

FLORIDA CCOC

Clerks of Court
Operations Corporation



Annual
Performance Measure and
Action Plans Report
Section 28.35(2)(d) Florida Statutes

State FY 2012/13

July 1, 2012 through June 30, 2013

October 30, 2013

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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 Payments 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 20th 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.

The annual report for SFY12/13 (July 1, 2012 – June 30, 2013) provides information about the performance of the Clerks of Courts on standards relating to collections, timeliness, juror payments, and fiscal management. The report addresses performance by performance trends over the four quarters, performance by court division, and county-level performance. In addition, the report summarizes the reasons reported by Clerks as to why the standard was not met and provides examples of the actions taken by Clerks to improve compliance.

OVERVIEW FOR STATE FISCAL YEAR 2012-2013

A total of 8,107 individual standards were measured over the course of SFY12/13 (2,010 for Qtrs 1-3, and 2,077 for Qtr 4). For each measure where performance fell below the standard, the Clerk's offices were required to submit action plans.

The combined Clerks' action plan reports for SFY12/13, reflecting the 8,107 performance measures, indicated that 90% of the performance measures met the standard (no action plan required.) The 10% of performance measures not met resulted in 825 action plans for the year.

The area of most difficulty for the Clerks was the set of Collections standards, accounting for 50% of all action plans. Of 2,412 performance measures over the year, 83% were met and 17% required action plans (415).

Timeliness 1-Filing and Timeliness 2–Docket Entries accounted for 22% and 25% of all actions plans, respectively. For Timeliness 1-Filing, of 2,680 performance measures over the year, 93% were met and 7% required action plans (183). For Timeliness 2–Docket Entries, of 2,680 performance measures over the year, 92% were met and 8% required action plans (205).

Juror payments represented only 3% of the total number of action plans for SFY12/13. Of 268 performance measures over the year for Juror Payments, 92% were met and 8% required action plans (22).

Fiscal Management was addressed by 67 performance measures (one per county per year) and all 67 were met. No action plans were required for Fiscal Management during SFY12/13.

As shown in Table 1 below, 825 action plans were required over the four quarters, including 415 for Collections, 388 for Timeliness (183 – Filing New Cases, 205 – Docketing Court Decisions), 22 for Juror Payments, and none for fiscal management. The standards for Collections resulted in the highest percentage of action plans (50%) overall and for the highest percentage of action plans within a category (17%).

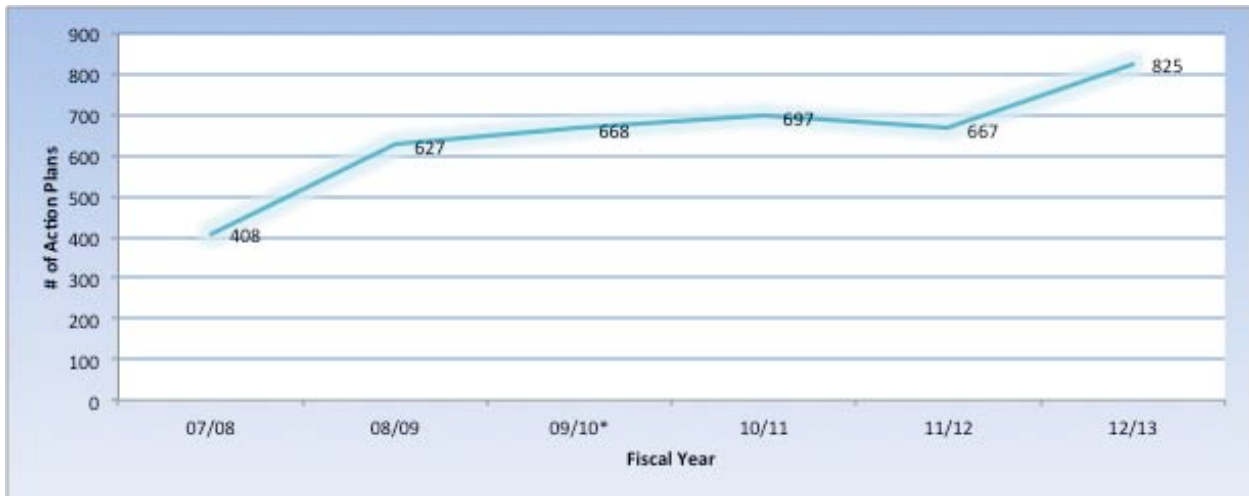
**Table 1
Standards and Action Plans by Category for SFY12 /13**

	Collections	Timeliness 1-Filing	Timeliness 2-Docket Entries	Juror Payments	Fiscal Management	Total
Number of Standards	2,412	2,680	2,680	268	67	8,107
Action Plans (AP) Required	415	183	205	22	0	825
APs as a percent of Category Standards	17%	7%	8%	8%	0%	10%
Percent of Category Standards Met (No AP Required)	83%	93%	92%	92%	100%	90%
Percent of All Action Plans	50% of 825	22% of 825	25% of 825	3% of 825	0% of 825	

The total number of action plans overall increased in SFY12/13 compared to prior years. Action plans for SFY12/13 increased 24% over SFY11/12 and 18% over SFY10/11. Within categories, the total number of action plans increased for Collections, increased for Timeliness 1-Filing and Timeliness 2–Docketing Court Decisions, and remained about the same for Juror Payments, compared to prior years.

The total number of action plans for SFY12/13 compared to prior years is shown in Figure 1 below:

Figure 1
Total Number of Action Plans Required SFY07/08 - SFY12/13



* Note: FY 09/10 is the first year the Timeliness measure was broken between 1-Filing New Cases and 2-Docketing Court Decisions

Within categories over the past five years, the total number of action plans increased for Collections, increased for Timeliness 1–Filing New Cases and Timeliness 2–Docketing Court Decisions and remained about the same for Juror Payments, as shown in Figure 2 below:

Figure 2
Action Plans Required by Category SFY07/08 - SFY12/13



* Note: FY 09/10 is the first year the Timeliness measure was broken between 1-Filing New Cases and 2-Docketing Court Decisions

PERFORMANCE TRENDS OVER FOUR QUARTERS

Overall, performance improved over the course of SFY12/13, as measured by the number of counties meeting or exceeding all performance standards by quarter—5 for Quarter 1, 6 for Quarter 2, 7 for Quarter 3, and 12 for Quarter 4. Nineteen Clerk’s offices has a least one quarter where they did not require an action plan. The remaining 48 counties required one or more action plans every quarter.

While none of the Clerk’s met or exceeded performance standards for all measures each quarter in the areas of collections, timeliness, and juror payments, from 5-12 offices met all standards during a single quarter, as shown in Table 2 below.

Table 2
Clerk’s Offices that Met or Exceeded All Performance Standards by Quarter for SFY12/13

Counties that Met or Exceeded All Performance Standards			
Quarter 1 5 Offices	Quarter 2 6 Offices	Quarter 3 7 Offices	Quarter 4 12 Offices
Collier	Alachua	Citrus	Alachua
Flagler	Brevard	Flagler	Columbia
Glades	Clay	Glades	Jefferson
Suwannee	Collier	Indian River	Lafayette
Union	St. Johns	Seminole	Levy
	Walton	Sumter	Seminole
		Suwannee	St. Johns
			St. Lucie
			Sumter
			Suwannee
			Union
			Walton

As shown in Table 3 below, over half of the Clerk’s offices (57%) required one or more action plans for collections each quarter. Six offices (9%) required an action plan for Timelines 1-Filing New Cases each quarter, and 7 offices (10%) required an action plan for Timeliness 2-Docketing Court Decisions each quarter. Only 1 county (1%) required an action plan each quarter for not paying jurors timely.

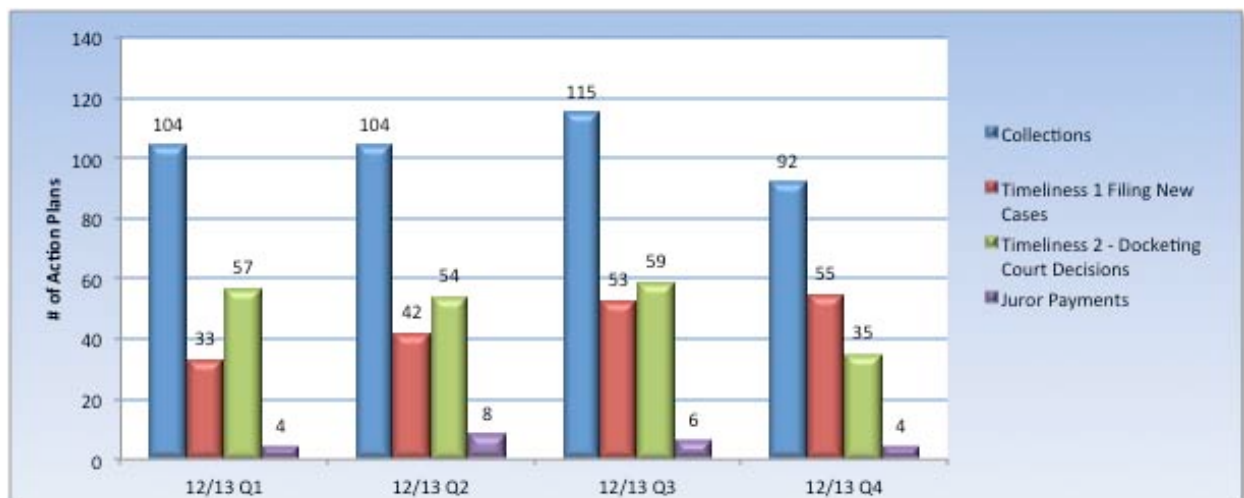
Table 3
Clerk’s Offices Requiring 1 or More Action Plan(s) Every Quarter by Category for SFY12/13

Clerk’s Offices Requiring Action Plans Every Quarter	Collections	Timeliness 1-Filing New Cases	Timeliness 2-Docketing Court Decisions	Juror Payments
Number	38	6	7	1
Percent	57%	9%	10%	1%

Looking by Quarter within SFY12/13, the number of action plans increased for the first three quarters, then decreased in the fourth quarter, from 198 to 208 to 233, and dropping to 186. By category, the number of action plans increased in the third quarter for Collections and then decreased in the final quarter, increased each quarter for Timeliness 1–Filing New Cases, varied between 35 - 59 for Timeliness 2–Docketing Court Decisions with a substantial decrease in the final quarter, and varied between 4 – 8 for Juror Payments, as shown in Figure 3 below:

- The number of Collections standards met or exceeded ranged for 488 to 511 (81% to 85%) per quarter, while the number where performance was below the standard (action plan required) ranged from 92 to 115 (15% to 19%) per quarter. The number of action plans varied by quarter from 104 in the first two quarters, increasing to 115 in the third quarter, and dropping to 92 in the fourth quarter.
- The number of Timeliness 1-Filing New Cases standards that were met or exceeded ranged for 615 to 637 (92% to 95%) per quarter, while the number where performance was below the standard (action plan required) ranged from 33 to 55 (5% to 8%) per quarter. The number of action plans increased each quarter, from 33 to 42 to 53 to 55.
- The number of Timeliness 2-Docketing Court Decisions standards that were met or exceeded ranged for 611 to 635 (91% to 93%) per quarter, while the number where performance was below the standard (action plan required) ranged from 35 to 59 (5% to 9%) per quarter. The number of action plans varied by quarter from 57 to 54 to 59, then dropping to 35.
- The number of Juror Payments standards that were met or exceeded ranged for 260 to 264 (97% to 99%) per quarter, while the number where performance was below the standard (action plan required) ranged from 4 to 8 (1% to 3%) per quarter. The number of action plans varied by quarter from 4 to 8 to 6 to 4.

Figure 3
Action Plans Required by Category by Quarter SFY12/13



PERFORMANCE BY COURT DIVISION

Action plans for SFY12/13 were dispersed across all court divisions, with only one division accounting for about a fifth of the total. Civil Traffic accounted for the largest percentage of action plans at 22%, followed by Circuit Criminal at 17%, County Criminal at 14%, and Circuit Civil at 12%. The remainder accounted for 2-8% of the total number of action plan, as shown in Table 4 below.

Within category by court division:

- For Collections, Civil Traffic accounted for the most action plans (161), accounting for 61% of all Collections action plans.
- For Timeliness 1-Filing New Cases Circuit Civil accounted for the most action plans (36), accounting for 20% of all Timeliness 1 action plans.
- For Timeliness 2-Docketing Court Decisions, Circuit Civil accounted for the most action plans (52) accounting for 25% of all Timeliness 2 action plans.

Table 4
Action Plans Required by Court Division for SFY12 /13

Court Division	Number of Action Plans Required	Percent of All Action Plans
Civil Traffic	180	22%
Circuit Criminal	139	17%
County Criminal	115	14%
Circuit Civil	95	12%
County Civil	63	8%
Criminal Traffic	54	7%
Family	49	6%
Juvenile Delinquency	47	6%
Probate	47	6%
Juror Payments	22	3%
Juvenile Dependency	22	2%

COUNTY-LEVEL PERFORMANCE

For SFY12/13, all Clerk's office required one or more action plans during the year. The number of action plans per county ranged from 1 to 55 for the year, with an average of 12.3 per county.

Five counties required only 1-2 action plans for the year. Of these, two are large districts and three are medium size districts:

- Seminole (1 action plan)
- Collier (2 action plans)
- Flagler (2 action plans)

- St. Johns (2 action plans)
- Walton (2 action plans)

Four counties accounted for nearly one-fifth (19%) of the total number of action plans. Of these, three are large districts and one is a medium size district:

- Putnam (55 action plans)
- Palm Beach (38 action plans)
- Broward (37 action plans)
- Hillsborough (30 action plans)

Related to county size groups (small, medium, large), the small-county group showed the best performance. The 10 small counties averaged 10.0 action plans, compared to 11.8 for the 24 medium size counties, and 16.7 for the 17 large counties. Table 5 below shows other comparisons for large, medium and small counties.

Table 5
Comparison of Action Plans Required by County Size Groups

Size Group	Number of counties	Average number of action plans	Median number of action plans	Minimum number of action plans	Maximum number of action plans	Range (Min to Max)
Large*	17	16.65	14	1	38	37
Medium*	24	11.75	9.5	2	55	53
Small*	26	10	8.5	4	24	20
Total	67	12.31	10	1	55	54

*Large=Population >300,000; Medium=Population 50,001 to 299,999; Small = Population<50,000.

Figures 4-6 below show the number of action plans by county for each category, with counties grouped according to size:

Figure 4: Number of Action Plans Required for Large Counties SFY12/13

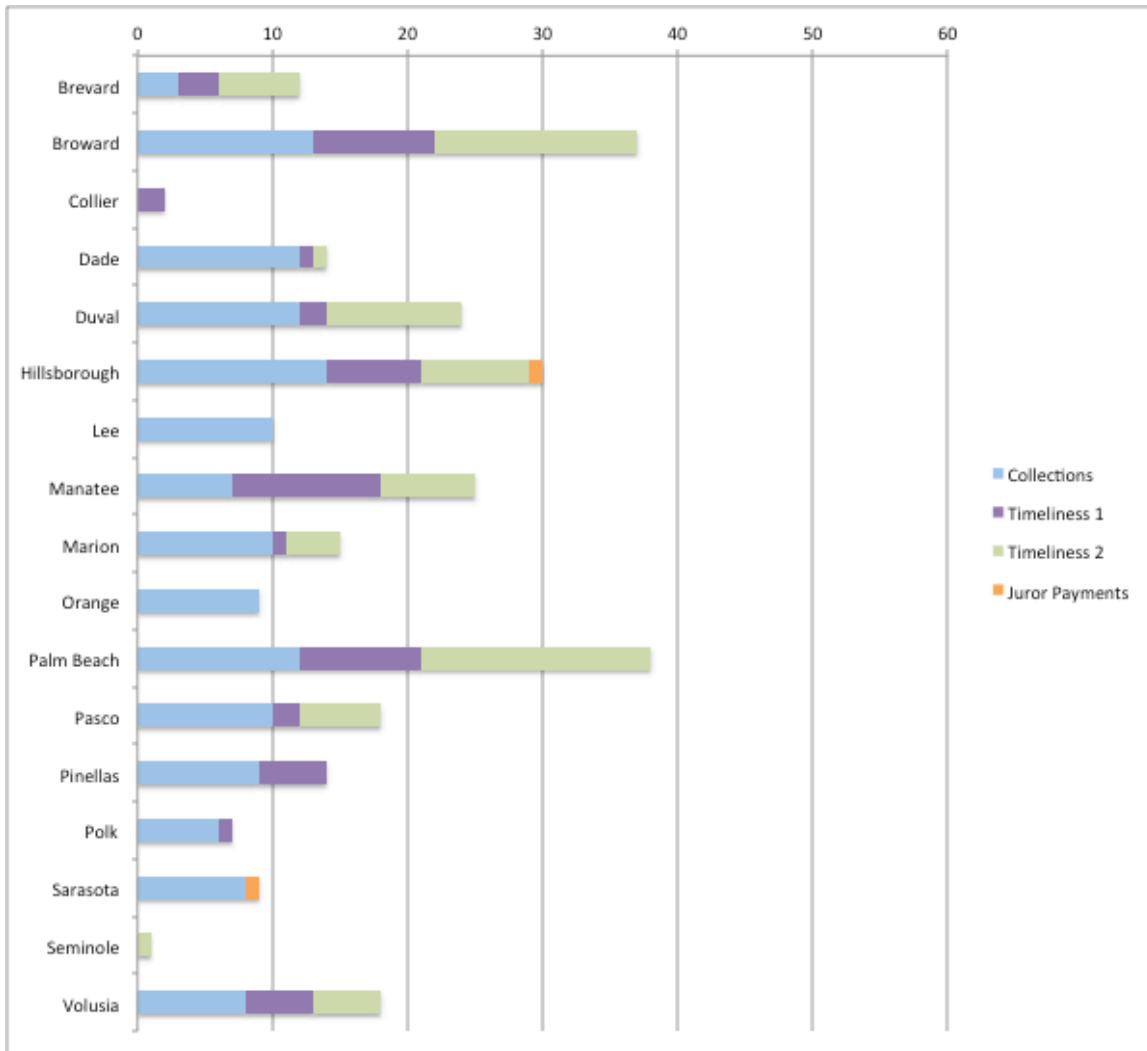


Figure 5: Number of Action Plans Required for Medium Counties SFY12/13

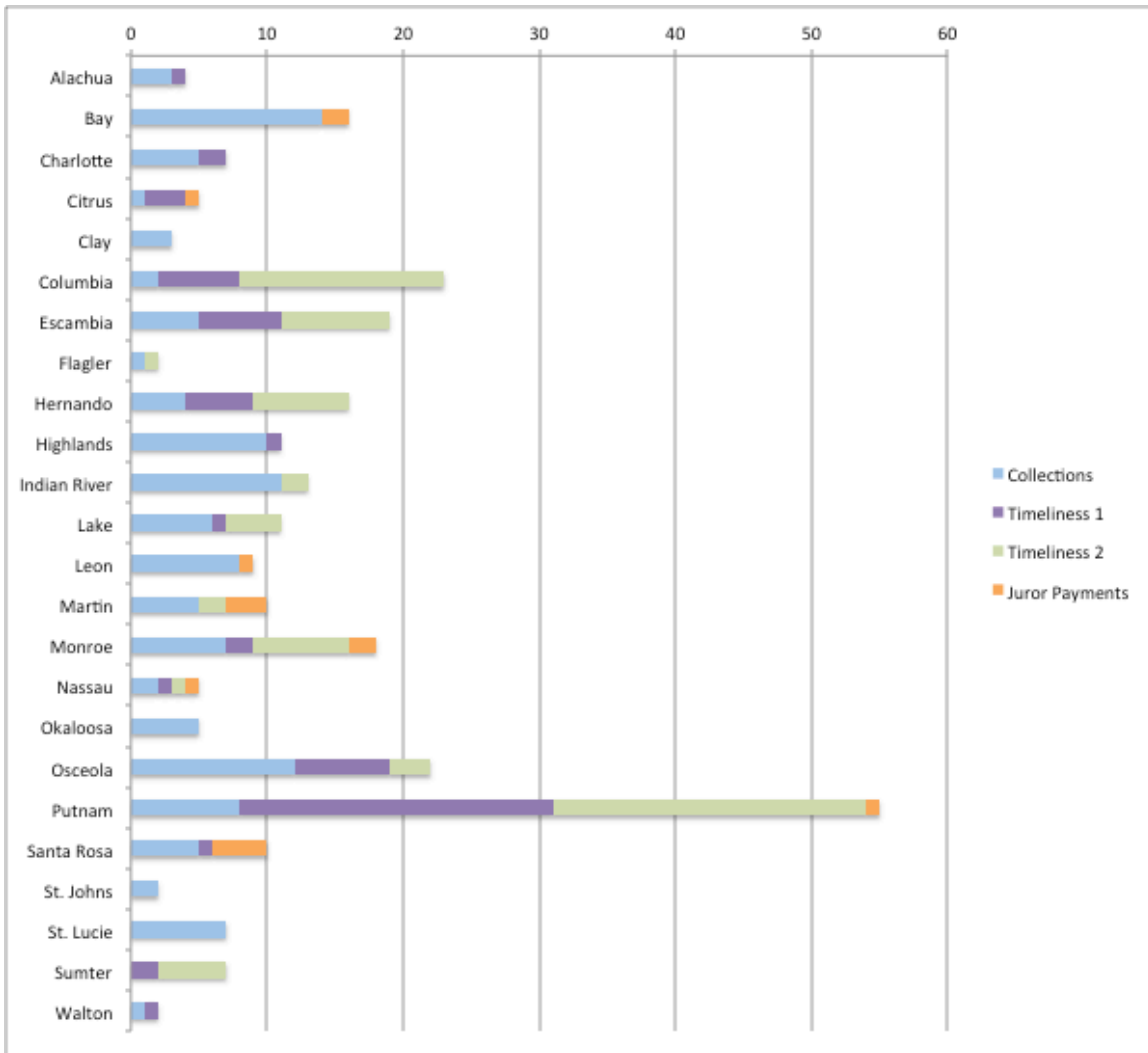
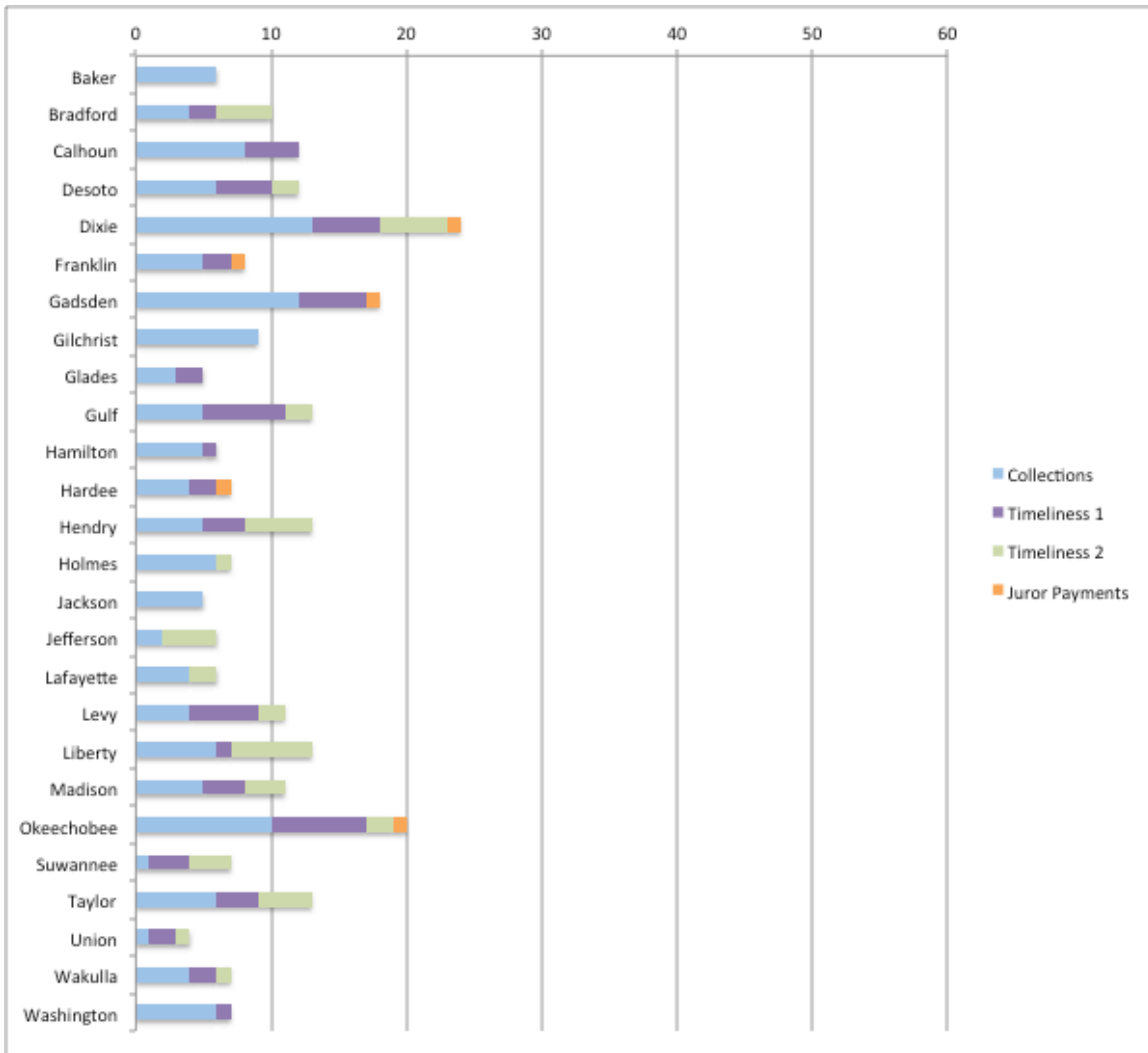


Figure 6: Number of Action Plans Required for Small Counties SFY12/13



REASONS FOR ACTION PLANS

In completed action plans, for each standard not met, Clerks reported reasons why the standard was not met. A “menu” of reasons was developed to streamline the reporting. Clerks selected the most pertinent reason code, or chose “Other.” The reason codes used in SFY 2012/13 were:

- Economy: Budget cuts affecting efficiency; customers affected by the overall economy; high countywide unemployment
- E-Filing: Timing issues related to the new E-Filing procedures¹
- Incarcerations: Currently jailed - cannot pay.
- Late/Non-pay/Pay Plans: Customers paying late, setting pay plans, not paying
- Maximum Fine: Judges assessing maximum fines
- Procedural: Jurors requesting payments after 20 day; Clerical errors
- Questions Standard: Counties suggesting lower standard
- Staffing: Clerk's workload too heavy for current staffing
- Systems: New systems, downed systems, reporting errors due to systems issues
- Other: Type of case, reporting errors due to data entry

Overall for SFY12/13, Staffing issues were the predominant reason given by Clerks for not meeting performance standards, accounting for nearly one third (30%) of the 825 action plans required. The next most frequent reasons given were the economy (19%) and information system issues (14%).

Table 6 below shows the reasons given for action plans, by category and total.

¹ 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, beginning in Quarter 4 the CCOC Performance Improvement Committee added electronic filing (e-filing) as a reason for not meeting timeliness standards.

Table 6: Reasons for Action Plans (All Combined)

Reasons for Action Plans	Collections	Timeliness 1	Timeliness 2	Juror Payments	Total Number	Percent of Total
E-Filing		24	20		44	5%
Economy	153	1			154	19%
Incarcerations	34				34	4%
Late/Non-pay/Pay Plans	73				73	9%
Mandatory Fine	6				6	1%
Maximum Fine	12				12	1%
Procedural	15	2	10		27	3%
Questions Standard	25		1		26	3%
Staffing	12	106	126	7	251	30%
System Issues	39	32	45	1	117	14%
Other	45	18	9	8	80	10%
Unspecified	1				1	0%
Total	415	183	211	22	825	100%

By court division, the most frequent reasons for action plans for SFY12/13 were:

Criminal Court:

- Circuit Criminal – Staffing and Economy (28 each of 139)
- County Criminal – Economy (44 of 115)
- Juvenile Delinquency – System issues (14 of 47)
- Criminal Traffic – Staffing (23 of 54)

Civil Court:

- Circuit Civil – Staffing (51 of 95)
- County Civil – Staffing (28 of 63)
- Civil Traffic – Economy (79 of 180)
- Probate – Staffing (31 of 47)
- Family – Staffing (27 of 49)
- Juvenile Dependency – Staffing (11 of 14)

ACTIONS TAKEN BY CLERKS TO ADDRESS PERFORMANCE SHORTFALLS

Each action plan completed by the Clerks' offices report the actions they are taking to improve performance. Examples of actions to address performance shortfalls include:

Economy—

- Customers affected by the overall economy, Large amount of assessments.
- Provide many methods of payments and have collection agencies both internal and external in place.
- Continue to suspend drivers license and report to credit bureau.
- We continue to work with our collection agencies in this matter.
- We will continue to exhaust all collection efforts to meet this standard.
- Reviewing performance of private collections agencies. Issuing RFP for this service. Also looking at reducing number of days before goes to collections.
- Will D6 driver licenses and send outstanding cases to collections. The standard is too high.
- We will continue to attempt to meet the standard utilizing the limited resources we have at our disposal.
- We are in the process of sending delinquent Juvenile Delinquency fines and fees to collection.
- D-6 license and send to collections
- People are not paying. We have and continue to follow every statutory provision to maximize collections. Additionally, we made changes to our payment plans.
- Due to the overall state of the economy, more people are not paying. We will continue to aggressively seek payment.
- Salvation Army is not able to collect \$\$ from defendants due to economy and continuances by Judge.
- We continue to pursue outstanding obligations through internal collection process and use of outside collection agencies.
- We will continue to forward delinquent accounts to the Local Credit Bureau for collection efforts. We continue to collect after the reporting period so our actual % is over 90%. We are collecting on tickets from 2006 currently.
- Some people just don't have it.
- Continue policies in place.
- Defendants are not paying although DLs are being timely suspended.
- Continue to send fines to collections in hopes that defendants will pay their fees
- Cases are in collections and funds are being received.
- We continue to struggle with this standard and have for several reporting periods. We continue to work on our enforcement actions.
- Ncourt was implemented Monday June 10, 2013, this provided customers the option of paying online and through the phone. The availability of different payment methods should help increase the collection efforts.
- In spite of the issuance of cost orders, judgments and utilization of two collection agencies, it remains difficult to meet the standard for misdemeanor cases. Most defendants are in the county jail, on probation, or have a misdemeanor arrest record.
- We will continue to utilize all collection tools available including timely license suspensions and referring delinquent accounts to two collection agencies.

- Offer payment plan options and other 24/7 outlets to pay fines/fees, via online and other outlets, such as Amscot and Ace.
- Economy & Systems - This is the last control group that should be affected by conversion cases. Additionally, the sluggish economy makes collections tough but we continue to use both inside and outside collection efforts to maximize our collections.
- We follow best practices for collection, but the poor economy is overwhelming our efforts at this time.
- Slight improvement made in collections for felony cases. Still working to have felony fines and costs paid directly to the Clerk's Office rather than through Probation office first.
- People aren't paying in misdemeanor cases despite collection efforts. Investigating improvements in collection team efforts using third party payment plan processor.
- We have reviewed our collection process and modified it in several ways. We have engaged a second collection agency - Penn Credit.

Incarcerations—

- We had large maximum fines with incarcerations.
- Reviewing performance of private collections agencies. Issuing RFP for this service.
- Will proceed to send all Judgment/liens to collection agent (even if in Prison).
- Had \$1,100,000 in mandatory drug trafficking assessments on defendants sentenced to DOC. Without those assessments our rate would have been 12.45%.
- Large assessments/minimum collections due to incarceration.
- There were 6 large drug cases reduced to judgment totaling \$396,358; the collection rate would be 14% if those cases were excluded.

Late/Non-pay/Pay Plans—

- We D6 citations weekly and remit to the collection agency monthly
- We continue to review our collection options, but due to our current economic conditions, many defendants are indigent or transient making collection efforts more difficult and resulting in a longer collection period.
- We continue to review collection options, but we currently have a significant number of payment plans which extend the time required for collections.
- Sending all overdue cases to collections
- Monitoring
- Judgment liens have been filed on violations of probation which have occurred because of nonpayment.
- Ncourt was implemented Monday June 10, 2013, this provided customers the option of paying online and through the phone. The availability of different payment methods should help increase the collection efforts.
- Suspension of drivers licenses due to late payments and use of collection agencies as a method to enforce payment of fees
- The assessments are part of the court payment plan, which has a lower collection rate, as the assessments are often times reduced to community service. The collection plans are currently being evaluated to look for further efficiencies.
- Trying to send to credit bureau more often.

Maximum Fine—

- Will try to collect when released from prison.

- There were 45 case with fines of 50K and 14 cases with fines of 100K.
- More of the defendants are either incarcerated or indigent making collections impossible.
- In spite of the issuance of cost orders, judgments and utilization of two collection agencies, it remains difficult to meet the standard for felony cases mainly due to the minimum/mandatory assessments for drug trafficking cases.
- Allowing defendants to set up payment arrangements to pay down high-assessed court fines and fees.

Procedural—

- We are communicating with the probation office, to try and improve the enforcement of payments.
- New clerks had to be trained in the procedures for the processing of new cases. This caused delays in opening cases timely.
- Software Conversion Issue
- Possible \$20 clerical or systems error due to E-filing; still working on perfecting the system.
- As of June 1st, moving forward we have modified our procedures in reporting indigent filing fees for family cases. We incorrectly had included these filing fees as uncollected in our report.
- We are making progress in reaching the 9% goal. We continue to monitor and make changes to our procedures to help meet the goal.

Questions Standard—

- We will continue to attempt to meet the standard utilizing the limited resources we have at our disposal.
- All positions are now filled and staff have been cross-trained.
- Continue to look for new collection tools.
- Monitoring
- We have done everything we can do. We are 1.25% below the standard.
- Everything possible is being done to improve collections with the current staff and funding available.

Staffing—

- Slight improvement in the performance is expected if case volumes decrease. Greater efficiencies will be realized if staff turnover is reduced and staff acquires experience with the case maintenance system.
- Training new staff.
- Staffing for the traffic division has been down by 25%. Currently have staff member out on FMLA. CAP includes FTE to return to work and/or hire additional FTE.
- Current quarters rate has increased to 90%.
- Hired a PTE
- Overload of court dates
- The Clerk used to complete these and responsibility has been delegated for backup etc
- Intend to fill vacancies as funding permits to increase performance.
- Limited staff to handle workload: Senior staff member transferred to another department in February and trained staff member was terminated in March. Implementation of new software in December caused unexpected delays due to features not functioning as expected.
- New CMS recently installed; should create efficiencies as staff increases user knowledge. Additional staff has been added to department.

- Limited staff to handle workload: Staff member transferred to another department. New employee in training.
- Implementation of new software in December caused unexpected delays due to features not functioning as expected.
- Due to an open position, the work of the Probate department is being covered by other staff.
- Short staffed due to budget cuts
- Due to budget cuts we are short-staffed and down to one person entering dockets
- There have been several new employees hired in the dependency department. Also, there is a higher need for staff in court recently, which takes them away from entering cases right away.
- There were vacancies in the intake & after court entry areas. These areas perform 75% of the entries. All vacancies have been filled & performance should increase.
- All positions are now filled and staff has been cross-trained.
- There were vacancies in the intake & after court entry areas. These areas perform 75% of the entries. All vacancies have been filled & performance should increase.
- Cross-training is now complete; performance should improve for the next quarter.
- Training and not enough staff.
- Limited staff to cover court and input data.
- Limited staff, but improvements made. (If you had rounded off, it would have been 80%!)
- An additional position has been added and should result in standards being met by Qtr 4.
- We don't have enough staff to attend court and docket the cases.
- The staff assigned to this duty is also responsible for probate. She was in court for several days and her backup had recently resigned.
- Processing E-Portal cases including copying all E-Portal documents for the files and staff shortage
- Employees are working overtime using the approved allocated foreclosure money to help bring the performance requirements up and maintain the workload.
- PBC is still experiencing impact from 2009 staff reductions. Continue to utilize cross trained staff and temporarily reallocate staff from other areas.
- Additional foreclosure hearings due to assignment of senior judges and administrative review of LOP cases have resulted in higher volume foreclosure backlogs. Designated state funding is not sufficient to keep up with the workflow.
- Still experiencing impact from 2009 staff reductions. Continue to utilize cross trained staff and temporarily reallocate staff from other areas.
- Less than 1% from meeting timeliness standard. Continue to utilize cross-trained staff and temporarily reallocate staff from other areas.
- Temporary staffing added as staff resources were involved in ongoing preparation for implementation of case management system
- Using backup staff while primary on medical leave. Small oversight.
- Division was understaffed during this period and this issue has now been corrected by hiring additional Court Clerks in the Traffic Division.
- Staff responsibilities are being changed to correct this problem
- This department has been newly assigned to a staff member due to retirement of the deputy clerk that previously handled it.
- Revision of work process to properly implement criminal records using new CJIS should cause time improvements.
- We have a small employee pool. The employee who works in this process was on leave during this time.

Systems—

- DOR sent large backlog of filings. The new CAMs system was limiting the number of filings they could send at first.
- Staff is reviewing the system programming to submit additional civil traffic cases to the collection agency. Additionally, the collections program is being modified to alleviate manual processes for certain payment plans.
- Current quarters performance has increased to 89%.
- We are continuing to gain efficiencies with our recently installed software.
- Implementation of new software caused a backlog in our docketing; staff familiarity should resolve clerk performance by next reporting period.
- Implementing the new system caused a delay in docketing. We will make a diligent effort to meet standards next quarter.
- Implementation of new software has caused an unexpected reporting problem. This problem has been corrected and a version 2 of the Q3 Collections Report is being submitted.
- Implementation of new software increased staff workload.
- Possible rounding or data entry error - \$1
- Our current CMS does not support creation of this report. We are transitioning to a new CMS which will allow us to prepare.
- We converted to a new case management system in December and we are still sorting through the data between the two systems in the Criminal Traffic division. We expect to have this done by the quarter ending 6/30/2013
- Clericus conversion error; currently working with vendor to rectify this issue.
- Collections program re-write and mass referral of eligible cases including those assessed prior to 01/01/2012.
- CLERICUS conversion during March slowed down operations.
- Implementation of new software has caused unexpected reporting. Refinement should resolve reporting issue by the next quarter.
- New system conversion/implementation: At the direction of the CCOC, the Jan-Mar quarterly data will be included with April-June quarterly reporting.
- While processing daily work, deputy clerks were also testing and training extensively for implementation of ePortal and new case maintenance system.
- Enhancements are being implemented for new Case Management System
- We are completing implementation, including efficiency measures, and working through reporting issues as quickly as possible. We did not have the budget to bring in any extra help for this major project.

Other—

- Researching
- We will continue to attempt to meet the standard utilizing the limited resources we have at our disposal.
- Unable to retrieve a collection extract until May (due to Clericus upgrade glitch) so next quarter should be better. Also people just do not pay their debts (economy).
- Reduced to civil judgment
- No position to pay.
- Increased workload as a result of mandatory eFiling. However, we are no longer required to print the eFiled documents, so we expect to meet standards in the future.
- Staff error - creating report to capture jury panels "left in limbo" so this does not recur.

- Processes/Procedures continue to be monitored. Additional drop in percentage may be result of financial issues in new case management system.
- New case management system with complete conversion - training, experience have hampered - looking forward to current quarter - significant improvements in percentages have been made
- CA experienced a spike in filings before 4/1/13 (60% over average for qtr). Additional staff was added and all civil staff members now docket daily.
- Citations have increased by 50%. Training more staff to input
- The Jury Selection Unit which is normally staffed by two Court Clerks only had one clerk during the reporting period creating a problem in processing the Jury payments. An additional Court Clerk has now been hired.
- We changed to a new case maintenance system in February. We are working on correcting the reports with our vendor. This is the first quarter of reporting since conversion. We expect to send revised reports with corrected figures.
- Only one person not paying
- Possible adjustment to amount assessed after the amount was collected.
- Significant increase of cases filed in March 2013. Refer to March 2013 Outputs.

The following sections provide more detail about performance by each category of standards: Collections, Timeliness (1-Filing New Cases and 2-Docketing Court Decisions), Juror Payments, and Fiscal Management.

COLLECTIONS

The Collections standards are designed to determine whether amounts assessed in a particular quarter were collected within the next five quarters. 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) per quarter and 2,412 measures annually (603 X 4 = 2,412). The Collections standards for each division are shown in Table 7.

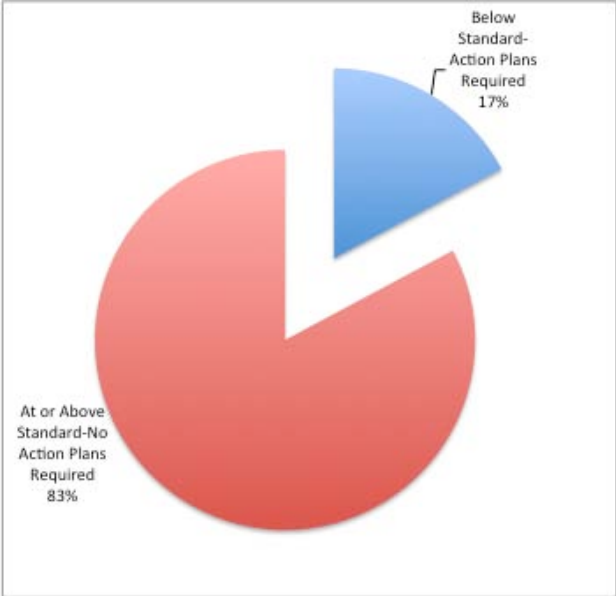
**Table 7
Collections Standards by Court Division for SFY12 /13**

Court Division	Performance Standard Annual Collection Rate
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 3 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 SFY12/13 overall, 83% of the Collections standards were met or exceeded (1,997 of 2,412 total) while performance fell below the standard (action plan required) for 17% (415 of 2,412). Figure 7 illustrates the overall performance on Collections standards.

**Figure 7
Overall Performance on Collections Standards (2,412 Total) for SFY12/13**



For SFY12/13, by quarter, the number of Collections standards met or exceeded ranged for 488 to 511 (81% to 85%) per quarter, while the number where performance was below the standard (action plan required) ranged from 92 to 115 (15% to 19%) per quarter, as shown in Figure 8 below.

Figure 8
Performance on Collections Standards by Quarter (Total 603 each) for SFY12/13



For SFY12/13, **all** Clerk's office required one or more Collections action plans during the year. While none of the Clerk's met or exceeded performance standards for all Collections measures each quarter, from 9-18 offices met all standards during a single quarter, as shown in Table 8 below.

Table 8
Clerk's Offices That Met or Exceeded Collections Performance Standards by Quarter for SFY12/13

Counties that Met or Exceeded Collections Standards			
Quarter 1 9 Offices	Quarter 2 16 Offices	Quarter 3 10 Offices	Quarter 4 18 Offices
Collier	Alachua	Citrus	Alachua
Flagler	Bradford	Collier	Citrus
Glades	Brevard	Escambia	Collier
Holmes	Citrus	Flagler	Columbia
Nassau	Clay	Levy	Franklin
Seminole	Collier	Seminole	Hardee
Sumter	Columbia	Sumter	Jefferson
Suwannee	Desoto	Suwannee	Lafayette
Union	Flagler	Union	Levy
	Hendry	Walton	Manatee
	Jefferson		Seminole
	Nassau		St. Johns
	Seminole		St. Lucie
	St. Johns		Sumter
	Sumter		Suwannee
	Walton		Union
			Wakulla
			Walton

In SFY12/13, by quarter, from 76% to 87% of the Clerk's offices fell below the standard on one or more of the nine Collections measures. Across all quarters in SFY12/13, a total of 825 action plans were required. Table 9 below shows the number of offices meeting Collections standards by quarter, and the number of action plans required.

Table 9
Number of Clerk's Offices Meeting Standards for Collections for SFY12/13

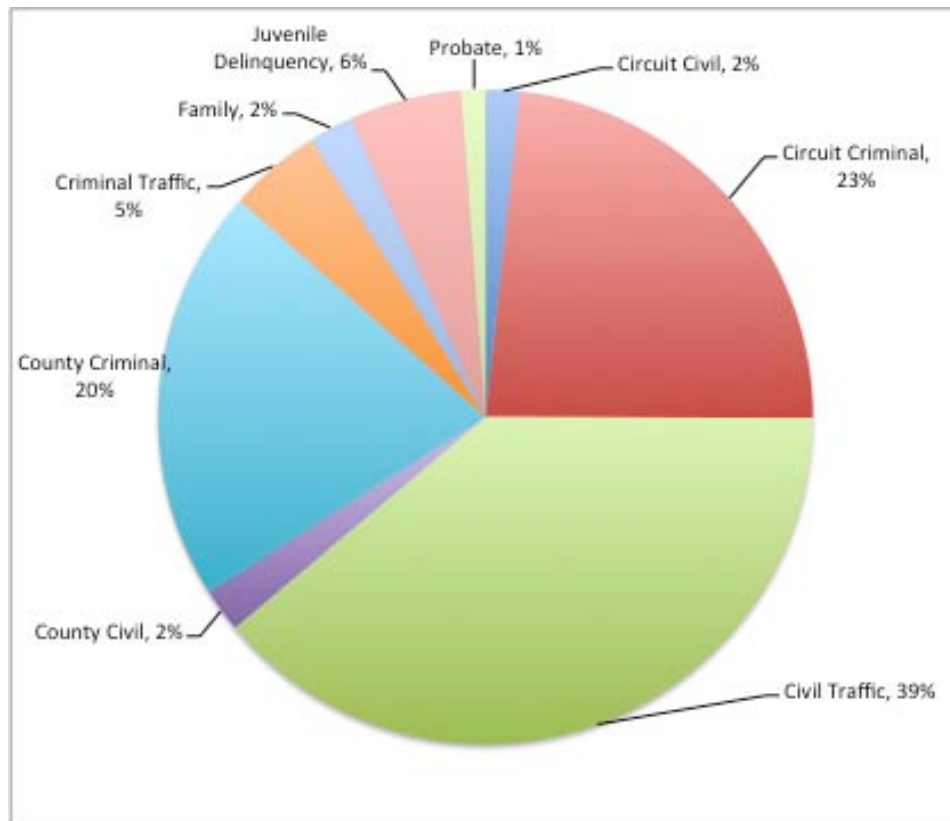
Time Period	Number of Clerk's Offices that Met Collections Standards and Action Plans Required						Total
	Met 9 of 9	Met 8 of 9	Met 7 of 9	Met 6 of 9	Met 5 of 9	Met 4 of 9	
Quarter 1	9 (13%)	26 (39%)	20 (30%)	10 (15%)	2 (3%)	--	
Action Plans	0	26	40	30	8	--	104
Quarter 2	16 (24%)	18 (27%)	20 (30%)	7 (10%)	5 (8%)	1 (1%)	
Action Plans	0	18	40	21	20	5	104
Quarter 3	10 (15%)	22 (33%)	17 (25%)	13 (19%)	5 (7%)	--	
Action Plans	0	22	34	39	20	--	115
Quarter 4	18 (27%)	17 (25%)	24 (36%)	5 (7%)	3 (5%)	--	
Action Plans	0	17	48	15	12	--	92
SFY12/13 Total							
Action Plans	0	83	162	105	60	5	415

By court division, Civil Traffic required for the most action plans (161), accounting for 61% of all Collections action plans. Table 10 shows the number of action plans for Collections for SFY12/13 by court division. Figure 9 shows the percentage of all Collections action plans (415 total) by court division.

Table 10
Number of Action Plans for Collections by Court Division for SFY12/13

Time Period	Criminal Court Division				Civil Court Division					Total
	Circuit Criminal (67 total)	County Criminal (67 total)	Juv. Del. (67 total)	Criminal Traffic (67 total)	Circuit Civil (67 total)	County Civil (67 total)	Probate (67 total)	Family (67 total)	Civil Traffic (67 total)	
Quarter 1	22	23	2	6	2	3	0	2	44	104
Quarter 2	25	22	7	5	0	1	1	3	40	104
Quarter 3	25	20	9	5	4	5	3	3	41	115
Quarter 4	25	20	5	3	1	0	1	1	36	92
SFY12/13 Total	97	85	23	19	7	9	5	9	161	415

Figure 9
Percentage of Collections Action Plans (415 Total) by Division for SFY12/13



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 10 shows the percentage for each reason for the 415 Collections action plans prepared during SFY12/13 for all court divisions and all counties combined. Reasons associated with the economy accounted for 37% of all reasons for Collections action plans.

Figure 10
Percentage of Reasons (415 Total) for Collections Action Plans (All Divisions, All Counties) for SFY12/13

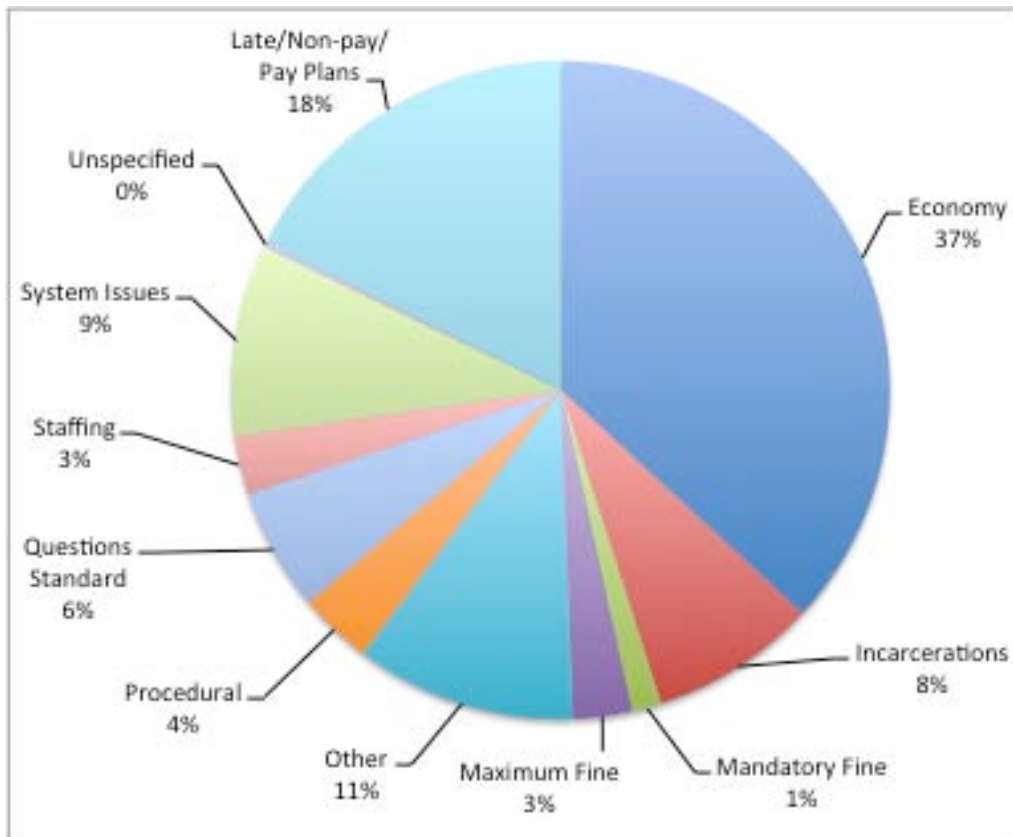


Table 11 provides an overview of the reasons for the 415 action plans associated with the Collections measures, by court division.

Table 11
Reasons for Collections Action Plans by Court Division for SFY12/13

Court Division	Reason Collections Standard Not Met	Number
Circuit Criminal	Economy	19
	Incarcerations	28
	Late/Non-pay/Pay Plans	11
	Mandatory Fine	6
	Maximum Fine	12
	Procedural	5
	Questions Standard	2
	Staffing	1
	System Issues	5
	Other	8
	TOTAL	97
County Criminal	Economy	44
	Incarcerations	5
	Late/Non-pay/Pay Plans	23
	Procedural	2
	Questions Standard	2
	Staffing	3
	System Issues	3
	Other	3
	TOTAL	85
	Juvenile Delinquency	Economy
Late/Non-pay/Pay Plans		2
Procedural		1
System Issues		4
Unspecified		1
Other		12
TOTAL		23
Criminal Traffic	Economy	5
	Incarcerations	1
	Late/Non-pay/Pay Plans	3
	Procedural	1
	Staffing	1
	System Issues	7
	Other	1
	TOTAL	19
Circuit Civil	Procedural	1
	Late/Non-pay/Pay Plans	1
	Staffing	1
	System Issues	4
	TOTAL	7
County Civil	Economy	5
	Procedural	1
	System Issues	2
	Other	5
	TOTAL	9

Table 11 (continued)
Reasons for Collections Action Plans by Court Division for SFY12/13

Court Division	Reason Collections Standard Not Met	Number
Circuit Probate	Economy	1
	Staffing	1
	System Issues	2
	Other	1
	TOTAL	5
Family	Economy	1
	Late/Non-pay/Pay Plans	2
	Procedural	1
	System Issues	1
	Other	4
	TOTAL	9
Civil Traffic	Economy	79
	Late/Non-pay/Pay Plans	31
	Procedural	3
	Questions Standard	21
	Staffing	5
	System Issues	11
	Other	11
	TOTAL	161

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.

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) per quarter and 5,360 measures annually (1,340 X 4 quarters = 5,360), including 2,680 for Timeliness 1-Filing New Cases and 2,680 for Timeliness 2-Docketing Court Decisions. The two Timeliness standards for each division are shown in Table 12.

Table 12
Timeliness Standards by Court Division for SFY12/13

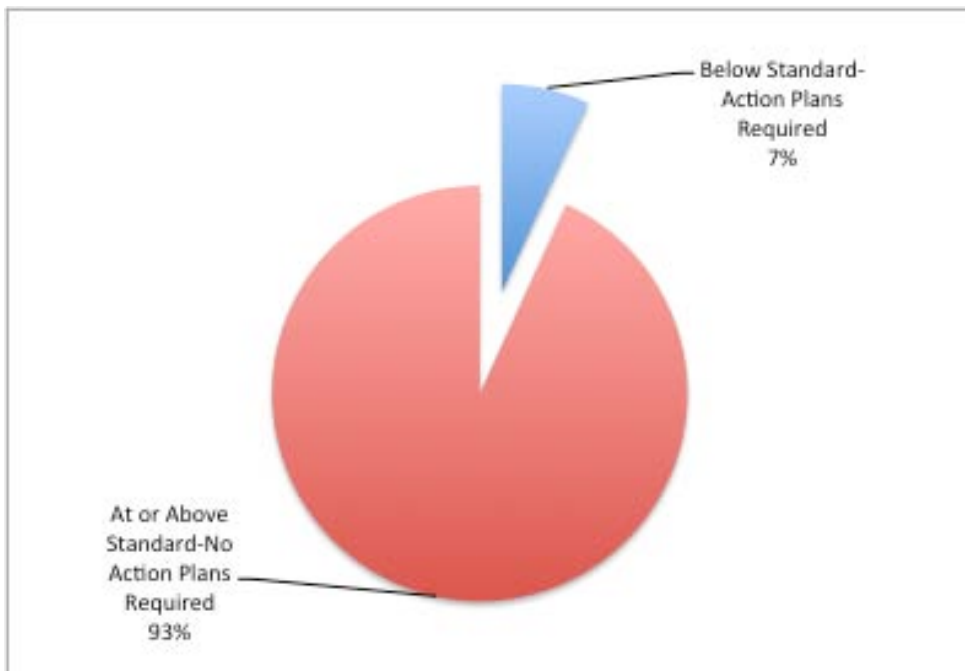
Court Division	Timeliness 1-Filing New Cases	Timeliness 2-Docketing Court Decisions
Circuit Criminal	80% - 2 business days	80% - 3 business days
County Criminal	80% - 3 business days	80% - 3 business days
Juvenile Delinquency	80% - 2 business days	80% - 3 business days
Criminal Traffic	80% - 3 business 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 10 above, each court division has one 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.

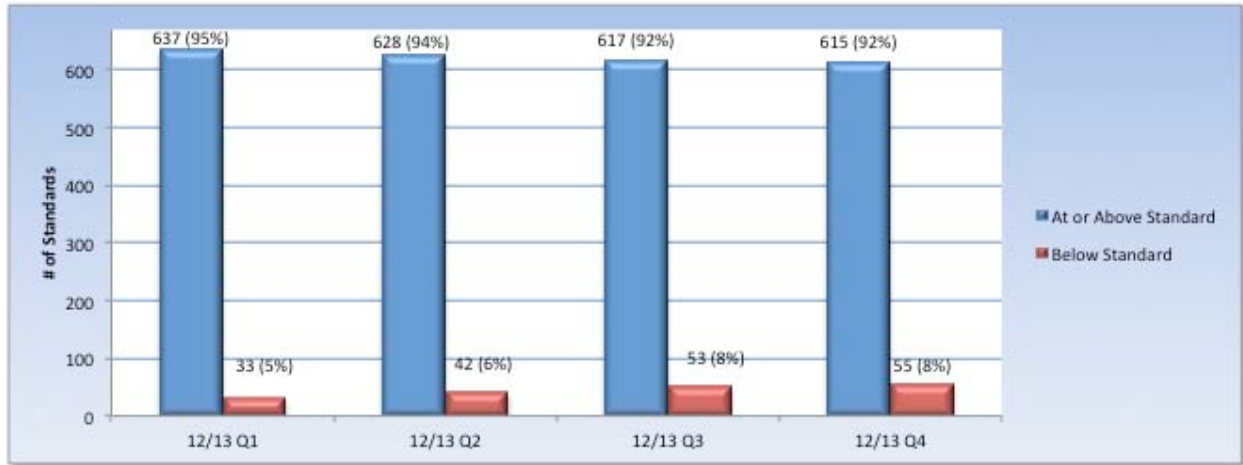
For SFY12/13 overall, performance on Timeliness 1-Filing New Cases met or exceeded the standards for 93% of the measures (2,497 of 2,680 total), while performance fell below the standard (action plan required) for 7% (183 of 2,680). Figure 11 illustrates the overall performance on standards for Timeliness 1-Filing New Cases.

Figure 11
Overall Performance on Timeliness 1 Standard-Filing New Cases (2,680 Total) for SFY12/13



For SFY12/13, by quarter, the number of Timeliness 1-Filing New Cases standards that were met or exceeded ranged for 615 to 637 (92% to 95%) per quarter, while the number where performance was below the standard (action plan required) ranged from 33 to 55 (5% to 8%) per quarter, as shown in Figure 12 below.

Figure 12
 Performance on Timeliness 1 Standards-Filing New Cases by Quarter (Total 670 each) for SFY12/13



For SFY12/13, all Clerk's office required one or more action plans for Timeliness 1-Filing New Cases during the year. While none of the Clerk's met or exceeded the performance standards for the Timeliness 1 measures each quarter, from 37-49 offices met all standards during a single quarter, as shown in Table 13 below.

Table 13

Clerk's Offices that Met or Exceeded Timeliness 1-Filing New Cases Performance Standards by Quarter for SFY12/13

Counties that Met or Exceeded Timeliness 1 Standards			
Quarter 1 49 Offices	Quarter 2 47 Offices	Quarter 3 41 Offices	Quarter 4 37 Offices
Alachua	Alachua	Baker	Alachua
Baker	Baker	Bay	Baker
Bay	Bay	Bradford	Bay
Bradford	Brevard	Brevard	Bradford
Brevard	Calhoun	Charlotte	Clay
Calhoun	Charlotte	Citrus	Columbia
Charlotte	Citrus	Clay	Duval
Citrus	Clay	Dade	Flagler
Clay	Collier	Duval	Gilchrist
Collier	Dade	Flagler	Glades
Columbia	Escambia	Franklin	Gulf
Dade	Flagler	Gadsden	Hamilton
Dixie	Franklin	Gilchrist	Hardee
Escambia	Gilchrist	Glades	Holmes
Flagler	Hamilton	Gulf	Indian River
Franklin	Hardee	Hamilton	Jackson
Gilchrist	Hendry	Highlands	Jefferson
Glades	Hernando	Holmes	Lafayette
Hardee	Highlands	Indian River	Lee
Highlands	Holmes	Jackson	Leon
Holmes	Indian River	Jefferson	Levy
Indian River	Jackson	Lafayette	Liberty
Jackson	Jefferson	Lake	Marion
Jefferson	Lafayette	Lee	Martin
Lafayette	Lake	Leon	Nassau
Lake	Lee	Liberty	Okaloosa
Lee	Leon	Martin	Orange
Leon	Liberty	Monroe	Osceola
Marion	Madison	Okaloosa	Polk
Martin	Marion	Orange	Sarasota
Monroe	Martin	Pasco	Seminole
Nassau	Monroe	Polk	St. Johns
Okaloosa	Nassau	Santa Rosa	St. Lucie
Okeechobee	Okaloosa	Sarasota	Sumter
Orange	Okeechobee	Seminole	Suwannee
Pasco	Orange	St. Johns	Union
Pinellas	Pasco	St. Lucie	Walton
Polk	Santa Rosa	Sumter	
Santa Rosa	Sarasota	Suwannee	
Sarasota	Seminole	Wakulla	
Seminole	St. Johns	Washington	
St Johns	St. Lucie		
St Lucie	Sumter		
Suwannee	Taylor		
Taylor	Volusia		
Union	Walton		
Wakulla	Washington		
Walton			
Washington			

In SFY12/13, by quarter, from 27% to 45% of the Clerk's offices fell below the standard on one or more of the 10 Timeliness 1 measures. Across all quarters in SFY12/13, a total of 183 action plans were required. Table 14 below shows the number of offices meeting Timeliness 1 standards by quarter, and the number of action plans required.

Table 14
Number of Clerk's Offices Meeting Standards for Timeliness 1-Filing New Cases for SFY12/13

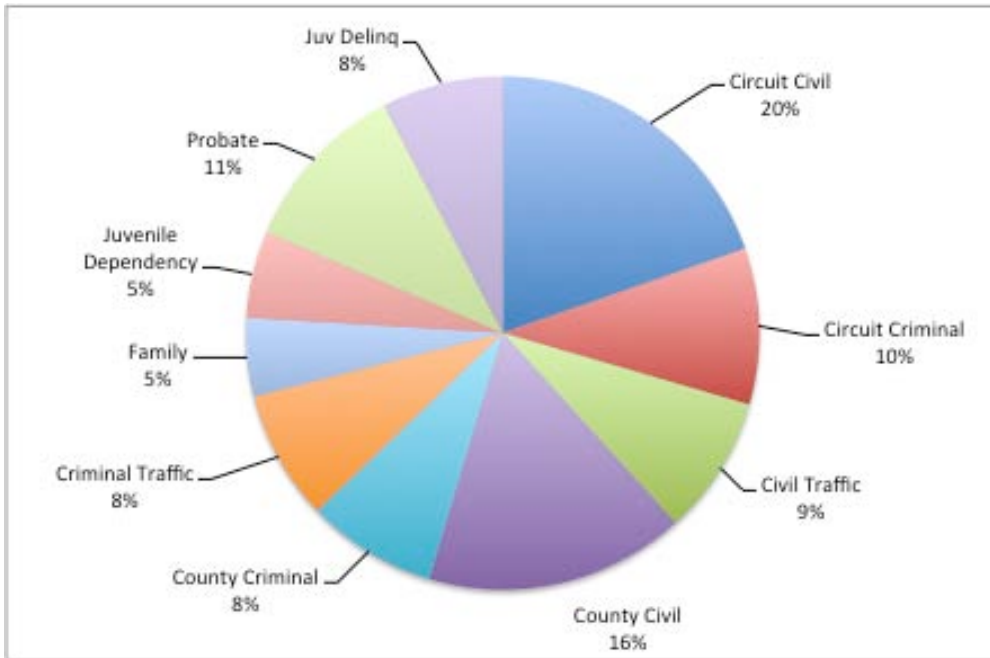
Time Period	Number of Clerk's Offices that Met Timeliness 1 (Filing New Cases) Standards and Action Plans Required								
	Met 10 of 10	Met 9 of 10	Met 8 of 10	Met 7 of 10	Met 6 of 10	Met 5 of 10	Met 4 of 10	Met 0 of 10	Total
Quarter 1	49 (73%)	10 (15%)	4 (6%)	2 (3%)	1 (1%)	1 (1%)	--	--	
Action Plans	0	10	8	6	4	5	--	--	33
Quarter 2	47 (70%)	7 (10%)	9 (13%)	1 (1%)	2 (3%)	--	1 (1%)	--	
Action Plans	0	7	18	3	8	--	6	--	42
Quarter 3	41 (61%)	15 (22%)	6 (9%)	2 (3%)	1 (1%)	--	1 (1%)	1 (1%)	
Action Plans	0	15	12	6	4	--	6	10	53
Quarter 4	37 (55%)	12 (40%)	13 (43%)	4 (13%)	0	1 (3%)	0	0	
Action Plans	0	12	26	12	0	5	0	0	55
SFY12/13 Total									
Action Plans	0	44	64	27	16	10	12	10	183

By court division, Circuit Civil required the most action plans (36) for Timeliness 1, accounting for 20% of all Timeliness 1 action plans. Table 15 shows the number of action plans for Timeliness 1 for SFY12/13 by court division. Figure 13 shows the percentage of all Timeliness 1 action plans (183 total) by court division.

Table 15
Number of Action Plans for Timeliness 1-Filing New Cases by Court Division for SFY12/13

Time Period	Criminal Court Division				Civil Court Division						Total
	Circuit Criminal 67 total	County Criminal 67 total	Juv. Del. 67 total	Criminal Traffic 67 total	Circuit Civil 67 total	County Civil 67 total	Probate 67 total	Family 67 total)	Civil Traffic 67 total	Juv. Dep. 67 total	
Quarter 1	2	4	3	2	6	6	6	0	3	1	33
Quarter 2	3	3	4	5	5	8	5	4	3	2	42
Quarter 3	9	4	4	4	7	8	4	4	4	5	53
Quarter 4	4	4	3	4	18	8	5	1	6	2	55
SFY12/13 Total	18	15	14	15	36	30	20	9	16	10	183

Figure 13
Percentage of Timeliness 1 Action Plans (183 Total) by Division for SFY12/13



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 14 shows the percentage for each reason for Timeliness 1 action plans for all court divisions and all counties combined. Reasons associated with staffing accounted for 58% of all reasons for Timeliness 1 action plans.

Figure 14
Percentage of Reasons (183 Total) for Timeliness 1 Action Plans (All Divisions, All Counties) for SFY12/13

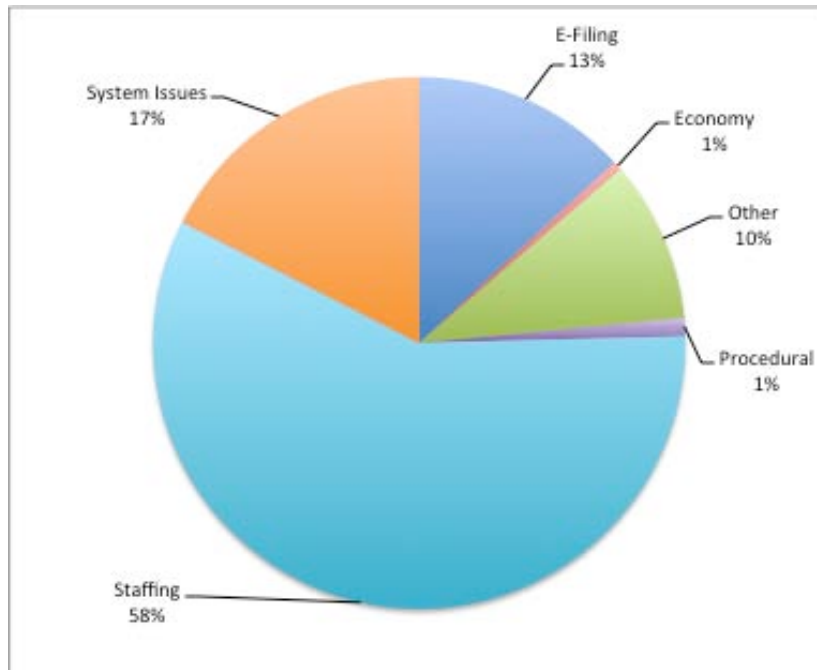


Table 16 provides an overview of the reasons for the 183 action plans associated with the Timeliness 1 measures, by court division.

Table 16
Reasons for Timeliness 1 Action Plans by Court Division for SFY12/13

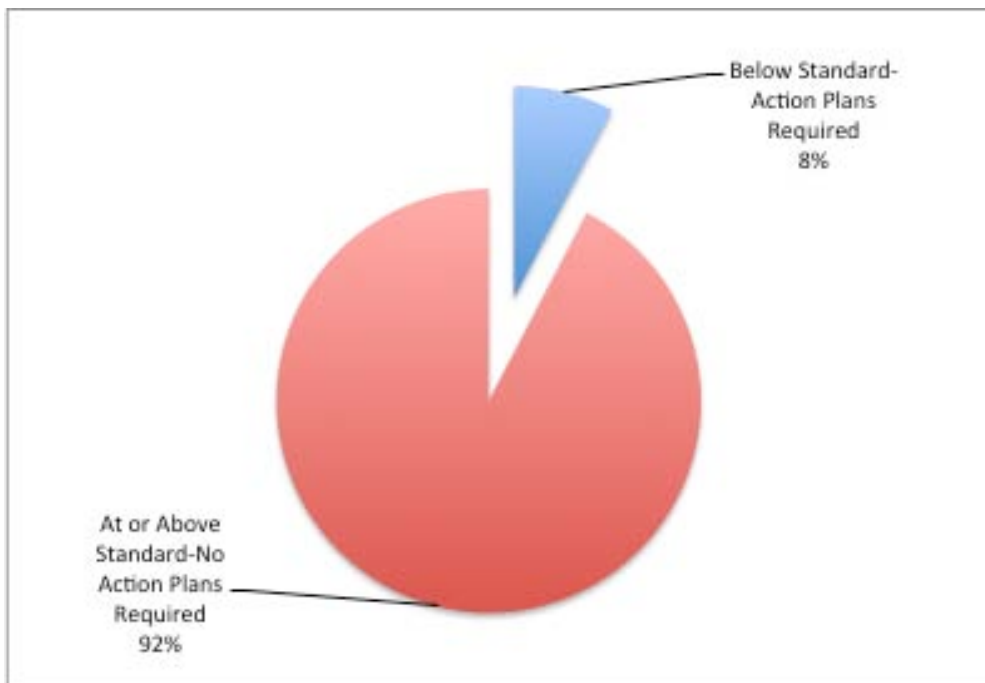
Court Division	Reason Collections Standard Not Met	Number
Circuit Criminal	Economy	1
	Staffing	11
	System Issues	2
	Other	4
	TOTAL	18
County Criminal	Staffing	9
	Systems	4
	Other	2
	TOTAL	15
Juvenile Delinquency	Staffing	10
	Systems	4
	TOTAL	14
Criminal Traffic	Staffing	11
	Systems	3
	Other	1
	TOTAL	15
Circuit Civil	E-Filing	13
	Procedural	1
	Staffing	16
	System Issues	3
	Other	3
	TOTAL	36
County Civil	E-Filing	8
	Procedural	1
	Staffing	16
	Systems	4
	Other	1
	TOTAL	30
Circuit Probate	E-Filing	3
	Staffing	8
	Systems	2
	Other	1
	TOTAL	14
Family	Staffing	4
	Systems	5
	TOTAL	9
Civil Traffic	Staffing	7
	System Issues	4
	Other	5
	TOTAL	16
Juvenile Dependency	Staffing	8
	System Issues	1
	Other	1
	TOTAL	10

Timeliness 2-Docketing Court Decisions

As shown in Table 12 on page 25, each court division has one 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.

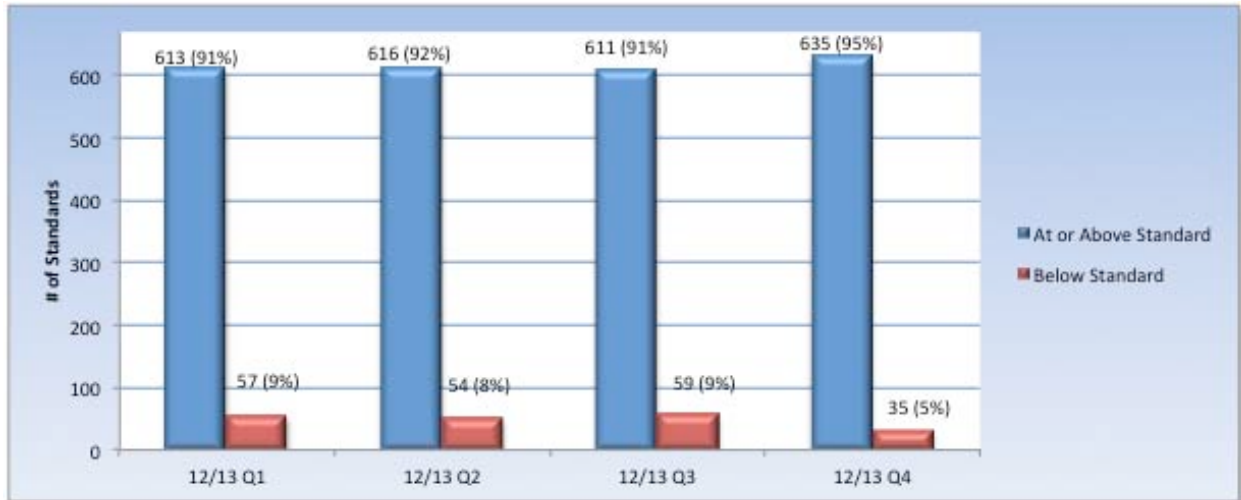
For SFY12/13 overall, performance on performance on Timeliness 2-Docketing Court Decisions met or exceeded the standards for 92% of the measures (2,475 of 2,680 total), while performance fell below the standard (action plan required) for 8% (205 of 2,680). Figure 15 illustrates the overall performance on standards for Timeliness 2-Docketing Court Decisions.

Figure 15
Overall Performance on Timeliness 2-Docketing Court Decisions Standards (2,680 Total) for SFY12/13



For SFY12/13, by quarter, the number of Timeliness 2-Docketing Court Decisions standards that were met or exceeded ranged for 611 to 635 (91% to 93%) per quarter, while the number where performance was below the standard (action plan required) ranged from 35 to 59 (5% to 9%) per quarter, as shown in Figure 16 below.

Figure 16
Performance on Timeliness 2- Docketing Court Decisions Standards by Quarter (Total 670 each) for SFY12/13



For SFY12-13, all Clerk's office required one or more action plans for Timeliness 2 (Docketing Court Decisions) during the year. While none of the Clerk's met or exceeded the performance standards for the Timeliness 2 measures each quarter, from 40-51 offices met all standards during a single quarter, as shown in Table 17 below.

Table 17: Clerk's Offices that Met or Exceeded Timeliness 2-Docketing Court Decisions Performance Standards by Quarter for SFY12/13

Counties that Met or Exceeded Timeliness 2 Standards			
Quarter 1 40 Offices	Quarter 2 41 Offices	Quarter 3 44 Offices	Quarter 4 51 Offices
Alachua	Alachua	Alachua	Alachua
Baker	Baker	Baker	Baker
Bay	Bay	Bay	Bay
Calhoun	Brevard	Brevard	Bradford
Charlotte	Calhoun	Calhoun	Calhoun
Citrus	Charlotte	Charlotte	Charlotte
Clay	Citrus	Citrus	Citrus
Collier	Clay	Clay	Clay
Escambia	Collier	Collier	Collier
Flagler	Dade	Dade	Columbia
Franklin	Desoto	Dixie	Dade
Gadsden	Escambia	Flagler	Desoto
Gilchrist	Franklin	Franklin	Flagler
Glades	Gadsden	Gadsden	Franklin
Hamilton	Gilchrist	Gilchrist	Gadsden
Hardee	Glades	Glades	Gilchrist
Hendry	Gulf	Gulf	Glades
Highlands	Hamilton	Hamilton	Gulf
Jackson	Hardee	Hardee	Hamilton
Lafayette	Hernando	Hernando	Hardee
Lee	Highlands	Highlands	Highlands
Leon	Holmes	Holmes	Holmes
Liberty	Jackson	Indian River	Indian River
Okaloosa	Lee	Jackson	Jackson
Okeechobee	Leon	Lafayette	Jefferson
Orange	Martin	Lee	Lafayette
Pasco	Nassau	Leon	Lee, Leon
Pinellas	Okaloosa	Levy	Levy
Polk	Orange	Martin	Madison
Santa Rosa	Pasco	Nassau	Manatee
Sarasota	Pinellas	Okaloosa	Marion
St. Johns	Polk	Orange	Martin
St. Lucie	Santa Rosa	Pinellas	Nassau
Suwannee	Sarasota	Polk	Okaloosa
Taylor	Seminole	Santa Rosa	Okeechobee
Union	St. Johns	Sarasota	Orange
Volusia	St. Lucie	Seminole	Osceola
Walton	Volusia	St. Johns	Pinellas
Wakulla	Wakulla	St. Lucie	Polk
Washington	Walton	Sumter	Santa Rosa
	Washington	Suwannee	Sarasota
		Union	Seminole
		Walton	St. Johns
		Washington	St. Lucie
			Sumter
			Suwannee
			Union
			Wakulla
			Walton
			Washington

In SFY12/13, by quarter, from 24% to 40% of the Clerk's offices fell below the standard on one or more of the 10 Timeliness 1 measures. Across all quarters in SFY12/13, a total of 205 action plans were required. Table 18 below shows the number of offices meeting Timeliness 2 standards by quarter, and the number of action plans required.

Table 18
Number of Clerk's Offices Meeting Standards for Timeliness 2 for SFY12/13

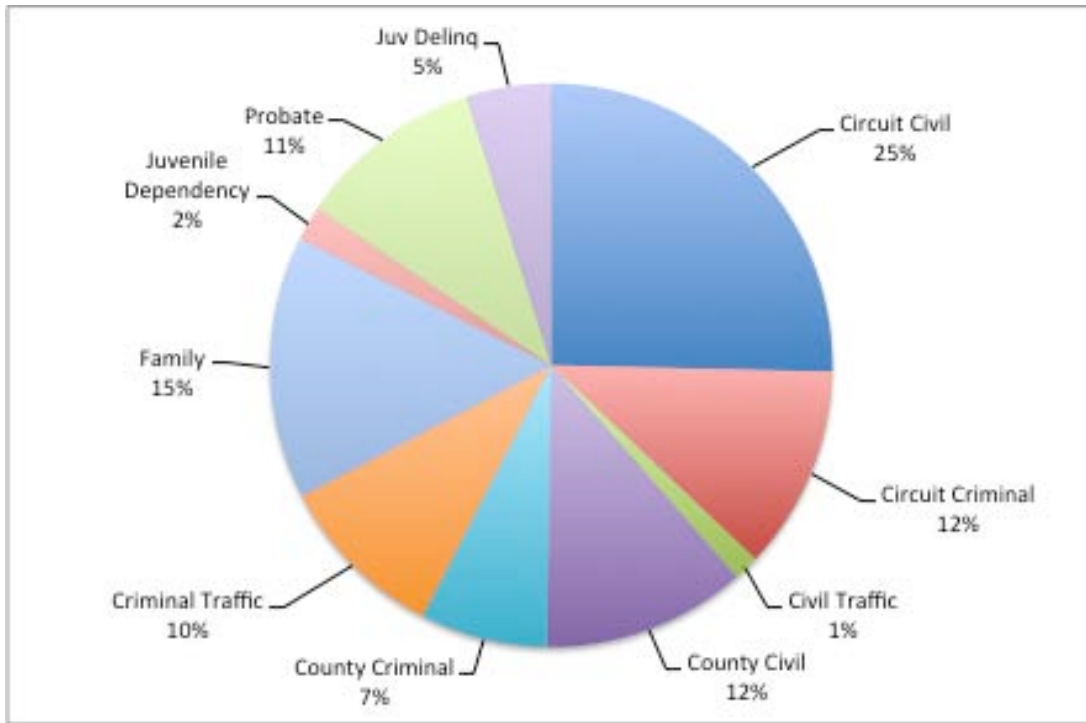
Time Period	Number of Clerk's Offices Meeting Timeliness 2 (Docketing Court Decisions) Standards and Action Plans Required									
	Met 10 of 10	Met 9 of 10	Met 8 of 10	Met 7 of 10	Met 6 of 10	Met 5 of 10	Met 4 of 10	Met 3 of 10	Met 2 of 10	Total
Quarter 1	40 (60%)	13 (19%)	7 (10%)	3 (4%)	1 (1%)	2 (3%)	--	1 (1%)	--	
Action Plans	0	13	14	9	4	10	--	7	--	57
Quarter 2	41 (61%)	13 (19%)	6 (9%)	3 (4%)	2 (3%)	1 (1%)	--	1 (1%)	--	
Action Plans	0	13	12	9	8	5	--	7	--	54
Quarter 3	44 (66%)	11 (16%)	2 (3%)	5 (7%)	1 (1%)	1 (1%)	2 (3%)	0	1 (1%)	
Action Plans	0	11	4	15	4	5	12	0	8	59
Quarter 4	51 (76%)	7 (10%)	3 (4%)	4 (6%)	1 (1%)	0	1 (1%)	0	0	
Action Plans	0	7	6	12	4	0	6	0	0	35
SFY12/13 Total										
Action Plans	0	44	36	45	20	20	18	14	8	205

By court division, Circuit Civil required for the most action plans (52) for Timeliness 2, accounting for 25% of all Timeliness 2 action plans. Table 19 shows the number of action plans for Timeliness 2 for SFY12/13 by court division. Figure 17 shows the percentage of all Timeliness 1 action plans (205 total) by court division.

Table 19
Number of Action Plans for Timeliness 2 (Docketing Court Decisions) by Court Division for SFY12/13

Time Period	Criminal Court Division				Civil Court Division						Total
	Circuit Criminal 67 total	County Criminal 67 total	Juv. Del. 67 total	Criminal Traffic 67 total	Circuit Civil 67 total	County Civil 67 total	Probate 67 total	Family 67 total)	Civil Traffic 67 total	Juv. Dep. 67 total	
Quarter 1	5	3	2	6	15	5	8	11	0	2	57
Quarter 2	6	5	3	7	12	6	6	9	0	0	54
Quarter 3	10	7	3	5	13	8	3	7	2	1	59
Quarter 4	3	0	2	2	12	5	5	4	1	1	35
SFY12/13 Total	24	15	10	20	52	24	22	31	3	4	205

Figure 17
 Percentage of Timeliness 2 Action Plans (205 Total) by Division for SFY12/13



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 18 shows the percentage for each reason for Timeliness 2 action plans for all court divisions and all counties combined. Reasons associated with staffing accounted for 61% of all reasons for Timeliness 2 action plans.

Figure 18
 Percentage of Reasons (205 Total) for Timeliness 2 Action Plans (All Divisions, All Counties) for SFY12/13

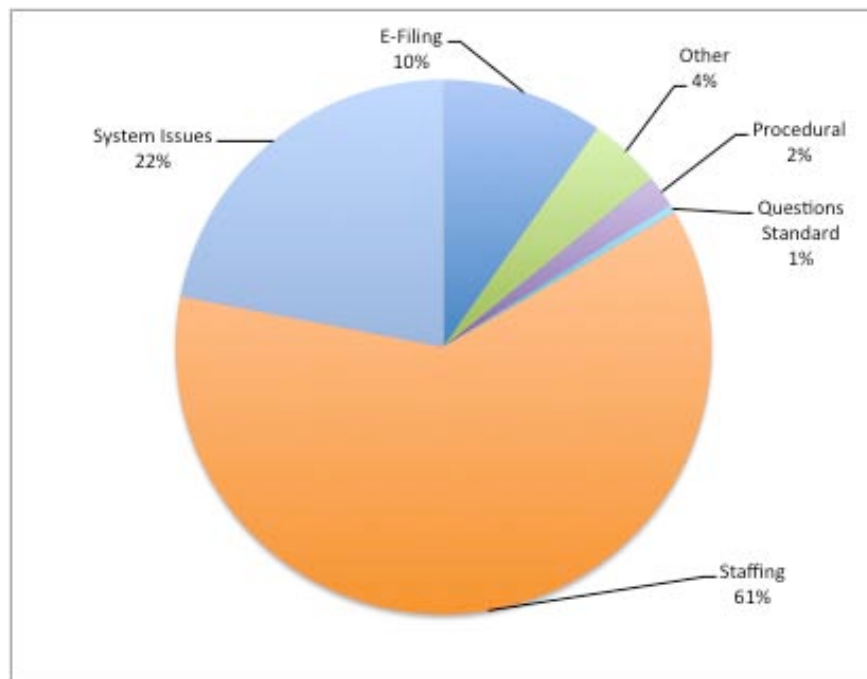


Table 20 provides an overview of the reasons for the 205 action plans associated with the Timeliness 2 measures, by court division.

Table 20
Reasons for Timeliness 2 Action Plans by Court Division for SFY12/13

Court Division	Reason Collections Standard Not Met	Number
Circuit Criminal	Procedural	1
	Staffing	16
	System Issues	7
	TOTAL	24
County Criminal	Questions Standard	1
	Staffing	7
	System Issues	7
	TOTAL	15
Juvenile Delinquency	Staffing	3
	System Issues	6
	Other	1
	TOTAL	10
Criminal Traffic	Staffing	11
	System Issues	8
	Other	1
	TOTAL	20
Circuit Civil	E-Filing	9
	Procedural	2
	Staffing	34
	System Issues	3
	Other	4
	TOTAL	52
County Civil	E-Filing	5
	Staffing	12
	System Issues	5
	Other	2
	TOTAL	24
Probate	Procedural	1
	Staffing	4
	System Issues	1
	TOTAL	6
Family	E-Filing	3
	Staffing	23
	Systems	5
	TOTAL	31
Civil Traffic	Staffing	1
	System Issues	1
	Other	1
	TOTAL	3
Juvenile Dependency	Staffing	3
	System Issues	1
	TOTAL	4

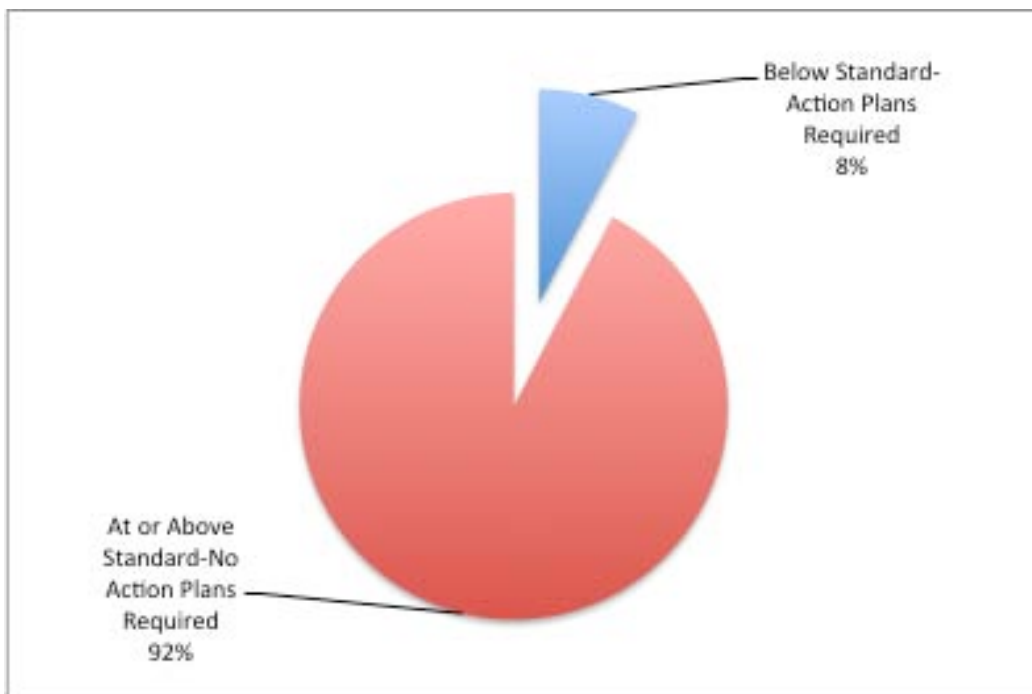
JUROR PAYMENTS PROCESSED

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 Juror Payments standard is designed to determine whether Clerks pay jurors in a timely manner, that is, within 20 days. 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 Juror Payments per quarter ($67 \times 1 = 67$) and 268 annually ($67 \times 4 = 268$). 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 Juror Payments standard is 100%.

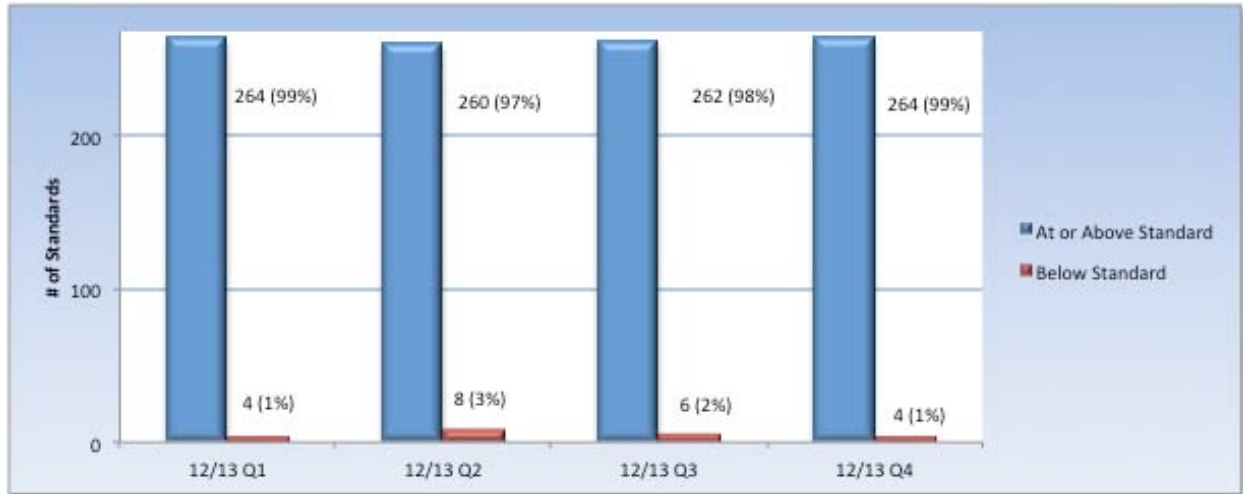
For SFY12/13, for all counties combined, performance on Juror Payments met or exceeded the standards for 92% of the measures (246 of 268 total), while performance fell below the standard (action plan required) for 8% (22 of 268). Figure 19 illustrates the overall performance on the Juror Payments standard.

Figure 19
Overall Performance on Juror Payments Standard (268 Total) for SFY12/13



For SFY12/13, by quarter, the number of juror pppayments standards that were met or exceeded ranged for 260 to 264 (97% to 99%) per quarter, while the number where performance was below the standard (action plan required) ranged from 4 to 8 (1% to 3%) per quarter, as shown in Figure 20 below.

Figure 20
 Performance on Juror Payments by Quarter (Total 268 each) for SFY12/13



Across all quarters in SFY12/13, a total of 22 action plans were required for Juror Payments. All Clerk's office required one or more action plans for Juror Payments during the year. While none of the Clerk's met or exceeded the performance standards for the Juror Payments measures each quarter, from 59-63 offices met all standards during a single quarter, as shown in Table 21 below.

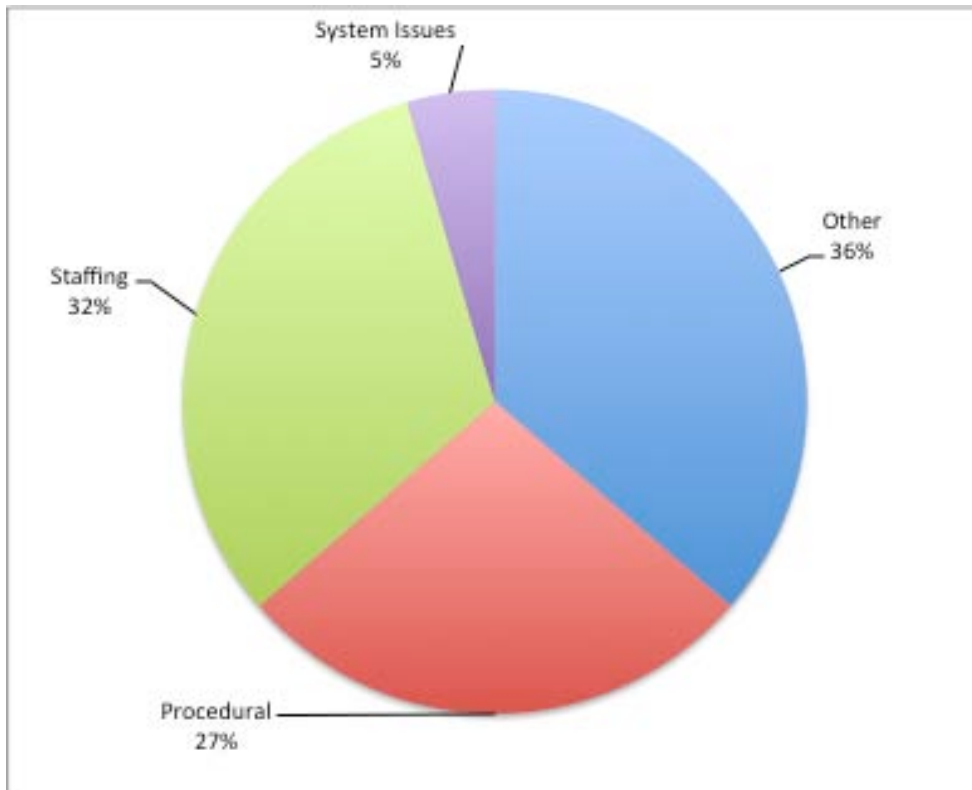
Table 21
Clerk's Offices that Met or Exceeded Juror Payments Performance Standards by Quarter for SFY12/13

Counties that Met or Exceeded Juror Payments Standards							
Quarter 1 63 Offices		Quarter 2 59 Offices		Quarter 3 61 Offices		Quarter 4 63 Offices	
Alachua	Pinellas	Alachua	Seminole	Alachua	Polk	Alachua	Pinellas
Baker	Polk	Baker	St. Johns	Baker	Sarasota	Baker	Polk
Bay	Putnam	Bradford	St. Lucie	Bay	Seminole	Bradford	Putnam
Bradford	Sarasota	Brevard	Sumter	Bradford	St. Johns	Brevard	Sarasota
Brevard	Seminole	Broward	Suwannee	Brevard	St. Lucie	Broward	Seminole
Broward	St. Johns	Calhoun	Taylor	Broward	Sumter	Calhoun	St. Johns
Calhoun	St. Lucie	Charlotte	Union	Calhoun	Suwannee	Charlotte	St. Lucie
Charlotte	Sumter	Clay	Volusia	Charlotte	Taylor	Citrus	Sumter
Citrus	Suwannee	Collier	Wakulla	Citrus	Union	Clay	Suwannee
Clay	Taylor	Columbia	Walton	Clay	Volusia	Collier	Taylor
Collier	Union	Dade	Washington	Collier	Wakulla	Columbia	Union
Columbia	Volusia	Desoto		Columbia	Walton	Dade	Volusia
Dade	Wakulla	Dixie		Dade	Washington	Desoto	Wakulla
Desoto	Walton	Duval		Desoto		Dixie	Walton
Dixie	Washington	Escambia		Duval		Duval	Washington
Duval		Flagler		Escambia		Escambia	
Escambia		Gadsden		Flagler		Flagler	
Flagler		Gilchrist		Franklin		Franklin	
Franklin		Glades		Gadsden		Gadsden	
Gilchrist		Gulf		Gilchrist		Gilchrist	
Glades		Hamilton		Glades		Glades	
Gulf		Hardee		Gulf		Gulf	
Hamilton		Hendry		Hamilton		Hamilton	
Hardee		Hernando		Hardee		Hendry	
Hendry		Highlands		Hendry		Hernando	
Hernando		Hillsborough		Hernando		Highlands	
Highlands		Holmes		Highlands		Hillsborough	
Holmes		Indian River		Hillsborough		Holmes	
Indian River		Jackson		Holmes		Indian River	
Jackson		Jefferson		Indian River		Jackson	
Jefferson		Lafayette		Jackson		Jefferson	
Lafayette		Lake		Jefferson		Lafayette	
Lake		Lee		Lafayette		Lake	
Lee		Leon		Lake		Lee	
Leon		Levy		Lee		Leon	
Levy		Liberty		Levy		Levy	
Liberty		Madison		Liberty		Liberty	
Madison		Manatee		Madison		Madison	
Manatee		Marion		Manatee		Manatee	
Marion		Okaloosa		Marion		Marion	
Martin		Okeechobee		Nassau		Monroe	
Monroe		Orange		Okaloosa		Nassau	
Nassau		Osceola		Okeechobee		Okaloosa	
Okaloosa		Palm Beach		Orange		Okeechobee	
Orange		Pasco		Osceola		Orange	
Osceola		Pinellas		Palm Beach		Osceola	
Palm Beach		Polk		Pasco		Palm Beach	
Pasco		Putnam		Pinellas		Pasco	

When the Juror Payments 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. Reasons included procedural issues (6), Staffing issues (7), System issues (1), and other issues (8).

Figure 21 shows the percentage for each reason for Juror Payments action plans for counties combined. Reasons associated with staffing accounted for 32% of all reasons for Juror Payments action plans while procedural issues accounted for 27%, and other reasons accounted for 36%.

Figure 21
Percentage of Reasons (22 Total) for Juror Payments Action Plans (All Divisions, All Counties) for SFY12/13



FISCAL MANAGEMENT

Clerks report annually on nine Fiscal Management standards. The standards are:

- Fiscal Management Standard 1: A routine annual financial audit in accordance with s. 11.45 and s. 218.39, F.S. will or has been done by an independent auditor. For the prior fiscal year. (CFY 2011-12)
- Fiscal Management Standard 2: There is a plan to correct any major audit findings, if applicable, in accordance with s. 218.39(6), F.S. For the prior fiscal year's audit findings. (CFY 2011-12)
- Fiscal Management Standard 3: The Clerk's accounting system meets all the requirements of GAAP and the Uniform Accounting System in accordance with s. 218.33 F.S., as mandated by the Florida Department of Financial Services. For the prior fiscal year. (CFY 2011-12)
- Fiscal Management Standard 4: There is a method in place to produce a revenue assessment & collections report required by s. 28.246, F.S. For the prior fiscal year (CFY 2011-12)
- Fiscal Management Standard 5. Clerks/Counties have an accounting system that provides monthly and year-to-date expenditures by criminal and civil courts and budget categories. For the prior fiscal year. (SFY 2011-12)
- Fiscal Management Measurement Standard 6: Clerks/Counties have a system that produces CCOC required data and information in support of budget submission requirements as established by the Clerks of Court Operations Corporation, including accounting data breakouts (expenditures, revenues, reserves) by budget categories/UAS codes; an expenditure and revenue projection system/methodology; an FTE count and distribution methodology for calculating administrative/Article V costs; a performance measurement collection and analysis system and a unit costing capacity (divide output measurements into expenditures). For the prior fiscal year. (SFY 2011-12)
- Fiscal Management Measure Standard 7: Required monthly expenditure and collection (EC) reports to the CCOC were produced timely and according to instructions. For the prior Fiscal Year. (SFY 2011-12)
- Fiscal Management Measure Standard 8: The last required Article V budget submission to the CCOC was complete and submitted according to instructions. For the next Fiscal Year. (SFY 2013-14)
- Fiscal Management Measure Standard 9: Each Clerk of Court shall forward a copy of the portion of the annual financial audit relating to the court-related duties of the Clerks of Court to the Supreme Court as required by s. 28.35(5), F.S.

Performance on each Fiscal Management standard is reported as Yes, No, or NA, and submitted by May 30 each year. Each standard (with the exception of Standard 8) relates to the prior county fiscal year (October 1, 2011 through September 30, 2012), due to the additional time required to receive the county's audited financial report for the prior fiscal year. Standard 7 (EC Reports) is reported for the prior fiscal year (2011/12), according to the standard, although the counties are submitting EC reports throughout the current fiscal year.

For the Fiscal Management reports submitted May 2013, for Standards 1, 3 - 6, and 8 - 9, all counties answered "Yes."

Regarding Standard 2, correcting audit findings, 44 counties reported "Yes" (audit findings corrected) and 23 reported "NA" (no audit findings); therefore there are no audit findings for county fiscal year Oct 2011 – Sep 2012 that have not yet been corrected, as reported by the Clerks.

Regarding Standard 7, monthly expenditure and collection (EC) reports submitted timely in the prior fiscal year (SFY 2011/12), 63 counties reported "Yes" (all reports submitted timely) and 4 reported "No" with the following explanations (1 not explained):

- Striving to submit reports timely (1)
- September 2011 report was submitted on October 20, 2011 (1)
- Financial director took vacation around Christmas and inadvertently missed the filing deadline (1)

Expenditure and Collections Reports SFY 2011/12

Additional analysis of submission dates for Standard 7 indicates:

- Out of 804 submissions (67 x 12), 94% (752) Expenditure/Collections Reports were submitted on time or early, and 6% (52) were submitted 1 or more days late.
- 41 counties submitted on time or early for each of the 12 reports.
- 26 counties were late 1 or more days for 1 of the 12 reports.
 - 15 late for 1 of 12.
 - 7 late for 2 of 12.
 - 2 late for 3 of 12
 - 2 late for 4 or more of 12
- 5 counties were 6 or more days late for 1 or more of the 12 reports.
- 1 county was 1-3 days late for 7 reports.
- 1 county was late from 1-16 days, for 10 of the 12 reports.

Expenditure and Collections Reports SFY 2012/13

For the EC reports (expenditures and collections submitted timely) submitted during 2012/13 (to be reported for Standard 7 in 2013/14), analysis of submission data shows the following:

- Out of 804 submissions (67 x 12), 90% (722) Expenditure/Collections Reports were submitted on time or early, and 10% (82) were submitted one or more days late.
- 36 counties submitted on time or early for each of the 12 reports.
- 31 counties were late 1 or more days for 1 of the 12 reports.

- 13 late for 1 of 12.
 - 6 late for 2 of 12.
 - 5 late for 3 of 12
 - 7 late for 4 or more of 12
- 13 counties were 6 or more days late for one or more of the 12 reports.
 - 9 counties were 11 or more days late for one or more of the 12 reports.
 - 1 county was late from 11 - 52 days, for each of the 12 reports.

Compared to previous years, Clerks improved in timely submission of EC reports during fiscal years 2011/12 and 2012/13.

Table 22
Submission of Expenditure/Collections Reports Reports (Standard 7) SFY09/10 - SFY12/13

Fiscal Year	12 of 12 Submitted Timely	11 of 12 Submitted Timely (Late once)	10 of 12 Submitted Timely (Late twice)	9 of 12 Submitted Timely (Late 3x)	8 of 12 or fewer Submitted Timely (Late 4x or more)	Totals
2012/13	36	13	6	5	7	67
2011/12	41	15	7	2	2	67
2010/11	9	16	20	11	11	67
2009/10	2	7	12	16	30	67

**APPENDIX A
Action Plans Required SFY 2012/13**

COUNTY	Collections				Timeliness 1				Timeliness 2				Juror Payments				TOTALS				GRAND TOTAL
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Collections	Timeliness 1	Timeliness 2	Juror Payments	
Alachua	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	3	1	0	0	4
Baker	1	1	2	2	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	6
Bay	2	4	4	4	0	0	0	0	0	0	0	0	1	0	1	14	0	0	2	16	
Bradford	1	0	2	1	0	2	0	0	1	2	1	0	0	0	0	4	2	4	0	10	
Brevard	1	0	1	1	0	0	0	3	2	0	0	4	0	0	0	3	3	6	0	12	
Broward	2	4	3	4	2	1	1	5	3	3	3	6	0	0	0	13	9	15	0	37	
Calhoun	2	2	2	2	0	0	2	2	0	0	0	0	0	0	0	8	4	0	0	12	
Charlotte	1	2	1	1	0	0	0	2	0	0	0	0	0	0	0	5	2	0	0	7	
Citrus	1	0	0	0	0	0	0	3	0	0	0	0	0	1	0	1	3	0	1	5	
Clay	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	
Collier	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	2	0	0	2	
Columbia	1	0	1	0	0	4	2	0	4	5	6	0	0	0	0	2	6	15	0	23	
Dade	3	3	3	3	0	0	0	1	1	0	0	0	0	0	0	12	1	1	0	14	
Desoto	4	0	1	1	1	1	1	1	1	0	1	0	0	0	0	6	4	2	0	12	
Dixie	3	4	4	2	0	2	1	2	1	1	0	3	0	0	1	13	5	5	1	24	
Duval	3	3	3	3	1	1	0	0	3	3	3	1	0	0	0	12	2	10	0	24	
Escambia	2	1	0	2	0	0	3	3	0	0	6	2	0	0	0	5	6	8	0	19	
Flagler	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	2	
Franklin	2	2	1	0	0	0	0	2	0	0	0	0	0	1	0	5	2	0	1	8	
Gadsden	3	3	3	3	1	2	0	2	0	0	0	0	1	0	0	12	5	0	1	18	
Gilchrist	3	1	3	2	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	9	
Glades	0	1	1	1	0	2	0	0	0	0	0	0	0	0	0	3	2	0	0	5	
Gulf	1	1	1	2	4	2	0	0	2	0	0	0	0	0	0	5	6	2	0	13	
Hamilton	1	2	1	1	1	0	0	0	0	0	0	0	0	0	0	5	1	0	0	6	
Hardee	1	1	2	0	0	0	2	0	0	0	0	0	0	0	1	4	2	0	1	7	
Hendry	1	0	3	1	1	0	1	1	0	2	2	1	0	0	0	5	3	5	0	13	

APPENDIX A
Action Plans Required SFY 2012/13

COUNTY	Collections				Timeliness 1				Timeliness 2				Juror Payments				TOTALS				GRAND TOTAL
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Collections	Timeliness 1	Timeliness 2	Juror Payments	
Hernando	1	1	1	1	2	0	1	2	5	0	0	2	0	0	0	0	4	5	7	0	16
Highlands	2	3	3	2	0	0	0	1	0	0	0	0	0	0	0	0	10	1	0	0	11
Hillsborough	4	4	4	2	1	2	3	1	2	2	3	1	1	0	0	0	14	7	8	1	30
Holmes	0	1	3	2	0	0	0	0	1	0	0	0	0	0	0	0	6	0	1	0	7
Indian River	3	5	1	2	0	0	0	0	1	1	0	0	0	0	0	0	11	0	2	0	13
Jackson	1	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	5
Jefferson	1	0	1	0	0	0	0	0	2	1	1	0	0	0	0	0	2	0	4	0	6
Lafayette	1	1	2	0	0	0	0	0	0	2	0	0	0	0	0	0	4	0	2	0	6
Lake	2	1	2	1	0	0	0	1	1	1	1	1	0	0	0	0	6	1	4	0	11
Lee	2	2	4	2	0	0	0	0	0	0	0	0	0	0	0	0	10	0	0	0	10
Leon	2	2	2	2	0	0	0	0	0	0	0	0	0	0	1	0	8	0	0	1	9
Levy	2	2	0	0	2	2	1	0	1	1	0	0	0	0	0	0	4	5	2	0	11
Liberty	2	1	1	2	1	0	0	0	0	1	4	1	0	0	0	0	6	1	6	0	13
Madison	1	2	1	1	1	0	1	1	1	1	1	0	0	0	0	0	5	3	3	0	11
Manatee	2	2	3	0	1	4	4	2	2	2	3	0	0	0	0	0	7	11	7	0	25
Marion	3	3	2	2	0	0	1	0	2	1	1	0	0	0	0	0	10	1	4	0	15
Martin	1	2	1	1	0	0	0	0	2	0	0	0	0	1	1	1	5	0	2	3	10
Monroe	1	2	2	2	0	0	0	2	1	4	1	1	0	1	1	0	7	2	7	2	18
Nassau	0	0	1	1	0	0	1	0	1	0	0	0	0	1	0	0	2	1	1	1	5
Okaloosa	1	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	5
Okeechobee	2	4	2	2	0	0	6	1	0	1	1	0	1	0	0	0	10	7	2	1	20
Orange	2	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	9
Osceola	2	3	3	4	3	2	2	0	1	1	1	0	0	0	0	0	12	7	3	0	22
Palm Beach	3	3	3	3	3	2	2	2	5	4	5	3	0	0	0	0	12	9	17	0	38
Pasco	3	2	4	1	0	0	0	2	0	0	3	3	0	0	0	0	10	2	6	0	18
Pinellas	2	2	2	3	0	1	2	2	0	0	0	0	0	0	0	0	9	5	0	0	14
Polk	1	2	1	2	0	1	0	0	0	0	0	0	0	0	0	0	6	1	0	0	7

**APPENDIX A
Action Plans Required SFY 2012/13**

COUNTY	Collections				Timeliness 1				Timeliness 2				Juror Payments				TOTALS				GRAND TOTAL
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Collections	Timeliness 1	Timeliness 2	Juror Payments	
Putnam	2	2	2	2	5	6	10	2	7	7	8	1	0	0	1	0	8	23	23	1	55
Santa Rosa	1	1	1	2	0	0	0	1	0	0	0	0	1	1	1	1	5	1	0	4	10
Sarasota	3	1	2	2	0	0	0	0	0	0	0	0	0	1	0	0	8	0	0	1	9
Seminole	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1
St. Johns	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2
St. Lucie	2	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	7	0	0	0	7
Sumter	0	0	0	0	2	0	0	0	3	2	0	0	0	0	0	0	0	2	5	0	7
Suwannee	0	1	0	0	0	3	0	0	0	3	0	0	0	0	0	0	1	3	3	0	7
Taylor	1	2	2	1	0	0	1	2	0	1	1	2	0	0	0	0	6	3	4	0	13
Union	0	1	0	0	0	1	1	0	0	1	0	0	0	0	0	0	1	2	1	0	4
Volusia	2	2	2	2	1	0	1	3	0	0	2	3	0	0	0	0	8	5	5	0	18
Wakulla	1	1	2	0	0	1	0	1	0	0	1	0	0	0	0	0	4	2	1	0	7
Walton	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1	0	0	2
Washington	1	2	1	2	0	0	0	1	0	0	0	0	0	0	0	0	6	1	0	0	7
Action Plans Required	104	104	115	92	33	42	53	55	57	54	59	35	4	8	6	4	415	183	205	22	825