

# FLORIDA CCOC

Clerks of Court  
Operations Corporation



## Quarterly Performance Measure and Action Plans Report

*Section 28.35(2)(d) Florida Statutes*

State Quarter Four FY 2012-13

(April 1, 2013 through June 30, 2013)

September 19, 2013

## ***BACKGROUND***

The Florida Clerks of Court Operations Corporation (CCOC) was created as a public corporation to perform the functions specified in Sections 28.35 and 28.36, Florida Statutes. Section 28.35 (2)(d), F.S. requires CCOC to develop a uniform system of performance measures and applicable standards in consultation with the Legislature and the Supreme Court. These measures and standards are designed to facilitate an objective determination of the performance of each clerk in fiscal management, operational efficiency, and effective collection of fines, fees, service charges, and court costs. Current performance measures address:

- Collections (one measure each for nine court divisions, reported quarterly)
- Timeliness (two measures for each of ten court divisions, reported quarterly)
- Juror Payment Processing (one measure, reported quarterly)
- Fiscal Management (one measure, reported annually)

When the CCOC finds a Clerk's office has not met the performance standards, CCOC identifies the nature of each deficiency and any corrective action recommended and taken by the affected clerk of the court. The CCOC is required to notify the Legislature and the Supreme Court of any clerk not meeting performance standards and provide a copy of any corrective action plans.

CCOC monitors the performance of the Clerk's offices quarterly through reports provided by the Clerk's offices, due on the 20<sup>th</sup> of the month following the end of the quarter. Action plans are due from the Clerks three weeks after receipt of the CCOC analysis of the performance reports. CCOC provides notification of the status of performance to the Legislature and Supreme Court through quarterly reports.

## ***EXECUTIVE SUMMARY FOR QUARTER FOUR***

The quarterly report for State Quarter Four FY2012 - 13 (SQ41213) (for Apr 1 – Jun 30, 2013) provides information about the performance of the Clerks of Courts on standards relating to collections, timeliness and juror management. The report identifies the Clerk's Offices not meeting each performance standard. In addition, the report provides a description of factors that may have contributed to the standard not being met and a list of actions taken by Clerks to improve compliance. Action plans, as applicable for each county, are provided as an attachment.

For the SQ41213 quarter, **twelve Clerks met or exceeded performance standards for all measures** in the areas of collections, timeliness, and juror payment, including:

**Alachua  
Columbia  
Jefferson  
Lafayette  
Levy  
Seminole**

**St. Johns  
St. Lucie  
Sumter  
Suwannee  
Union  
Walton**

The remaining 55 Clerk's offices were required to submit action plans for areas where performance fell below the standard. A total of 186 action plans were required, including 92 for Collections and 90 for Timeliness (55 – Filing New Cases, 35 – Docketing Court Decisions) and 4 for Jury Management.

## **COLLECTIONS**

The Collections standards are designed to determine whether amounts assessed in a particular quarter were collected within the next five quarters. Each grouping of assessments is referred to a "Control Group." Table 1 shows the control groups for FY2012 - 13. This report is associated with the fourth Control Group for FY2012 - 13 (SQ41213).

**Table 1**  
**Collections Control Groups for SFY12 - 13**

<b>Date Collections Assessed</b>	<b>Date Collections Tracked (5 Quarters)</b>	<b>Control Group Name</b>
Jul 1, 2011 thru Sep 30, 2011	Jul 1, 2011 thru Sep 30, 2012	SQ11213
Oct 1, 2011 thru Dec 31, 2011	Oct 1, 2011 thru Dec 31, 2012	SQ21213
Jan1, 2012 thru Mar 31, 2012	Jan 1, 2013 thru Mar 31, 2013	SQ31213
<b>Apr 1, 2012 thru Jun 30, 2012</b>	<b>Apr 1, 2013 thru Jun 30, 2013</b>	<b>SQ41213</b>

Each quarter, performance is measured for 67 counties on nine standards, one for each of nine court divisions; therefore, there are a total of 603 measures for Collections (67 X 9 = 603). The Collections standards for each division are shown in Table 2.

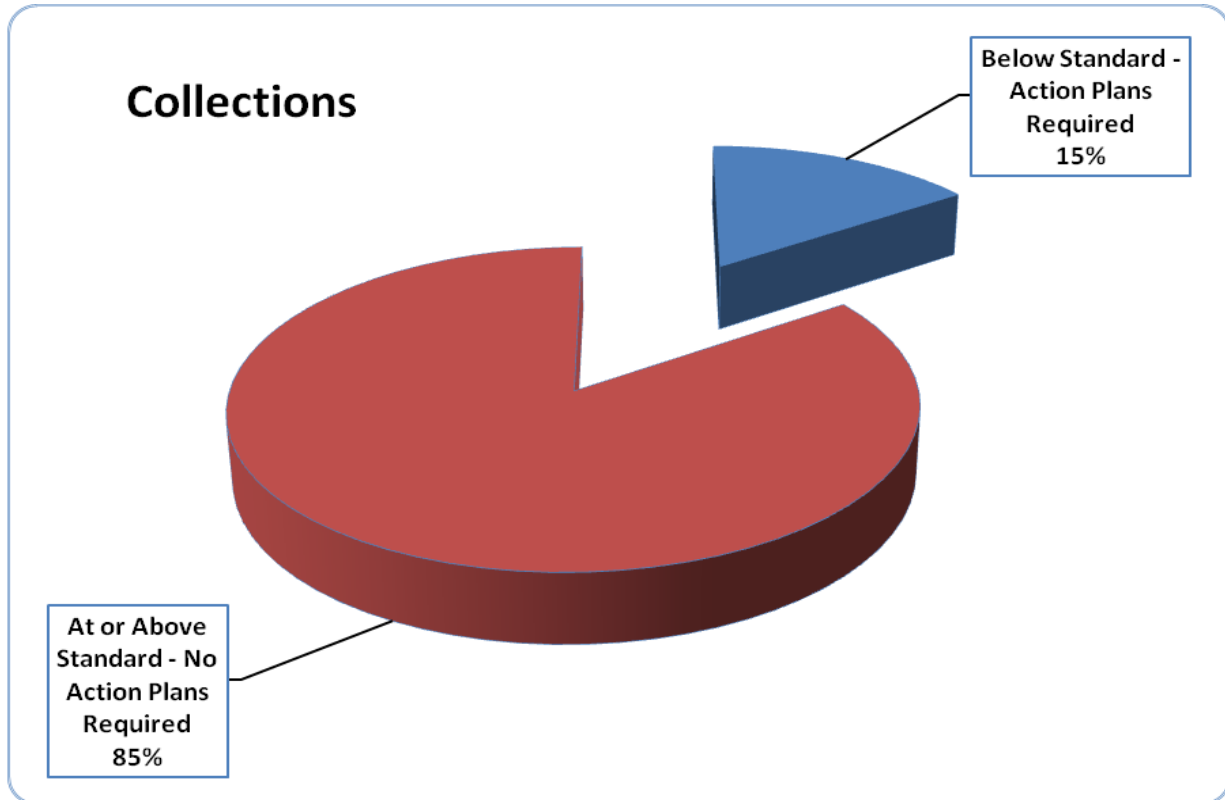
**Table 2**  
**Collections Standards by Court Division for SFY12 - 13**

<b>Court Division</b>	<b>Performance Standard Annual Collection Rate</b>
Circuit Criminal	9%
County Criminal	40%
Juvenile Delinquency	9%
Criminal Traffic	40%
Circuit Civil	90%
County Civil	90%
Circuit Probate	90%
Family	75%
Civil Traffic	90%

As shown in Table 2 above, each court division has a percentage standard to be met by the end of the fifth quarter of tracking. The performance percentage is calculated by dividing the total amount collected by the total amount assessed.

For SQ41213, for all counties combined, **Collections performance met or exceeded the standard for 84% of the measures** (511 of 603), and fell below the standard for 15% of the measures (92 out of 603). Figure 1 illustrates the overall performance on Collections standards.

**Figure 1**  
**Overall Performance on Collections Standards (603 Total) for SQ41213**



**18 Clerk's offices (27%)** met or exceeded the performance standard for **all nine** Collections measures for SQ41213, including:

- |                  |                  |
|------------------|------------------|
| <b>Alachua</b>   | <b>Levy</b>      |
| <b>Citrus</b>    | <b>Manatee</b>   |
| <b>Collier</b>   | <b>Seminole</b>  |
| <b>Columbia</b>  | <b>St. Johns</b> |
| <b>Franklin</b>  | <b>St. Lucie</b> |
| <b>Hardee</b>    | <b>Sumter</b>    |
| <b>Jefferson</b> | <b>Suwannee</b>  |
| <b>Lafayette</b> | <b>Union</b>     |

**Wakulla**

**Walton**

49 Clerk’s offices fell below the standard on one or more of the nine Collections measures for SQ41213, requiring 92 action plans:

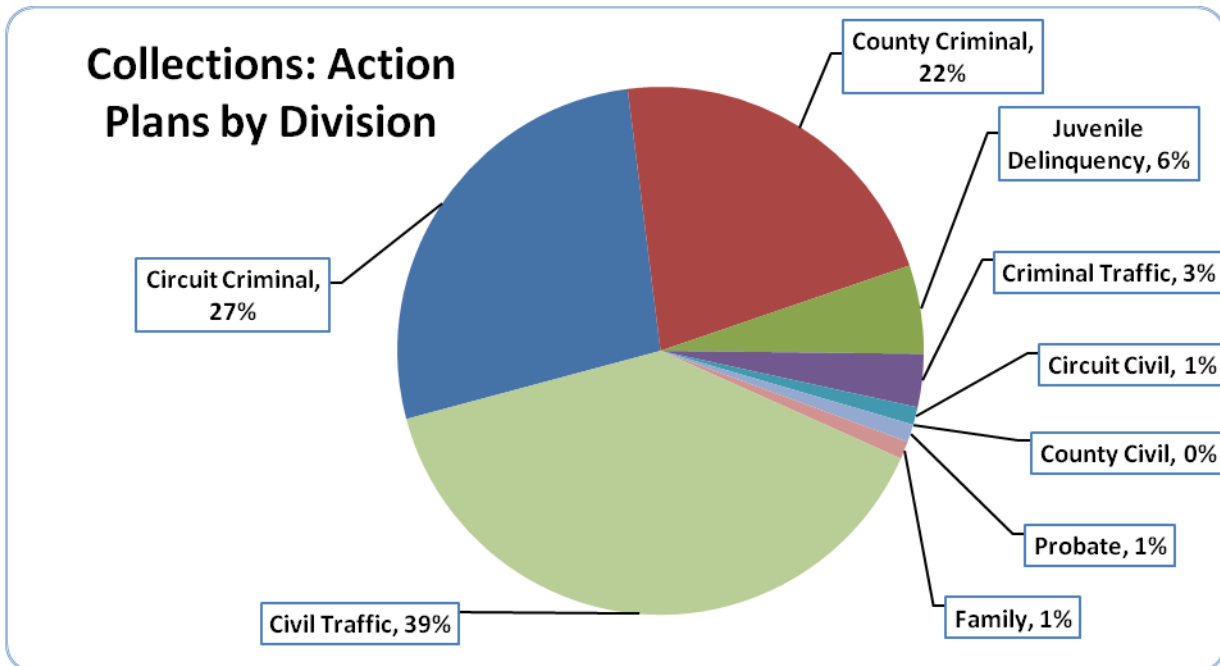
- 17 offices (25%) missed the standard on 1 measure (17 action plans)
- 24 offices (36%) missed the standard on 2 measures (48 action plans)
- 5 offices (7.5%) missed the standard on 3 measures (15 action plans)
- 3 offices (4.5%) missed the standard on 4 measures (12 action plans)

By court division, Civil Traffic accounted for the most action plans for Collections, with 36 (53.7%) of counties requiring an action plan for Collections in this division (accounting for 38.7% of all Collections action plans.) Table 3 shows the number of action plans for Collections for SQ41213 by court division. Figure 2 shows the percentage of all Collections action plans (92 total) by court division.

**Table 3**  
**Number of Action Plans for Collections by Court Division for SQ41213**

Criminal Court Division				Civil Court Division				
Circuit Criminal	County Criminal	Juv. Del.	Criminal Traffic	Circuit Civil	County Civil	Probate	Family	Civil Traffic
25 of 67	20 of 67	5 of 67	3 of 67	1 of 67	0 of 67	1 of 67	1 of 67	36 of 67

**Figure 2**  
**Percentage of Collections Action Plans (92 Total) by Division for SQ41213**



For each standard not met, the Clerks provided the reason why each standard was not met and provided action plans describing what corrective actions would be taken to improve performance. Figure 3 shows the percentage for each reason for Collections action plans for all court divisions and all counties combined. Reasons associated with the economy accounted for 25.8% of all reasons for Collections action plans.

**Figure 3**  
**Percentage of Reasons (92 Total) for Collections Action Plans (All Divisions, All Counties)**  
**for SQ41213**

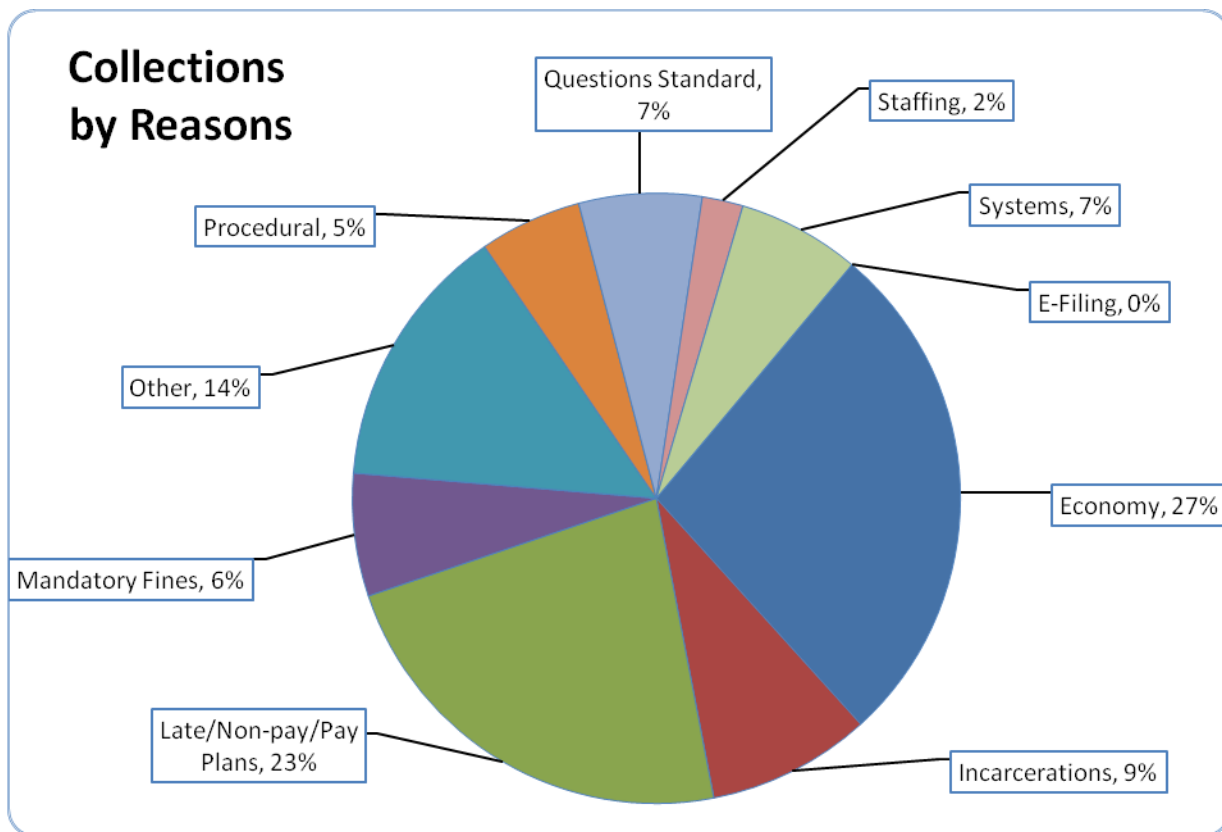


Table 4 on the next page provides an overview of the reasons for the 92 action plans associated with the Collections measures, by court division.

**Table 4**  
**Reasons for Collections Action Plans by Court Division for SQ41213**

<b>Court Division</b>	<b>Reason Collections Standard Not Met</b>	<b>Number</b>
Circuit Criminal	Economy	2
	Incarcerations	7
	Late/Non-pay/Pay Plans	2
	Mandatory Fine	6
	Other	5
	Procedural	1
	Systems	2
	TOTAL	25
County Criminal	Economy	7
	Incarcerations	1
	Late/Non-pay/Pay Plans	6
	Other	2
	Procedural	2
	Questions Standard	1
	Systems	1
	TOTAL	20
Juvenile Delinquency	Economy	2
	Other	2
	Systems	1
	TOTAL	5
Criminal Traffic	Economy	1
	Late/Non-pay/Pay Plans	1
	Procedural	1
	TOTAL	3
Circuit Civil	Late/Non-pay/Pay Plans	1
	TOTAL	1
County Civil	None Required	0
	TOTAL	0
Circuit Probate	Staff	1
	TOTAL	1
Family	Other	1
	TOTAL	1
Civil Traffic	Economy	14
	Late/Non-pay/Pay Plans	10
	Other	3
	Procedural	1
	Questions Standard	5
	Staffing	1
	Systems	2
	TOTAL	36

## TIMELINESS

The Timeliness standards are designed to determine whether Clerks file new cases and docket court decisions in a timely manner. Two measures of timeliness performance are reported—(1) percentage of new cases “opened” within “x” business days after initial documents are clocked in, and (2) dockets entered within “x” business days after court action taken. Timeliness performance standards are reported quarterly as shown in Table 5. The Florida Supreme Court (SC 11-399) required that new electronic filings for civil, probate, small claims, and family law divisions of the trial courts be accepted as of April 1, 2013 at 12:01 am. As such, the CCOC Performance Improvement Committee added electronic filing (e-filing) as a reason for not meeting timeliness standards.” This report is associated with the fourth time period for FY2012 - 13 (SQ41213).

**Table 5**  
**Timeliness Reporting Periods**

<b>Timeliness Reporting Period</b>	<b>Quarter</b>
Jul 1, 2012 thru Sep 30, 2012	SQ11213
Oct 1, 2012 thru Dec 31, 2012	SQ21213
Jan 1, 2013 thru Mar 31, 2013	SQ31213
<b>Apr 1, 2013 thru Jun 30, 2013</b>	<b>SQ41213</b>

Each quarter, performance is measured for 67 counties on two Timeliness standards for each of ten court divisions; therefore, there are a total of 1,340 measures for Timeliness (67 X 20 = 1,340). The two Timeliness standards for each division are shown in Table 6.

**Table 6**  
**Timeliness Standards by Court Division for SFY12 - 13**

<b>Court Division</b>	<b>Timeliness 1: Filing New Cases</b>	<b>Timeliness 2: Docketing Court Decisions</b>
Circuit Criminal	80% - 2 business days	80% - 3 business days
County Criminal	80% - 3 business days	80% - 3 business days
Juvenile Delinquency	80% - 2 business days	80% - 3 business days
Criminal Traffic	80% - 3 business days	80% - 3 business days
Circuit Civil	80% - 2 business days	80% - 3 business days
County Civil	80% - 2 business days	80% - 3 business days
Circuit Probate	80% - 2 business days	80% - 3 business days
Family	80% - 3 business days	80% - 3 business days
Juvenile Dependency	80% - 2 business days	80% - 3 business days
Civil Traffic	80% - 4 business days	80% - 4 business days

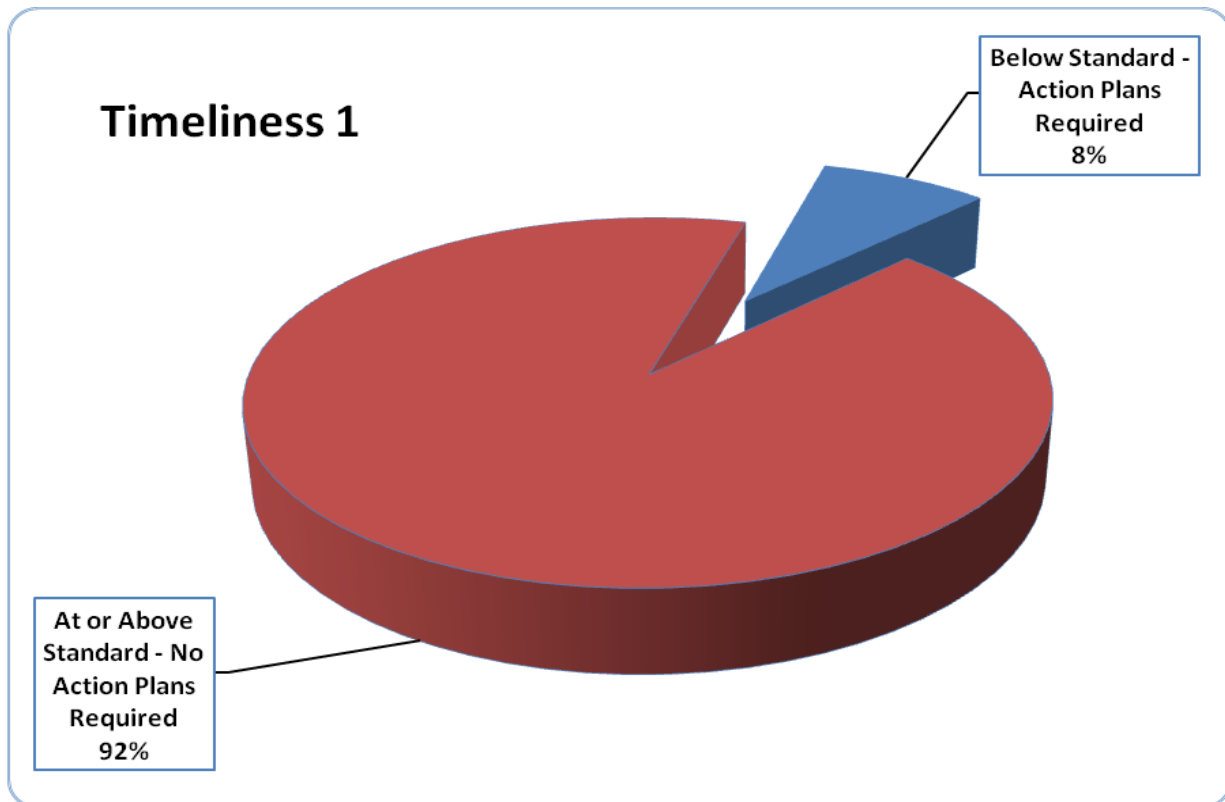


### Timeliness 1: Filing New Cases

As shown in Table 6 above, each court division has one percentage standard to be met each quarter each of two timeliness measures. For Timeliness 1: Filing New Cases, the performance percentage is calculated by dividing the total number of new cases filed timely (within 2-4 days as required) by the total number of new cases filed.

For SQ41213, for all counties combined, **performance on Timeliness 1 (Filing New Cases) met or exceeded the standard for 92% of the measures** (615 of 670), and fell below the standard for 8% of the measures (55 out of 670). Figure 4 illustrates the overall performance on the Timeliness 1 standard.

**Figure 4**  
**Overall Performance on Timeliness 1 Standard (Filing New Cases) (670 Total) for SQ41213**



**37 Clerk's offices (55%)** met or exceeded the performance standard for the Timeliness 1 measure (Filing New Cases) for SQ41213, including:

<b>Alachua</b>	<b>Holmes</b>	<b>Orange</b>
<b>Baker</b>	<b>Indian River</b>	<b>Osceola</b>
<b>Bay</b>	<b>Jackson</b>	<b>Polk</b>
<b>Bradford</b>	<b>Jefferson</b>	<b>Sarasota</b>
<b>Clay</b>	<b>Lafayette</b>	<b>Seminole</b>
<b>Columbia</b>	<b>Lee</b>	<b>St. Johns</b>
<b>Duval</b>	<b>Leon</b>	<b>St. Lucie</b>
<b>Flagler</b>	<b>Levy</b>	<b>Sumter</b>
<b>Gilchrist</b>	<b>Liberty</b>	<b>Suwannee</b>
<b>Glades</b>	<b>Marion</b>	<b>Union</b>
<b>Gulf</b>	<b>Martin</b>	<b>Walton</b>
<b>Hamilton</b>	<b>Nassau</b>	
<b>Hardee</b>	<b>Okaloosa</b>	

30 Clerk's offices fell below the standard on one or more of the 10 Timeliness 1 measures for SQ41213, requiring 55 action plans:

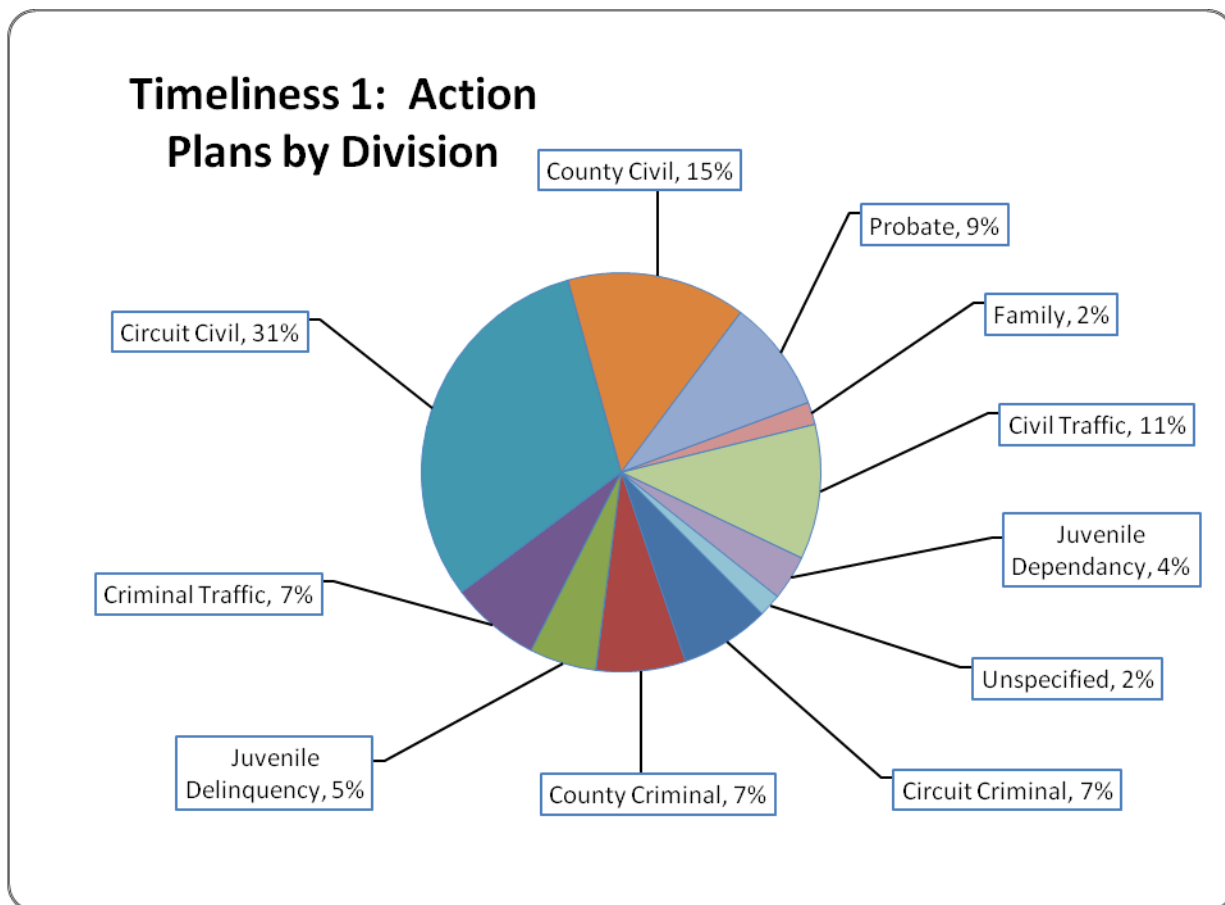
- 12 offices (40%) missed the standard on 1 measure (12 action plans).
- 13 offices (43.3%) missed the standard on 2 measures (26 action plans)
- 4 offices (13.3%) missed the standard on 3 measures (12 action plans)
- 1 office (3.3%) missed the standard on 5 measures (5 action plans)

By court division, Circuit Civil accounts for the most action plans for Timeliness 1, with 18 (27%) counties requiring an action plan for Timeliness 1 in this division (accounting for 33% of all Timeliness 1 action plans.) Table 7 shows the number of action plans for Timeliness 1 for SQ41213 by court division. Figure 5 shows the percentage of all Timeliness 1 action plans (55 total) by court division.

**Table 7**  
**Number of Action Plans for Timeliness 1 (Filing New Cases) by Court Division for SQ41213**

Criminal Court Division				Civil Court Division					
Circuit Criminal	County Criminal	Juv. Del.	Criminal Traffic	Circuit Civil	County Civil	Probate	Family	Civil Traffic	Juv. Dep.
4 of 67	4 of 67	3 of 67	4 of 67	18 of 67	8 of 67	5 of 67	1 of 67	6 of 67	2 of 67

**Figure 5**  
**Percentage of Timeliness 1 Action Plans (55 Total) by Division for SQ41213**



For each standard not met, the Clerks provided the reason why each standard was not met and provided action plans describing what corrective actions would be taken to improve performance. Figure 6 shows the percentage for each reason for Timeliness 1 action plans for all court divisions and all counties combined. Reasons associated with E-Filing accounted for 45.5% of all reasons for Timeliness 1 action plans.

**Figure 6**  
**Percentage of Reasons (55 Total) for Timeliness 1 Action Plans (All Divisions, All Counties)**  
**for SQ41213**

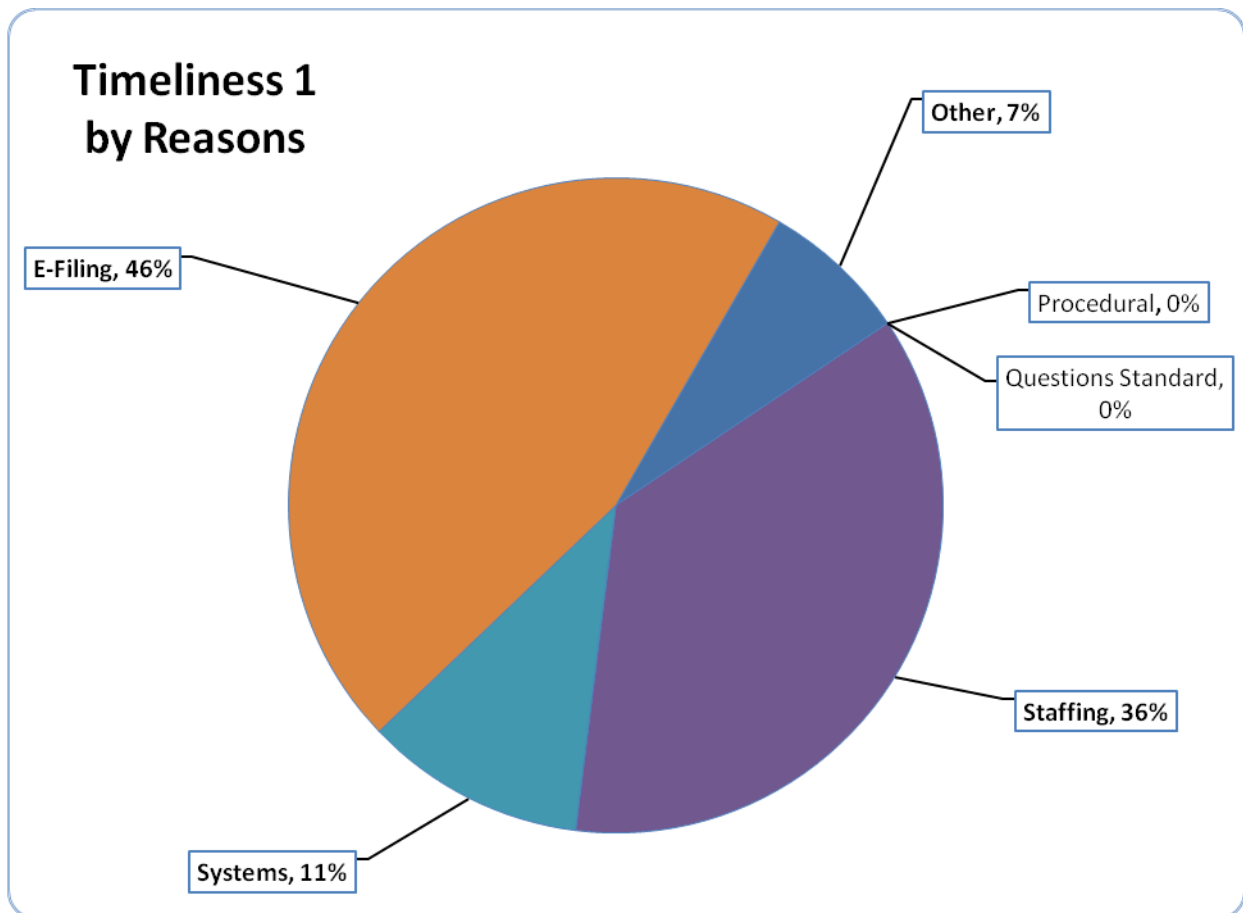


Table 8 provides an overview of the reasons for the 55 action plans associated with the Timeliness 1 measures, by court division.

**Table 8**  
**Reasons for Timeliness 1 Action Plans by Court Division for SQ41213**

<b>Court Division</b>	<b>Reason Collections Standard Not Met</b>	<b>Number</b>
Circuit Criminal	Other	1
	Staffing	2
	Systems	1
	TOTAL	4
County Criminal	Other	1
	Staffing	2
	Systems	1
	TOTAL	4
Juvenile Delinquency	Staffing	1
	Systems	2
	TOTAL	3
Criminal Traffic	Staffing	4
	TOTAL	4
Circuit Civil	Other	1
	Staffing	3
	Systems	1
	E-Filing	13
	TOTAL	18
County Civil	E-Filing	8
	TOTAL	8
Circuit Probate	Staffing	2
	E-Filing	3
	TOTAL	5
Family	Staffing	1
	TOTAL	1
Civil Traffic	Other	1
	Staffing	4
	Systems	1
	TOTAL	6
Juvenile Dependency	Staffing	2
	TOTAL	2

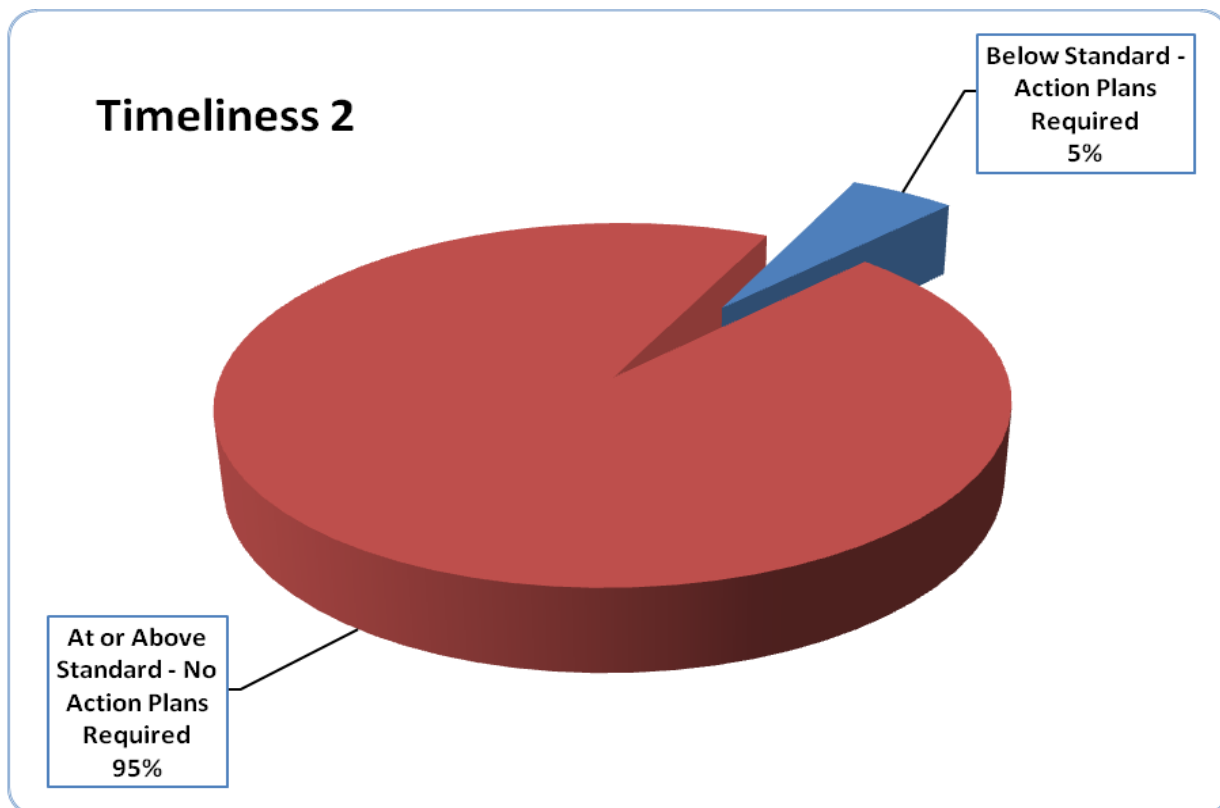
## Timeliness 2: Docketing Court Decisions

As shown in Table Six on page 5, each court division has one percentage standard to be met each quarter for each of two timeliness measures. For Timeliness 2: Docketing Court Decisions, the performance percentage is calculated by dividing the total number of dockets entered timely (within 3-4 days as required) by the total number of dockets entered.

For SQ41213, for all counties combined, **performance on Timeliness 2 (Docketing Court Decisions) met or exceeded the standard for 95% of the measures (635 of 670)**, and fell below the standard for 5% of the measures (35 out of 670). Figure 7 illustrates the overall performance on the Timeliness 2 standard.

Figure 7

Overall Performance on Timeliness 2 Standard (Docketing Court Decisions) (670 Total) for SQ41213



**51 Clerk's offices (76%)** met or exceeded the performance standard for the Timeliness 2 measure (Docketing Court Decisions) for SQ41213, including:

<b>Alachua</b>	<b>Gulf</b>	<b>Okaloosa</b>
<b>Baker</b>	<b>Hamilton</b>	<b>Okeechobee</b>
<b>Bay</b>	<b>Hardee</b>	<b>Orange</b>
<b>Bradford</b>	<b>Highlands</b>	<b>Osceola</b>
<b>Calhoun</b>	<b>Holmes</b>	<b>Pinellas</b>
<b>Charlotte</b>	<b>Indian River</b>	<b>Polk</b>
<b>Citrus</b>	<b>Jackson</b>	<b>Santa Rosa</b>
<b>Clay</b>	<b>Jefferson</b>	<b>Sarasota</b>
<b>Collier</b>	<b>Lafayette</b>	<b>Seminole</b>
<b>Columbia</b>	<b>Lee</b>	<b>St. Johns</b>
<b>Dade</b>	<b>Leon</b>	<b>St. Lucie</b>
<b>Desoto</b>	<b>Levy</b>	<b>Sumter</b>
<b>Flagler</b>	<b>Madison</b>	<b>Suwannee</b>
<b>Franklin</b>	<b>Manatee</b>	<b>Union</b>
<b>Gadsden</b>	<b>Marion</b>	<b>Wakulla</b>
<b>Gilchrist</b>	<b>Martin</b>	<b>Walton</b>
<b>Glades</b>	<b>Nassau</b>	<b>Washington</b>

16 Clerk's offices fell below the standard on one or more of the 10 Timeliness 2 measures for SQ41213, requiring 35 action plans:

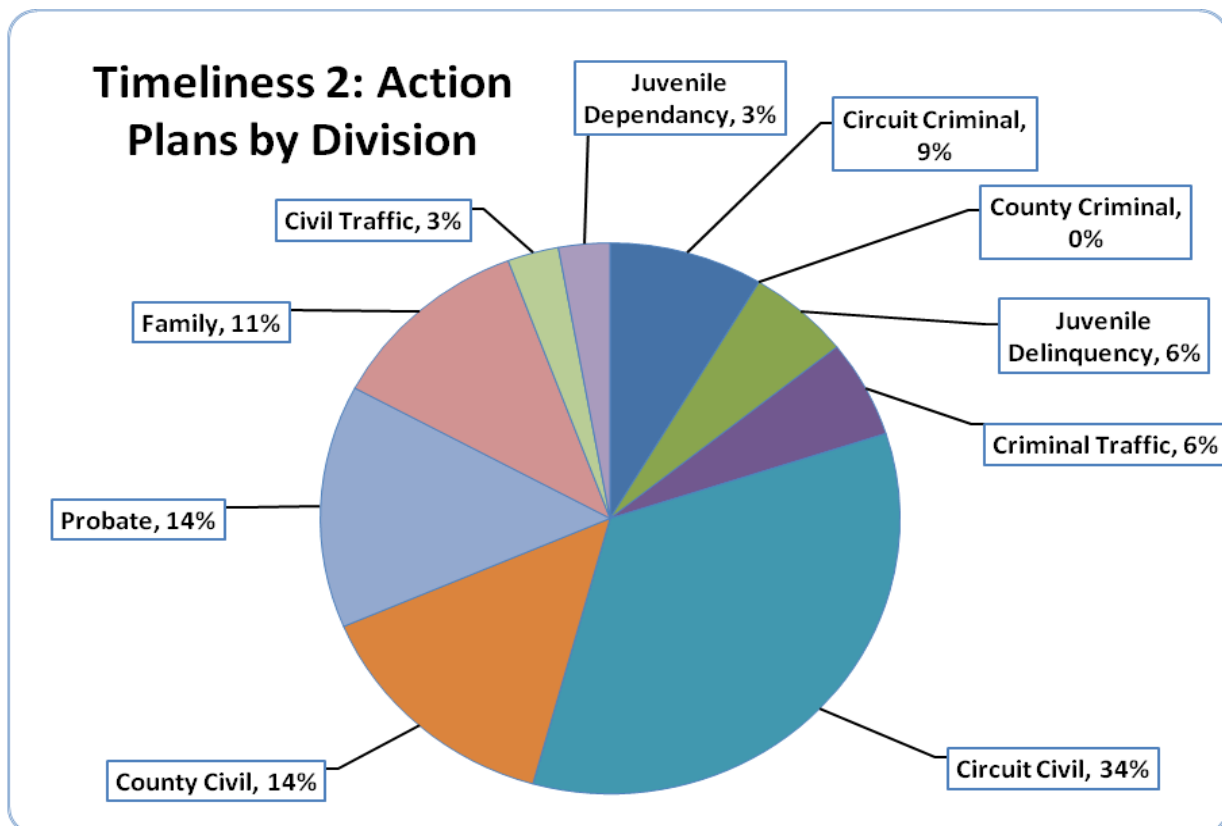
- 7 offices (43.7%) missed the standard on 1 measure (7 action plans).
- 3 offices (18.7%) missed the standard on 2 measures (6 action plans)
- 4 offices (25%) missed the standard on 3 measures (12 action plans)
- 1 office (6.3%) missed the standard on 4 measures (4 action plans)
- 1 offices (6.3%) missed the standard on 6 measures (6 action plans)

By court division, Circuit Civil accounts for the most action plans for Timeliness 2, with 12 (18%) counties requiring an action plan for Timeliness 2 in this division (accounting for 34% of all Timeliness 2 action plans.) Table 9 shows the number of action plans for Timeliness 2 for SQ41213 by court division. Figure 8 shows the percentage of all Timeliness 2 action plans (35 total) by court division.

**Table 9**  
**Number of Action Plans for Timeliness 2 (Docketing Court Decisions) by Court Division for SQ41213**

Criminal Court Division				Civil Court Division					
Circuit Criminal	County Criminal	Juv. Del.	Criminal Traffic	Circuit Civil	County Civil	Probate	Family	Civil Traffic	Juv. Dep.
3 of 67	0 of 67	2 of 67	2 of 67	12 of 67	5 of 67	5 of 67	4 of 67	1 of 67	1 of 67

**Figure 8**  
**Percentage of Timeliness 2 Action Plans (35 Total) by Division for SQ41213**





For each standard not met, the Clerks provided the reason why each standard was not met and provided action plans describing what corrective actions would be taken to improve performance. Figure 9 shows the percentage for each reason for Timeliness 2 action plans for all court divisions and all counties combined. Reasons associated with E-Filing accounted for 57% of all reasons for Timeliness 2 action plans.

**Figure 9**  
**Percentage of Reasons (35 Total) for Timeliness 2 Action Plans (All Divisions, All Counties)**  
**for SQ41213**

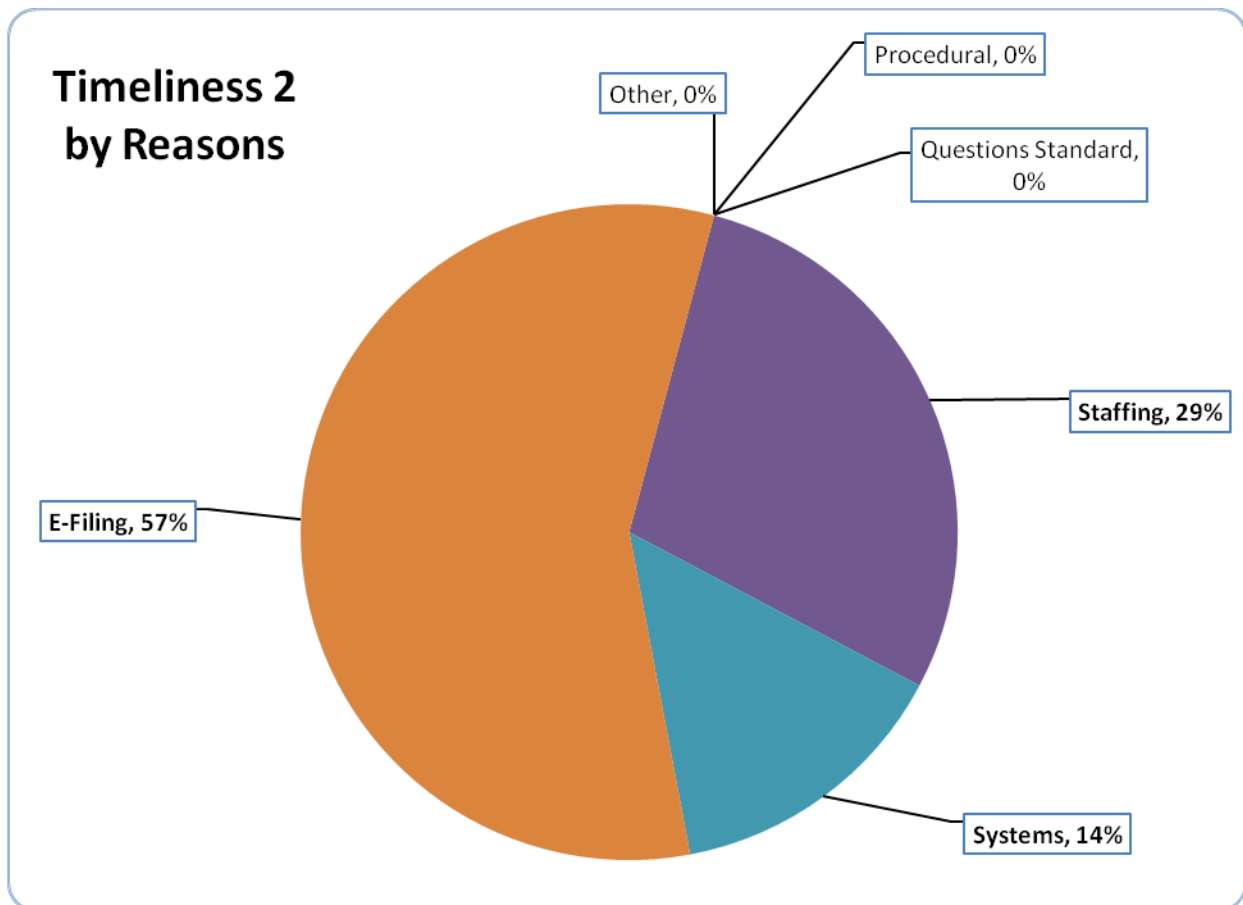


Table 10 provides an overview of the reasons for the 35 action plans associated with the Timeliness 2 measures, by court division.

**Table 10**  
**Reasons for Timeliness 2 Action Plans by Court Division for SQ41213**

<b>Court Division</b>	<b>Reason Collections Standard Not Met</b>	<b>Number</b>
Circuit Criminal	Staffing	3
	TOTAL	3
County Criminal	None Required	0
	TOTAL	0
Juvenile Delinquency	Systems	2
	TOTAL	2
Criminal Traffic	Staffing	1
	Systems	1
	TOTAL	2
Circuit Civil	Staffing	2
	Systems	1
	E-Filing	9
	TOTAL	12
County Civil	E-Filing	5
	TOTAL	5
Probate	Staffing	2
	E-Filing	3
	TOTAL	5
Family	Staffing	1
	E-Filing	3
	TOTAL	4
Civil Traffic	Staffing	1
	TOTAL	1
Juvenile Dependency	Systems	1
	TOTAL	1

## **JURY PAYMENTS PROCESSED**

Per Chapter 40.32 Florida Statutes and/or Rules of Judicial Administration, jurors must be paid within 20 days after completion of jury service. The Jury Payments standard is designed to determine whether Clerks pay jurors in a timely manner, that is, within 20 days. One measure of performance is reported quarterly as shown in Table 5. This report is associated with the fourth time period for FY2012 - 13 (SQ41213).

**Table 5**  
**Jury Payments Reporting Periods**

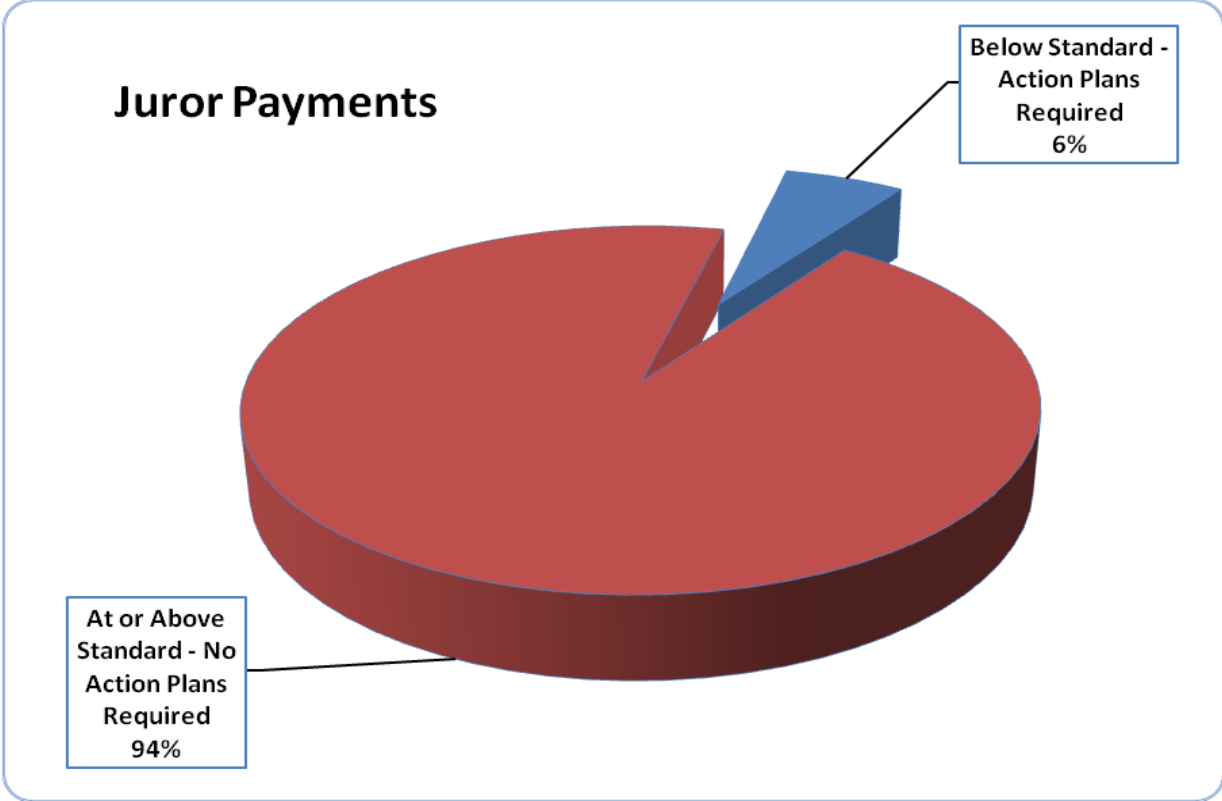
<b>Jury Payment Reporting Period</b>	<b>Quarter</b>
Jul 1, 2012 thru Sep 30, 2012	SQ11213
Oct 1, 2012 thru Dec 31, 2012	SQ21213
Jan 1, 2013 thru Mar 31, 2013	SQ31213
<b>Apr 1, 2013 thru Jun 30, 2013</b>	<b>SQ41213</b>

Each quarter, performance is measured for 67 counties on one standard for all court divisions combined; therefore, there are a total of 67 measures for Jury Payments (67 X 1 = 67). The performance percentage is calculated by dividing the total number of juror payments paid timely (within 20 days as required) by the total number of juror payments.

The Jury Payment standard is 100%.

For SQ41213, for all counties combined, **performance on Jury Payments met or exceeded the standard for 94% of counties** (63 of 67), and fell below the standard for 6% of counties (4 out of 67). Figure 10 illustrates the overall performance on the Jury Payments standard.

**Figure 10**  
**Overall Performance on Jury Payments Standard (67 Total) for SQ41213**



**63 Clerk's offices (94%)** met or exceeded the performance standard for the Jury Payment measure for SQ41213, including:

- |                  |                     |                     |
|------------------|---------------------|---------------------|
| <b>Alachua</b>   | <b>Dixie</b>        | <b>Holmes</b>       |
| <b>Baker</b>     | <b>Duval</b>        | <b>Indian River</b> |
| <b>Bradford</b>  | <b>Escambia</b>     | <b>Jackson</b>      |
| <b>Brevard</b>   | <b>Flagler</b>      | <b>Jefferson</b>    |
| <b>Broward</b>   | <b>Franklin</b>     | <b>Lafayette</b>    |
| <b>Calhoun</b>   | <b>Gadsden</b>      | <b>Lake</b>         |
| <b>Charlotte</b> | <b>Gilchrist</b>    | <b>Lee</b>          |
| <b>Citrus</b>    | <b>Glades</b>       | <b>Leon</b>         |
| <b>Clay</b>      | <b>Gulf</b>         | <b>Levy</b>         |
| <b>Collier</b>   | <b>Hamilton</b>     | <b>Liberty</b>      |
| <b>Columbia</b>  | <b>Hendry</b>       | <b>Madison</b>      |
| <b>Dade</b>      | <b>Hernando</b>     | <b>Manatee</b>      |
| <b>Desoto</b>    | <b>Highlands</b>    | <b>Marion</b>       |
|                  | <b>Hillsborough</b> | <b>Monroe</b>       |

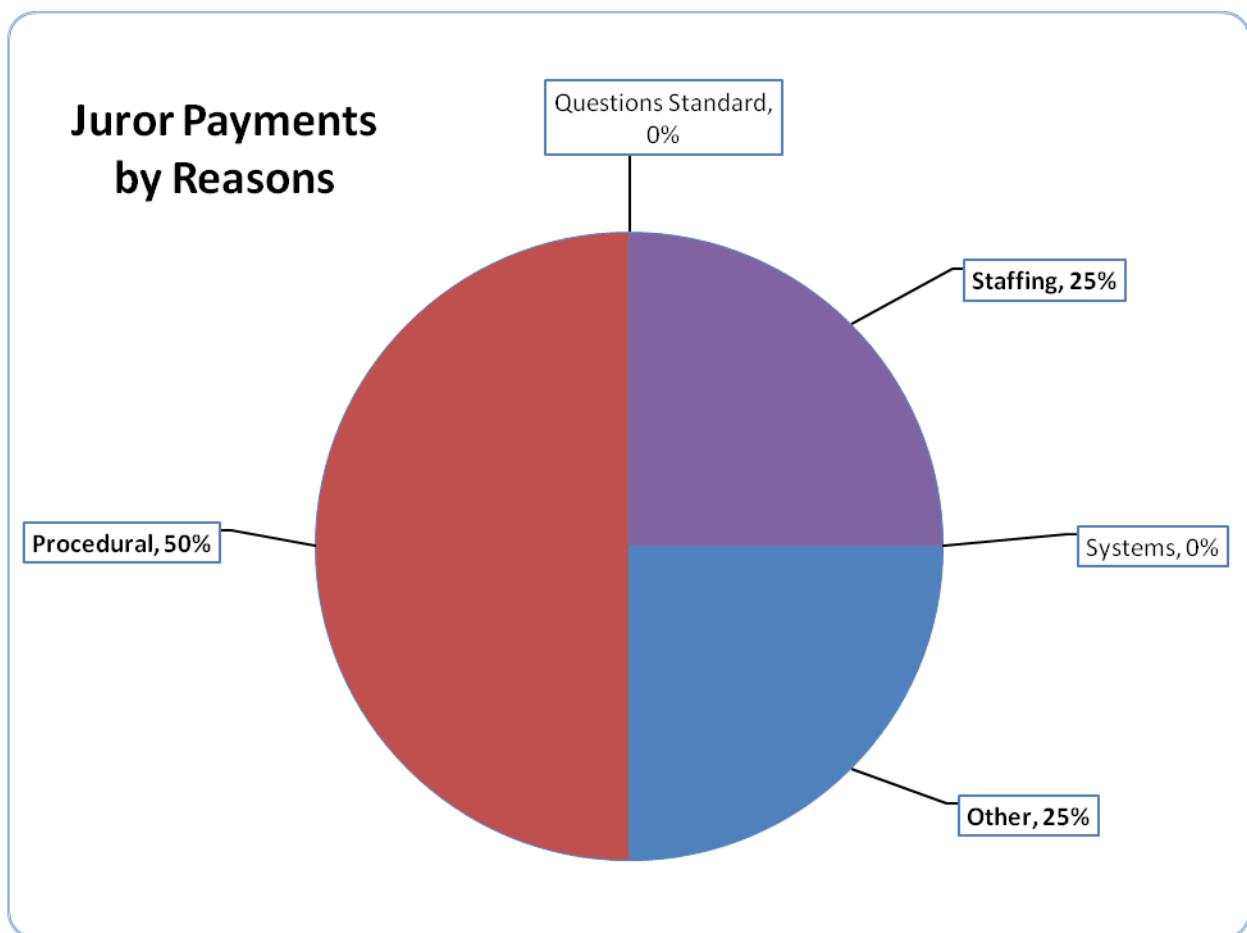
**Nassau**  
**Okaloosa**  
**Okeechobee**  
**Orange**  
**Osceola**  
**Palm Beach**  
**Pasco**  
**Pinellas**

**Polk**  
**Putnam**  
**Sarasota**  
**Seminole**  
**St. Johns**  
**St. Lucie**  
**Sumter**  
**Suwannee**

**Taylor**  
**Union**  
**Volusia**  
**Wakulla**  
**Walton**  
**Washington**

When the Jury Payment standard was not met, the Clerks provided the reasons the standard was not met and provided action plans describing what corrective actions would be taken to improve performance. Figure 11 shows the percentage for each reason for Jury Payment action plans for counties combined. Reasons associated with Procedural accounted for 50% of all reasons for Jury Payments action plans and 75% of actions taken to correct were described as procedural.

**Figure 11**  
**Percentage of Reasons (4 Total) for Jury Payment Action Plans (All Divisions, All Counties)**  
**for SQ41213**



## ***COUNTY-LEVEL ACTION PLANS***

Each county's action plan covering State Fiscal Year Quarter 4 is available for review: [click here](#)