alternatives) | Practice        | Conduct, Lead              |
| Promote, Initiate | Mediate, Negotiate              | Instruct, Teach | Revise, Edit               |
| Speak, Present    | Try out, Test, Verify           | Set             | Advise                     |
| Determine         |                                 |                 |                            |

Because they cannot be observed or verified, try to avoid the following: “understand”, “know”, and “be aware of.”

7.2.2. Chart of verbs that are *observable* and *verifiable*:

| KNOWLEDGE  | COMPREHENSION | APPLICATION | ANALYSIS      | SYNTHESIS   | EVALUATION |
|------------|---------------|-------------|---------------|-------------|------------|
| Count      | Associate     | Add         | Analyze       | Categorize  | Appraise   |
| Define     | Compute       | Apply       | Arrange       | Combine     | Assess     |
| Describes  | Convert       | Calculate   | Breakdown     | Compile     | Compare    |
| Draw       | Defend        | Change      | Combine       | Compose     | Conclude   |
| Identify   | Discuss       | Classify    | Design        | Create      | Contrast   |
| Labels     | Distinguish   | Complete    | Detect        | Derive      | Criticize  |
| List       | Estimate      | Compute     | Develop       | Design      | Critique   |
| Match      | Explain       | Demonstrate | Diagram       | Devise      | Determine  |
| Name       | Extend        | Discover    | Differentiate | Explain     | Grade      |
| Outline    | Extrapolate   | Divide      | Discriminate  | Generate    | Interpret  |
| Point      | Generalize    | Examine     | Illustrate    | Group       | Judge      |
| Quote      | Give Examples | Graph       | Infer         | Integrate   | Justify    |
| Read       | Infer         | Interpolate | Outline       | Modify      | Measure    |
| Recall     | Paraphrase    | Interpret   | Point Out     | Order       | Rank       |
| Recite     | Predict       | Manipulate  | Relate        | Organize    | Rate       |
| Recognize  | Rewrite       | Modify      | Select        | Plan        | Support    |
| Record     | Summarize     | Multiply    | Separate      | Prescribe   | Test       |
| Repeat     |               | Operate     | Subdivide     | Propose     |            |
| Reproduces |               | Prepare     | Utilize       | Rearrange   |            |
| Selects    |               | Produce     |               | Reconstruct |            |
| State      |               | Show        |               | Relate      |            |
| Write      |               | Solve       |               | Reorganize  |            |
|            |               | Subtract    |               | Revise      |            |
|            |               | Translate   |               | Rewrite     |            |
|            |               | Use         |               | Specify     |            |
|            |               |             |               | Summarize   |            |
|            |               |             |               | Transform   |            |

### 7.3. Checklist of Criteria for Developing Learning Objectives

- \_\_\_ 1. Relevant to learners needs?
- \_\_\_ 2. Consistent with overall learning goals (program philosophy)?
- \_\_\_ 3. Consistent with knowledge and skills of instructors?
- \_\_\_ 4. Stated in behavioral terms?  
(what the learner should be able to do; how the learner should be able to respond)
- \_\_\_ 5. State in clear language?
- \_\_\_ 6. Narrow and specific?
- \_\_\_ 7. Achievable in terms of time constraints?
- \_\_\_ 8. Achievable in terms of learning resources?
- \_\_\_ 9. Suitable for evaluating learning results?  
(should imply how instructors can know whether the objective has been achieved)

### 7.4. Learning Objectives Should be Written Using the Acronym

#### **SMART**

- |                       |                                                                                                                 |
|-----------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>S – SPECIFIC</b>   | Objectives should be written in very specific terms to avoid confusion. They define results to be accomplished. |
| <b>M – MEASURABLE</b> | How will we know they are accomplished?                                                                         |
| <b>A – ATTAINABLE</b> | Objectives should be challenging, yet attainable.                                                               |
| <b>R – RELEVANT</b>   | Objectives should be relevant to the topic taught.                                                              |
| <b>T – TIME BOUND</b> | Objectives should consider the amount of time for the season.                                                   |

## 7.5. Format for Preparing Learning Objectives

**Annual Meeting  
of the  
Council of Chief Judges of State Courts of Appeal**

**Dates:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Planning Topic Category: (e.g. public relations, technology, administration, ethics)**

**Program Title:**

**Day/Date/Time:**

**Committee Liaison:**

**Learning Objectives: As a result of this course, participants should be better able to:**

- 1.
- 2.
- 3.

**Faculty:**

**Suggested Delivery Methods/Learning Activities:**

**Program Description:**

## **4.5 COMMUNICATIONS COMMITTEE**

### **Attachment 4.5 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Communications Committee serves as an oversight committee for all communications with the membership.

#### **2. RESPONSIBILITIES:**

2.1 The Communications Committee oversees all communications-related activities of the Council.

2.2 The Communications Committee shall schedule at least two videoconference Chief Chats annually, and shall develop topics of interest for the Chief Chats.

#### **3. TASKS WITH A LIMITED DURATION:**

## **4.6 DEVELOPMENT COMMITTEE**

### **Attachment 4.6 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Development Committee is responsible for raising awareness and works in conjunction with the Finance Committee and the Annual Conference Committee to seek funds from law-related entities that share the Council's mission to provide equal access to the Courts to assist in the Council's education and training missions for its members and member states.

#### **2. RESPONSIBILITIES:**

The Development Committee, with the assistance of former Chiefs who have left the bench, seek funding to assist the Council to meet its mission.

#### **3. TASKS WITH A LIMITED DURATION:**

- 3.1 Approach the membership about giving unused campaign contributions to the Council. Consider establishing a planned giving program.
- 3.2 Advise the membership about giving unused campaign contributions to the Council.
- 3.3 Consider establishing a planned giving program.

#### **4. UPCOMING TASKS:**

- 4.1 Develop a fund-raising strategy.
- 4.2 Create a standard list of entities for seeking funds.
- 4.3 Establish long-term and short-term goals for the Council's financial success.
- 4.4 Review and revise template fund letters.
- 4.5 Coordinate with the Conference Host Committee to evaluate what entities might contribute to the conference.

## **4.7 EDUCATION COMMITTEE**

### **Attachment 4.7 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Education Committee is responsible for surveying the educational needs and desires of members and developing an Education Plan. It explores educational opportunities through collaboration with other organizations and creates year-round education programs for members to bridge the gap between annual conferences.

#### **2. RESPONSIBILITIES:**

2.1 The Education Committee shall determine the Council's educational needs by:

- 2.1.1 With Executive Committee approval, periodically surveying the membership to solicit perceived education needs.
- 2.1.2 Inquiring with NCSC and other appropriate organizations to ascertain relevant trends, both short and long term, that create educational opportunities for the Council.
- 2.1.3 Annually prepare and recommend an Education Plan to the Executive Committee and annually evaluate if the stated educational goals and objectives have been met by, in part, examining the Annual Conference evaluations and suggestions and any member surveys that have been disseminated to the membership.
- 2.1.4 Consult with other committees as necessary to coordinate the Council's education activities so as to align them with the Education Plan and the accomplishment of its goals and objectives.

2.2 The Education Plan Shall:

- 2.2.1 Include the Council's educational goals and objectives to meet the identified needs.
- 2.2.2 Suggest methods and timeframes for accomplishing the goals and objectives.
- 2.2.3 Be reviewed, revised, and updated at least annually.
- 2.2.4 Include the use of learning objectives for all educational programs at the annual conferences.

2.3 The vice-chair of the Annual Conference Committee shall automatically serve as a member along with such other members as appointed by the President.

- 2.4 The Chair of the Education Committee shall coordinate with the Communications Committee at least bi-monthly any matters relating to the Education Committee which might be of interest to the general membership in order that it may be reported through the Chief Brief or the “What’s New” section of the CCJSCA Website.

### **3 TASKS WITH A LIMITED DURATION:**

- 3.1 Explore/Develop recommendations for how the Council could enhance year-round educational opportunities for Chief Judges.
- 3.2 Solicit the creation of “Great Educational Moments” (GEMs) on informational topics of interest for Chief Judges for posting on the website.
- 3.3 In an effort to distinguish the Council of Chief Judges as the premier educational provider for Chief Judges of the State Courts of Appeal, the Education Committee should focus on administrative-focused education.
- 3.4 Establish an ongoing mechanism by which the Council can solicit member input on educational programming.
- 3.5 Develop a mechanism for the annual evaluation of member services.
- 3.6 Develop Policy Forms to be included in the bank of resources of specific interests to Chief Judges.

## **4.8 FINANCE COMMITTEE**

### **Attachment 4.8 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Finance Committee reviews financial reports and recommends operating and annual conference budgets to the Executive Committee, and monitors investments made by CCJSCA in accordance with the Investment Policy. It reviews membership dues and reports financial issues to the Executive Committee.

#### **2. RESPONSIBILITIES:**

##### **2.1 The Finance Committee shall:**

- 2.1.1 Include, as members, the Secretary/Treasurer and at least two other members appointed by the President, upon recommendation of the Executive Committee.
- 2.1.2 Review monthly financial reports, investments, the Investment Policy, and investment performance as provided for in the Investment Policy.
- 2.1.3 Recommend registration fee amounts for members and guests, including an early registration discount.
- 2.1.4 Recommend the approval of the Council's annual budget and the annual conference budget.

##### **2.2 The goals of the establishment and maintenance of investment instruments are as set forth in the Investment Policy.**

##### **2.3 The Chair of the Finance Committee shall**

- 2.3.1 Be an available resource for the Annual Conference and Scholarship Committees to provide information, upon request, related to the Council's financial position in the context of the work of those committees.
- 2.3.2 Coordinate with the Website and Newsletter Committees at least bi-monthly any matters relating to the Finance Committee or the Council's financial condition which might be of interest to the general membership in order that it may be reported through the Chief Brief of the "What's New" section of the CCJSCA Website.

##### **2.4 The signatories on the financial accounts should be the President and Secretary-Treasurer with staff signatories being the Director of Association and Conference Services, the financial coordinator, and the association manager.**

2.5 The President shall have a discretionary fund of \$1,000; single expenditures of exceeding \$850 shall be approved by the Executive Committee. If the fund falls below \$1,000, upon approval by the Executive Committee, the fund may be replenished.

### **3. TASKS WITH LIMITED DURATION:**

3.1 With movement to a more austere annual meeting being the goal, the Finance Committee should revisit the annual meeting budget to:

- 3.1.1 Ensure that taxpayer dollars are not subsidizing either spousal involvement in the conference or the provision of alcohol.
- 3.1.2 Develop guidelines on an educational/social program balance (a balance that could withstand scrutiny by either the press or a State Court Administrator).
- 3.1.3 Ensure the most reasonable and prudent costs for hotel provided breakfasts, lunches and dinners (to assist with future contracting purposes).
- 3.1.4 Scrutinize in-person committee meetings for cost-savings (for example, in in-person meetings were held the day following the annual conference, the Council could achieve considerable cost savings on travel expenses).

### **4. FINANCIAL REPORTS:**

Monthly financial reports are disseminated to the committee members by the 19<sup>th</sup> of each month.

## **4.9 MEMBERSHIP COMMITTEE**

### **Attachment 4.9 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Membership Committee is responsible for encouraging chief judges in member states to become active participants in the Council's programs, including the annual conference. The Committee strives to maintain the interest of current and former chiefs in Council activities.

#### **2. RESPONSIBILITIES:**

2.1 The objectives of the Membership Committee are to:

- 2.1.1 Attract new Chief Judges to our organization, including those who have recently become Chief Judges and those who have never been involved with the Council;
- 2.1.2 To maintain the interest of Chief Judges who attend our conference so that they will become active members of the Council;
- 2.1.3 Develop a plan of incoming Chief Judges to educate and encourage their participation in the organization;
- 2.1.4 Foster a mentorship program to include a print or electronic communication describing committees and their work as well as personal contact from a Membership or Executive Committee member (directing them to resources; providing insight, support and encouragement; and assigning them a mentor);
- 2.1.5 Hold a video orientation session prior to the annual conference;
- 2.1.6 Ensure the membership list is up to date;
- 2.1.7 To send a personal welcome letter from the President of the Council when a new Chief or Presiding Judge/Justice is identified;
- 2.1.8 Develop a communications plan for outgoing Chief Judges to encourage their continued participation in the organization, its Committees, and to serve as mentors to incoming and new Chief Judges; and

#### **3. TASKS WITH A LIMITED DURATION:**

## **4.10 NEWSLETTER COMMITTEE**

### **Attachment 4.10 A: Current Year's Newsletter Committee**

#### **1. DESCRIPTION:**

Created in 2008, the Chief Brief is the Council's newsletter that aims to inspire, educate, and encourage excellence among Chief Judges by making the membership aware of their colleagues' amazing work.

#### **2. RESPONSIBILITIES:**

2.1 The Newsletter Committee is responsible for creating and disseminating the newsletter to the membership at least three times per year.

#### **3. TASKS WITH A LIMITED DURATION:**

## **4.11 NOMINATING COMMITTEE**

### **Attachment 4.11 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Nominating Committee makes recommendations to fill offices and positions on the Council of Chief Judges' Executive Committee.

#### **2. RESPONSIBILITIES:**

2.1 See Bylaws for details.

2.2 Nominations Committee shall:

2.2.1 Be chaired by the Past President;

2.2.2 Consist of four others appointed by the President, which have traditionally been the four presidents preceding the past-president;

2.2.3 Solicit nominations for the Officers and Hall of Fame through the Council's Winter newsletter and by email to the full membership by February 28 of each year, with a submission deadline of March 30 of each year ;

2.2.4 Nominate the President-Elect, Vice-President, and Secretary-Treasurer.

2.3 Nominations for officers and Hall of Fame shall be accepted up to March 30<sup>th</sup> of each year; the Nominations Committee shall act on the nominations and report to the Executive Committee by May 30<sup>th</sup> of each year; the Executive Committee shall act on that report by July 31<sup>st</sup> of each year.

2.4 In collaboration with the Executive Committee Officers, a vice-chair of Finance shall be selected.

#### **3. TASKS WITH LIMITED DURATION:**

3.1 Institutionalize a recruitment process which includes a mechanism by which members can self-identify as being interested in leadership roles.

#### **4. HALL OF FAME:**

4.1 Eligibility, Process and Procedure

The Council of Chief Judges of the State Courts of Appeal (CCJSCA) has established its Hall of Fame to recognize and honor those individuals who have provided notable extraordinary service to CCJSCA.

#### 4.1.1 Eligibility

Nominees to the Hall of Fame:

1. Shall have been a CCJSCA member for minimum of five years, if a judge, or provided significant and substantial service to the Council for at least five years, if not a judge.
2. Shall have provided extensive service to the CCJSCA that advanced the CCJSCA mission in a unique and extraordinary manner over and above the performance of those duties specifically assigned to members and officers by the CCJSCA's Articles of Incorporation and Bylaws.
3. May have, in addition to his or her CCJSCA service, other notable accomplishments that bring honor and distinction upon the CCJSCA.
4. May be retired (even if sitting or subject to recall as a senior judge) or deceased.
5. May not be a regular, associate or provisional CCJSCA member.

#### 4.1.2 Election

The Nomination Committee shall from time to time solicit recommendations from the CCJSCA membership for nominees to the Hall of Fame.

By no later than May 30 of each year, the Nominating Committee shall forward to the Executive Committee its nominees, if any, for election to the Hall of Fame for that year. The Nominating Committee shall also forward to the Executive Committee pertinent recommendations and materials supporting each nomination, as it deems appropriate.

By no later than July 31<sup>st</sup> of each year, the Executive Committee shall consider and vote upon all nominees for the Hall of Fame submitted by the Nominating Committee. Any nominee receiving a majority vote of the Executive Committee shall stand elected to the Hall of Fame and become a member of that year's Hall of Fame class.

#### 4.1.3 Induction

Each Hall of Fame class shall be formally inducted into the Hall of Fame by an appropriate ceremony for that purpose during the CCJSCA Annual Conference that year, in such manner as directed by the Executive Committee.

#### 4.1.4 Exhibition and Maintenance

The Hall of Fame, with recognition of all its members, shall be exhibited and maintained on the CCJSCA website and otherwise featured or recognized from time to time by such means and in such manners as directed by the Executive Committee.

## 4.2 Sample Nomination Forms:

### Request for Nominations

Please consider whom you would like to nominate so we may keep CCJSCA the kind of organization we value, have pride in and that continues to assist us to be better Chiefs and judges. If you have any questions, please ask.

The Association Manager will send an email to the membership asking for nominations to be submitted online before \_\_\_\_\_. You are welcome to self-nominate.

1. Officers, Pursuant to the By-Laws, we seek nominations for the following officers:
  - a. President-Elect,
  - b. Vice President, and
  - c. Secretary/Treasurer.

The President-Elect, automatically becomes President.

Consistent with past policy of CCJSCA, the Vice-President, will self-nominate for President-Elect and the Treasurer, will self-nominate for Vice-President.

2. **Board Members:** The Nominations committee will review the open spots on the nominations and select the best candidates for the open Board positions.

3. **Hall of Fame:** From time to time we select members who have retired from active judging and who have been tireless “givers” to CCJSCA. It is our opportunity to celebrate all they have done and to thank them for their efforts. For the specific criteria, see the nomination form.

COUNCIL OF CHIEF JUDGES OF STATE COURTS OF APPEAL

Nominations Committee

Deadline: \_\_\_\_\_

The Nominations Committee's mission is to solicit nominations and provide a slate of nominees to the Executive Committee and the membership for leadership positions in the organization and the CCJSCA Hall of Fame. To fulfill our mission, we need your help.

This year, the Committee will nominate members for the offices of President-Elect, Vice-President, and Secretary/Treasurer along with, three members of the Executive Committee. If you are interested, or know someone you think should be nominated, please submit the nominee's name by completing the form below.

**LEADERSHIP NOMINATION**

I nominate:

Name \_\_\_\_\_ State \_\_\_\_\_

Court \_\_\_\_\_ Current Position Held \_\_\_\_\_

Contact  
Information \_\_\_\_\_

(Please provide phone number and email address)

**Position:** \_\_\_\_\_ President-Elect \_\_\_\_\_ Vice-President \_\_\_\_\_ Secretary-Treasurer  
\_\_\_\_\_ Executive Committee Member

Additional Comments (Why the Person Should Be Nominated. Please include the nominee's efforts and activities both for CCJSCA and in their other capacities.)

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Nominated By: \_\_\_\_\_  
Name \_\_\_\_\_ Court \_\_\_\_\_

\_\_\_\_\_  
Contact Information (phone number, email address)

## Hall of Fame

To be eligible for the Hall of Fame in recognition and to honor those individuals who have provided notable extraordinary service to the CCJSCA, the nominee:

1. Shall have been a CCJSCA member for a minimum of five years, if a judge, or provided significant and substantial service to the Council for at least five years, if not a judge.
2. Shall have provided extensive service to the CCJSCA that advanced the CCJSCA mission in a unique and extraordinary manner over and above the performance of those duties specifically assigned to members and officers by the CCJSCA's Articles of Incorporation and Bylaws.
3. May have, in addition to his or her CCJSCA services, other notable accomplishment that bring honor and distinction upon the CCJSCA.
4. May be retired (even if sitting or subject to recall as a senior judge) or deceased.
5. May not be a regular, associate or provisional CCJSCA member.

Please supply pertinent materials supporting each nomination, as deemed appropriate.

### **HALL OF FAME NOMINATION**

I nominate:

Name \_\_\_\_\_ State \_\_\_\_\_

Court \_\_\_\_\_ Current Position Held \_\_\_\_\_

Contact Information \_\_\_\_\_

(Please provide phone number and email address)

Additional Comments (Why the Person Should Be Nominated. Please include the nominee's efforts and activities both for CCJSCA and in their other capacities.)

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Nominated By: \_\_\_\_\_

Name

Court

\_\_\_\_\_  
Contact Information (phone number, email address)

## **4.12 SCHOLARSHIP COMMITTEE**

### **Attachment 4.12 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Scholarship Committee is responsible for the award of scholarships to attend the CCJSCA Annual Conference from funds allocated for that purpose by the Executive Committee. That responsibility includes the development of application procedures and establishment of criteria for the award.

#### **2. RESPONSIBILITIES:**

2.1 The Scholarship Criteria are as follows:

- 2.1.1 Council's ability to pay;
- 2.1.2 Combined scholarships for state's judges do not exceed 50% of a state's membership dues;
- 2.1.3 Applicant's need after a determination of what amount the applicant's state will pay;
- 2.1.4 Current Chief Judge;
- 2.1.5 Participation by as many member states as possible;
- 2.1.6 Involvement in planning or presentation of a conference program;
- 2.1.7 Member of a Council Committee other than the Scholarship Committee;
- 2.1.8 Years in the Council (need for participation of new members and long-time members);
- 2.1.9 Receipt of past scholarship;
- 2.1.10 Applicant's contributions to the Council; and
- 2.1.11 Members of the Scholarship Committee are not eligible to receive a scholarship to attend the Annual Meeting. (effective November 1, 2023)

2.2 The Chair of the Finance Committee will serve as a resource person to assist the Scholarship Committee related to financial matters.

2.3 The Scholarship Committee shall:

- 2.3.1 Set a firm deadline for the Scholarship Committee to consider any applications for scholarship aid;
- 2.3.2 Extend the application date, should the Committee believe it is necessary, and set another final date for scholarship consideration.; and
- 2.3.3 Notify members of application deadline.

#### **3. TASKS WITH A LIMITED DURATION:**

## **4.14 STRATEGIC PLANNING AND EVALUATION COMMITTEE (SPEC)**

### **Attachment 4.14 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Strategic Planning and Evaluation Committee, formerly called the Long-Range Planning Committee, is responsible for the ongoing assessment of the Council's effectiveness, identifying areas of improvement, making recommendations to the Executive Committee regarding the future direction of the Council, and monitoring progress in implementing recommendations.

#### **2. RESPONSIBILITIES:**

##### **2.1 The Committee shall:**

- 2.1.1 Continually assess the Council's effectiveness and progress in implementing recommendations;
- 2.1.2 Identify areas of improvement;
- 2.1.3 Make recommendations to the Executive Committee regarding the future direction of the Council;
- 2.1.4 Periodically review the plan and evaluate the Council's progress on its goal; and
- 2.1.5 Periodically, as and when directed by the Executive Committee, meet in person to review and revise the plan, and make a formal report to the Board of Directors.

#### **3. TASKS WITH A LIMITED DURATION:**

## **4.15 WEBSITE COMMITTEE**

### **Attachment 4.15 A: Current Year's Committee**

#### **1. DESCRIPTION:**

The Website Committee is responsible for maintaining and improving the functionality and usability of the CCJSCA website, and for coordinating the submission, presentation, and posting of content from CCJSCA members and the various CCJSCA committees whose news, information or activities are made available on the website.

#### **2. RESPONSIBILITIES:**

2.1 The website committee shall:

2.1.1 Monitor the CCJSCA website, particularly the forums, on a regular basis, and call attention to any problems or issues that might arise, as well as contribute to the forums and respond to member posts when at all possible;

2.1.2 Consider, suggest, and recommend any needed website content policies, such as standards for accepting and uploading materials for the Knowledge Base;

2.1.3 Become knowledgeable about the user interfaces and general operation of the website and stand ready to extend non-technical assistance to CCJSCA members upon request;

2.1.4 Consider and initiate, within the appropriate budgeted amount or with Executive Committee approval if in excess of that amount, all improvements and enhancements to the website; and

2.1.5 Update the "What's New" section of the website on an ongoing basis to report items of interest to the general membership. It will examine any submitted "news" matters for current and future interest, and then pass them on to NCSC if deemed noteworthy enough for posting to "What's New." Whoever submits such an item should facilitate the process by providing a short title (for the homepage "What's New" blurb) and then either the text of the landing page article or a hyperlink to an existing story.

#### **2 TASKS WITH A LIMITED DURATION:**

3.1 Obtain monthly website analytic reports to document website activity and provide to the Strategic Planning and Evaluation Committee (SPEC).

- 3.2 Work with the National Center for State Courts to improve the scope, accuracy, and timeliness of the CCJSCA website.

## **4.16 TASK FORCES**

### **Attachment 4.16 A: Current Year's Task Forces**

#### **1. DESCRIPTION:**

The responsibilities of the Task Forces are set forth by the President to undertake issues that require short term tasks for the benefit of the Council.

#### **2. RESPONSIBILITIES:**

2.1 Contract negotiation Task Force shall.

- 2.1.1 Study the existing contract and make recommendations to the Executive Committee regarding terms for the 2024-2025 contract for administration of the Council;
- 2.1.2 Review the contract after it is concluded to determine if the terms are being met and raise concerns in its application to the Executive Committee.

#### **3. TASKS WITH A LIMITED DURATION:**



## ATTACHMENTS

**Council of Chief Judges of the State Courts of Appeal (CCJSCA)****2026 Budget**

| <b>Revenue</b>       | <b>Account Code</b>                | <b>2026 Projected</b> |
|----------------------|------------------------------------|-----------------------|
|                      | 4000-Membership Dues/Regular       | \$340,000.00          |
|                      | 4065 - Donations/Other             | \$0.00                |
|                      | 4070 - Interest Income/Regular     | \$15,000.00           |
|                      | 4170- Other Income                 |                       |
|                      | 4210 - In-Kind Grant Match Revenue |                       |
| <b>Total Revenue</b> |                                    | <b>\$355,000.00</b>   |

**Expenses**

|                                    |              |
|------------------------------------|--------------|
| 5100 - Travel/General              | \$15,000.00  |
| 5105 - Travel/President            | \$10,000.00  |
| 5150 Travel-Lodging                | \$15,000.00  |
| 5115 - Travel/Executive Com        | \$10,000.00  |
| 5125 - Travel/Association Services | \$8,000.00   |
| 5300 - Conference Expenses         | \$167,280.00 |
| 5310 - Food & Beverage             | \$15,000.00  |
| 5320 - Audio Visual                | \$2,000.00   |
| 5400- President's Discretionary    | \$1,000.00   |
| 5600 - Scholarships                | \$30,000.00  |
| 6100 - Conference Calls            | \$0.00       |
| 6200 - Postage                     | \$1,000.00   |
| 6300 - Printing/Photocopying       | \$250.00     |
| 6500 - Insurance Expense           | \$5,000.00   |
| 6700 - Depreciation                | \$10,631.04  |
| 6750 - Web Hosting                 | \$16,500.00  |
| 6800 - Credit Card Fees/Paypal     | \$1,600.00   |
| 6810 - Licenses and Fees           | \$750.00     |
| 6820 - Admin Support/Contract Fee  | \$165,213.00 |

|                                   |                      |
|-----------------------------------|----------------------|
| 6900 - Other Expenses             | \$6,000.00           |
| 6920 In-Kind Grant Cash Match     |                      |
| 6930 - Grant Cash Match           |                      |
| <b>Total Expenses</b>             | <b>\$480,224.04</b>  |
| <b>Total (Revenue - Expenses)</b> | <b>-\$125,224.04</b> |

**Council of Chief Judges of the State Courts of Appeal**  
**2026 Annual Conference Budget**  
**Scottsdale, AZ**

|                                                | <b>2026<br/>Budget</b> |
|------------------------------------------------|------------------------|
| <b><u>EXPECTED REVENUE</u></b>                 |                        |
| 16                                             |                        |
| <i>Registration Fee - Members (75 x \$495)</i> | <i>\$37,125.00</i>     |
| <i>Registration Fee- Guests (50 x \$350)</i>   | <i>\$17,500.00</i>     |
| <i>Invited Guests</i>                          | <i>\$495.00</i>        |
| <i>Fundraising/Contributions*</i>              | <i>\$30,000.00</i>     |
| Donations from Thomson Reuters                 | \$25,000.00            |
| Scholarships (from fund)                       | \$30,000.00            |
| SJI Grant                                      | \$40,000.00            |
| <b>TOTAL EXPECTED REVENUE</b>                  | <b>\$180,120.00</b>    |

|                                                   |                     |
|---------------------------------------------------|---------------------|
| <b><u>EXPECTED EDUCATION PROGRAM EXPENSES</u></b> |                     |
| Scholarships                                      | \$30,000.00         |
| Speakers (XX speakers x \$1,200)                  | \$25,000.00         |
| Registration Brochure/Postcard/logo               | \$1,000.00          |
| Audio-Visual Equipment                            | \$40,000.00         |
| Ribbons and Badges                                | \$400.00            |
| ASCAP Fees (music costs)                          | \$0.00              |
| Appreciation Gifts                                | \$2,000.00          |
| Host Gift Bags                                    | \$1,500.00          |
| Hotel Food & Beverage                             | \$160,000.00        |
| Postage and Shipping                              | \$2,000.00          |
| Conf. App                                         | \$1,000.00          |
| Contingency/Miscellaneous                         | \$1,500.00          |
| <b>TOTAL EXPECTED EDUCATION PROGRAM EXPE</b>      | <b>\$264,400.00</b> |

| <b>EXPECTED SOCIAL PROGRAM EXPENSES</b>       |                     |
|-----------------------------------------------|---------------------|
| Spouse/Guest Events                           | \$10,000.00         |
| Social Events including Food & Beverage       | \$65,000.00         |
| Entertainment                                 | \$1,500.00          |
| Transportation including tips                 | \$5,000.00          |
| Contingency/Miscellaneous/Gratuities/Petty Ca | \$1,500.00          |
| <b>TOTAL EXPECTED SOCIAL PROGRAM EXPENSES</b> | <b>\$83,000.00</b>  |
| <b>TOTAL EDUCATION AND SOCIAL PROGRAM EX</b>  | <b>\$347,400.00</b> |
| General Operating Budget Supplement           |                     |
| NET INCOME (LOSS)                             | -\$167,280.00       |



**COUNCIL OF CHIEF JUDGES OF THE STATE COURTS OF APPEAL**  
**INVESTMENT POLICY STATEMENT**  
**Revised: September 15, 2022**

**I. PURPOSE OF THIS INVESTMENT POLICY STATEMENT**

This statement of investment policy is set forth by the CCJSCA Executive Committee in order to:

- A. Establish a clear understanding for all involved parties of the responsibilities, investment goals, and objectives for the CCJSCA's assets.
- B. Offer guidelines and limitations to all third party investment brokerages and any assigned investment advisors ("Investment Managers") regarding the investment of CCJSCA's assets.
- C. Establish a basis for evaluating investment results.

In general, the purpose of this statement is to outline a philosophy and attitude which will guide the investment management of the assets toward the desired results. It is intended to be sufficiently specific to be meaningful, yet flexible enough to be practical.

**II. IMPLEMENTATION**

- A. The CCJSCA Secretary/Treasurer shall be responsible for the implementation of the Investment Policy Statement.
- B. The CCJSCA Finance Committee and Secretary/Treasurer shall conduct a review of CCJSCA's investments against the Investment Policy Statement by March 1st of each year and report the findings of that review to the CCJSCA Executive Committee at the spring/summer in-person Executive Committee meeting (or as determined by the CCJSCA President if an in-person meeting is not feasible).
- C. A review of the investment policy itself shall occur by March 15th of every odd-numbered year, beginning in 2023. This review shall determine if the policy remains relevant and appropriate for CCJSCA's financial needs. A report of the findings of that review along with a revised investment policy statement, if necessary, shall be provided to the CCJSCA Executive Committee at its spring/summer in-

person meeting (or as determined by the CCJSCA President if an in-person meeting is not feasible).

### **III. INVESTMENT OBJECTIVES**

In order to meet its needs, the investment strategy is to emphasize total return; that is, the aggregate return from capital appreciation and dividend and interest income.

- A. The primary objective shall be long-term growth of capital while avoiding excessive risk. Short-term volatility will be tolerated in as much as it's consistent with the volatility of a comparable market index.
- B. The secondary objective shall be liquidity, in order to ensure the ability to meet all expected or unexpected cash flow needs by investing in securities which can be sold readily and efficiently.
- C. As a non-profit organization, CCJSCA will strive to maintain the equivalent of six (6) months of its annual budget in reserves at all times.

### **IV. SPECIFIC INVESTMENT GOALS**

The goal is to earn a total rate of return (after costs) averaging the Consumer Price Index plus 5% per annum, measured over a three to five year time period, i.e., full market cycle.

Performance will be available for measure on a monthly basis. Although prepared quarterly, the primary measurement period for complete evaluation will be trailing twelve-quarter periods and complete market cycles. Market cycles are defined to include both a rising and declining leg. Generally, a rising leg will be defined as a period of at least two consecutive quarters of rising stock prices. A declining leg shall usually be defined as a period of two consecutive quarters of declining stock prices. Therefore, the minimum period of evaluation shall be one year and more typically, three to five years. The account performance shall be evaluated relative to custom indices over trailing twelve-quarter periods and full market cycles.

### **V. INVESTMENT GUIDELINES**

- A. Types of Assets - All assets selected for the portfolio must have a readily ascertainable market value, and must be readily marketable.

In order to provide the Investment Manager with the flexibility to invest in various types of assets, the following lists of types of assets are approved for investment:

#### **Equity Investments**

- Common Stocks
- Preferred Stocks
- Convertible Securities including subordinated debentures
- American Depositary Receipts (ADR's) of Foreign Companies
- Exchange Traded Funds (maximum 5% at cost)
- Foreign Convertible Securities (U.S. Dollar Denomination)
- Stocks of non-US Companies (Ordinary shares)

#### **Mutual Funds**

- Mutual Funds which invest in securities as allowed in this statement.
- Exchange-Traded Fund which invests in securities as allowed in this statement.

#### Fixed Income Investments

- U.S., State, and Municipal Government and Agency Securities (notes and bonds)
- Certificates of Deposit
- Corporate Bonds
- Savings Accounts and Money Market Funds
- Principal Protected Investments

#### B. The following types of assets or transactions are prohibited:

- Unregistered Letter Stock
- Speculative Securities
- Private Placements (Except 144A convertible securities)
- Stock Options & Warrants
- Purchase of Equity Securities on Margin
- Selling Short on Margin
- Real Estate Mortgages
- Investments in Russian Accounts or Holdings

#### C. Equity Investments

- No individual holding shall constitute more than 5% of the securities of any single issuer.
- No more than 7% of the assets, measured at time of purchase, may be invested in any one equity security.
- No more than 35% of the assets in the domestic portfolios shall be invested in Foreign Companies ordinary shares.

#### D. Fixed-Income Investments

- No more than 10% of the assets shall be invested in the securities of any single issuer, with the exception of the U.S. Government and its Agencies
- No individual holding shall constitute more than 10% of the market value of the issue.
- All investments in interest-bearing, nonconvertible obligations of corporations must be rated within the Investment Grade designation of the bond rating services.

#### E. Asset Allocation

Portfolio Fund Asset Allocation Guidelines are to be reviewed by the investment advisor on an ongoing basis and should be reviewed annually with the CCJSCA secretary/treasurer.

CCJSCA's cash reserve accounts dictate that no minimum, maximum or target asset classes be dictated by this investment policy statement.

## VI. INVESTMENT MANAGER PERFORMANCE REVIEW AND EVALUATION

Performance reports generated by the Investment Advisors shall be available on a monthly basis via online access or request. Semi-annual performance reviews shall be provided to the secretary/treasurer. The investment performance of the portfolios will be measured against commonly accepted performance benchmarks. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals, and guidelines as set forth in this statement. The Investment Advisors intend to evaluate the portfolio(s) over at least a three-year period, but reserve the right

to reallocate funds for any reason including the following:

- A. Investment performance which is significantly less than anticipated given the discipline employed and the risk parameters established, or unacceptable justification of poor results.
- B. Failure to adhere to any aspect of this statement of investment policy.
- C. Significant qualitative changes to the investment management organization.
- C. Investment managers shall be reviewed regularly regarding performance, personnel, strategy, research capabilities, organizational and business matters, and other qualitative factors that may impact their ability to achieve the desired investment results.

## **VII. COMMUNICATIONS**

- A. CCJSCA shall inform the Investment Advisors as to the cash needs on annual basis and the Investment Advisor shall maintain such requirements in a form wherein funds are available upon demand.
- B. Performance results, portfolio listings and valuations and transactions summaries should be available via online access or mail. Monthly statements and online account viewing should be provided. Confirmations should be distributed upon the purchase or sale of any security.

**\*\* To be amended after discussion with Dave DeBlass (Advisor from Edward Jones) regarding the transferring of funds with Russian involvement.**

**Council of Chief Judges of the State Courts of Appeal**  
**Status of Member Payments -- 2026**

| State                                  | 2026 Invoice |              | 2026 Payment | Payment Date | Balance Due  |
|----------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Alabama                                |              | \$ 6,931.00  |              |              |              |
| <i>Court of Civil Appeals</i>          | \$3,465.50   |              | \$ 3,465.50  | 11/12/2025   |              |
| <i>Court of Criminal Appeals</i>       | \$3,465.50   |              | \$ 3,465.50  | 10/21/2025   |              |
| Alaska                                 |              | \$ 3,571.00  | \$ 3,463.87  | 7/22/2025    |              |
| American Samoa                         |              | N/A          | N/A          | N/A          | N/A          |
| Arizona                                |              | \$ 8,676.00  |              |              |              |
| <i>Division I</i>                      | \$ 4,338.00  | \$ 4,338.00  | \$ 4,207.86  | 6/11/2025    |              |
| <i>Division II</i>                     | \$ 4,338.00  | \$ 4,338.00  |              |              | \$ 4,338.00  |
| Arkansas                               |              | \$ 5,360.00  | \$ 5,199.20  | 6/4/2025     | \$ -         |
| California                             |              | \$ 33,606.00 | \$ 32,597.82 | 7/1/2025     |              |
| Colorado                               |              | \$ 7,533.00  | \$ 7,533.00  | 7/15/2025    | \$ -         |
| Connecticut                            |              | \$ 5,812.00  | \$ 5,812.00  | 7/15/2025    |              |
| Delaware                               |              | N/A          | N/A          | N/A          | N/A          |
| District of Columbia                   |              | N/A          | N/A          | N/A          | N/A          |
| Florida                                |              | \$ 19,989.00 | \$ 19,389.33 | 10/27/2025   | \$ 19,989.00 |
| <i>First District Court of Appeal</i>  |              |              |              |              |              |
| <i>Second District Court of Appeal</i> |              |              |              |              |              |
| <i>Third District Court of Appeal</i>  |              |              |              |              |              |
| <i>Fourth District Court of Appeal</i> |              |              |              |              |              |
| <i>Fifth District Court of Appeal</i>  |              |              |              |              |              |
| Georgia                                |              | \$ 11,424.00 | \$ 11,081.28 | 5/28/2025    |              |
| Guam                                   |              | N/A          | N/A          | N/A          | N/A          |
| Hawaii                                 |              | \$ 4,124.00  |              |              | \$ 4,124.00  |
| Idaho                                  |              | \$ 4,483.00  | \$ 4,348.54  | 5/28/2025    | \$ -         |
| Illinois                               |              | \$ 12,884.00 | \$ 12,884.00 | 8/19/2025    |              |
| Indiana                                |              | \$ 8,309.00  | \$ 8,309.00  | 7/11/2025    |              |
| Iowa                                   |              | \$ 5,491.00  | \$ 5,326.27  | 7/22/2025    |              |
| Kansas                                 |              | \$ 5,289.00  | \$ 5,130.33  | 7/15/2025    |              |
| Kentucky                               |              | \$ 6,517.00  | \$ 6,517.00  | 9/4/2025     |              |
| Louisiana                              |              | \$ 6,607.00  |              |              |              |
| <i>First Circuit Court of Appeal</i>   | \$ 1,321.40  |              | \$ 1,284.76  | 6/20/2025    |              |
| <i>Second Circuit Court of Appeal</i>  | \$ 1,321.40  |              | \$ 1,321.40  | 2/15/2026    |              |
| <i>Third Circuit Court of Appeal</i>   | \$ 1,321.40  |              | \$ 1,321.40  | 6/4/2025     |              |
| <i>Fourth Circuit Court of Appeal</i>  | \$ 1,321.40  |              | \$ 1,281.76  | 6/13/2025    |              |
| <i>Fifth Circuit Court of Appeal</i>   | \$ 1,321.40  |              | \$ 1,321.40  | 8/6/2026     |              |
| Maine                                  |              | N/A          | N/A          | N/A          | N/A          |
| Maryland                               |              | \$ 7,809.00  | \$ 7,809.00  | 2/26/2026    |              |
| Massachusetts                          |              | \$ 8,448.00  | \$ 8,194.56  | 8/19/2025    |              |
| Michigan                               |              | \$ 10,840.00 | \$ 10,514.80 | 6/11/2025    |              |
| Minnesota                              |              | \$ 7,452.00  | \$ 7,228.44  | 6/24/2025    |              |
| Mississippi                            |              | \$ 5,301.00  | \$ 5,141.97  | 8/5/2025     |              |
| Missouri                               |              | \$ 7,811.00  | \$ 7,576.67  | 6/17/2025    |              |
| Montana                                |              | N/A          | N/A          | N/A          | N/A          |
| Nebraska                               |              | \$ 4,532.00  | \$ 4,396.04  | 6/11/2025    |              |
| Nevada                                 |              | \$ 5,452.00  | \$ 5,452.00  | 7/2/2025     |              |
| New Hampshire                          |              | N/A          | N/A          | N/A          | N/A          |
| New Jersey                             |              | \$ 10,228.00 | \$ 9,921.16  | 8/5/2025     |              |
| New Mexico                             |              | \$ 4,650.00  | \$ 4,510.50  | 8/5/2025     |              |
| New York                               |              | \$ 18,472.00 | \$ 17,917.84 | 7/22/2025    |              |
| North Carolina                         |              | \$ 11,230.00 |              |              | \$ 11,230.00 |
| North Dakota                           |              | N/A          | N/A          | N/A          | N/A          |
| Northern Mariana Islands               |              | N/A          | N/A          | N/A          | N/A          |
| Ohio                                   |              | \$ 12,188.00 | \$ 11,822.36 | 6/17/2025    |              |
| Oklahoma                               |              | \$ 6,110.00  | \$ 5,926.70  | 8/5/2025     |              |
| Oregon                                 |              | \$ 6,312.00  | \$ 6,122.64  | 6/11/2025    |              |
| Pennsylvania                           |              | \$ 13,112.00 |              |              |              |

|                                            |             |                      |                      |            |                     |
|--------------------------------------------|-------------|----------------------|----------------------|------------|---------------------|
| <i>Superior Court</i>                      | \$6,556.00  |                      | \$ 6,359.32          | 6/17/2025  |                     |
| <i>Commonwealth Court</i>                  | \$6,556.00  |                      | \$ 6,359.32          | 6/17/2025  |                     |
| Puerto Rico                                |             | \$ 5,546.00          |                      |            | \$ 5,546.00         |
| Rhode Island                               |             | N/A                  | N/A                  | N/A        | N/A                 |
| South Carolina                             |             | \$ 7,049.00          | \$ 6,837.53          | 7/15/2025  |                     |
| South Dakota                               |             | N/A                  | N/A                  | N/A        | N/A                 |
| Tennessee                                  |             | \$ 8,441.00          |                      |            | \$ 8,441.00         |
| Texas                                      |             | \$ 26,032.00         | \$ 26,032.00         | 10/1/2025  |                     |
| <i>First District Court of Appeal</i>      |             |                      |                      |            |                     |
| <i>Second District Court of Appeal</i>     |             |                      |                      |            |                     |
| <i>Third District Court of Appeal</i>      |             |                      |                      |            |                     |
| <i>Fourth District Court of Appeal</i>     |             |                      |                      |            |                     |
| <i>Fifth District Court of Appeal</i>      |             |                      |                      |            |                     |
| <i>Sixth District Court of Appeal</i>      |             |                      |                      |            |                     |
| <i>Seventh District Court of Appeal</i>    |             |                      |                      |            |                     |
| <i>Eighth District Court of Appeal</i>     |             |                      |                      |            |                     |
| <i>Ninth District Court of Appeal</i>      |             |                      |                      |            |                     |
| <i>Tenth District Court of Appeal</i>      |             |                      |                      |            |                     |
| <i>Eleventh District Court of Appeal</i>   |             |                      |                      |            |                     |
| <i>Twelfth District Court of Appeal</i>    |             |                      |                      |            |                     |
| <i>Thirteenth District Court of Appeal</i> |             |                      |                      |            |                     |
| <i>Fourteenth District Court of Appeal</i> |             |                      |                      |            |                     |
| Utah                                       |             | \$ 5,604.00          | \$ 5,604.00          | 11/12/2025 |                     |
| Vermont                                    |             | N/A                  | N/A                  | N/A        | N/A                 |
| Virginia                                   |             | \$ 9,741.00          | \$ 9,448.77          | 6/4/2025   |                     |
| Virgin Islands                             |             | N/A                  | N/A                  | N/A        | N/A                 |
| Washington                                 |             | \$ 9,036.00          |                      |            |                     |
| <i>Division 1</i>                          | \$ 4,000.00 |                      |                      |            | \$ 4,000.00         |
| <i>Division 2</i>                          | \$ 3,030.00 |                      | \$ 2,939.10          | 7/15/2025  |                     |
| <i>Division 3</i>                          | \$ 2,006.00 |                      |                      |            | \$ 2,006.00         |
| West Virginia (eff 7/1/22)                 |             | \$ 4,391.00          |                      |            | \$ 4,391.00         |
| Wisconsin                                  |             | \$ 7,599.00          | \$ 7,599.00          | 7/15/2025  |                     |
| Wyoming                                    |             | N/A                  | N/A                  | N/A        | N/A                 |
| <b>TOTALS</b>                              |             | <b>\$ 375,601.00</b> | <b>\$ 328,974.94</b> |            | <b>\$ 64,065.00</b> |

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